Meeting of the Board of Management to be held on Wednesday 12 June 2024 at 4.30pm. The meeting will be held in 'The Space', Langside Campus.

AGENDA

24.21	Welcome and Apologies		D Newall
24.22	Declaration of Interests		D Newall
24.23	Determination of Other Business		D Newall
24.24	Draft Minute of the Board Meeting on 20 March 2024	P	D Newall
24.25	Matters Arising – Action Grid	P	D Newall

Items for Discussion

24.26	Credit Projection	P	J Rafferty
24.27	Draft Revenue budget for 2024/25 for approval	P	T Elliott
24.28	SFC Indicative Funding Allocation for 2024/25 and 5 Year Forecast Update	V	T Elliott
24.29	BLANK – NO ITEM		
24.30	The Promise: Learners with Experience of the Care System	V	R Micklem
24.31	Reform of Regional Strategic Bodies	P	D Newall

Standing Items

24.32	Student President's Report	V	M Tuskova
24.33	Principal's Report	P	J Vincent
24.34	Chair's Report	V	D Newall
24.35	**Draft Minutes of Previous Meetings**		
	(i) Organisational Development 8.5.24		S Heidinger
	(ii) Remuneration 13.5.24		S Heidinger
	(iii) Learning and Teaching 22.5.24		M McKenna
	(iv) Audit 29.5.24		D Watt
	(v) Finance and Resources 5.6.24	V	D Newall
	(vi) Nominations – by email		D Newall

Items for Noting/For approval*

24.36	Financial Report year to April 2024 and Forecast Outturn to end July 2024	P	T Elliott
24.37	Strategic Risk Register Update	P	J Vincent
24.38	Estates, Capital Expenditure and Masterplan Update*	P	T Elliott
24.39	Annual Climate Change Action Plan Update	P	T Elliott
24.40	GCEF Update	V	J Vincent
24.41	Governance Update (including acronym guide)	P	Clerk
24.42	Any other Business		D Newall

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

Date of next meeting 9 October 2024

NOTES OF THE MEETING OF THE BOARD OF MANAGEMENT HELD ON 12 JUNE 2024 AT 4.30pm.
The meeting was held at The Space, Langside Campus.

PRESENT:

David Newall	Chair
Fergus Brown	Board Member
Sandra Heidinger	Board Member
Andrew Jack	Board Member
Anna Magiera	Board Member
Runa McNamara	Board Member
Ros Micklem	Board Member
Alan O'Donnell	Board Member
Michael Payne	Board Member
Stuart Porteous	Board Member
Martina Tuskova	Board Member
Jon Vincent	Board Member
David Watt	Board Member

IN ATTENDANCE:

Tracy Elliott	Interim Vice Principal, Resources & College Development (via Teams and until the end of Item 24.28)
John Rafferty	Deputy and Vice Principal, Curriculum and Quality Enhancement
Gillian Murray	Interim Clerk to the Board (Minute Taker)

24.21 WELCOME AND APOLOGIES
The Chair welcomed everyone to the meeting. Apologies had been received from Rena McAdam, Lindsey Patterson, Maureen McKenna, Margaret Swiderska, Morven Gourlay, Kathleen Sweeney, and Lindsay Devanney. The Chair welcomed Anna Magiera to her first meeting of the Board of Management. The Board was quorate.

24.22 DECLARATIONS OF INTEREST
A Declaration of interest was noted on behalf of J. Vincent, J. Rafferty and T. Elliott in respect of item 24.35 (ii), being the Remuneration Committee Minute and Update. It was agreed that this item would be heard at the end of the Agenda and in the absence of J. Vincent, J. Rafferty and T. Elliott. No other declarations of interest were received.

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

24.24 MINUTES OF PREVIOUS MEETING: 20 MARCH 2024

The minutes were approved as an accurate record of the March 2024 meeting.

24.25   MATTERS ARISING: ACTION GRID
The Board noted the update on all of the actions. J. Vincent provided a further updated on National Bargaining. The Board noted that all three Support Staff Trade Unions had accepted a three year pay award and that the backdated pay awards would be paid in the July 2024 payroll. The Teaching Staff Trade Unions have still not reached an agreement.

ITEMS FOR DISCUSSION/APPROVAL

24.26   CREDIT PROJECTION
J. Rafferty provided the Board with an update on the College's projected position in relation to 2023/24 credit targets. The Board noted that the credit position for the academic year 2023/2024 now forecasts a positive credit position of between +3.0% and +3.1%. Of the credits currently accrued, 99.7% are currently "safe". This means the College has already secured 116,802 credits against a target of 113,721 credits. The Board noted that the positive credit position is a consequence of strong enrolment in both August and January and improved retention in most levels of modes of delivery.

The Board discussed the Retention and Attainment KPIs noting that the final attainment PI's will not be known until September 2024. J. Rafferty undertook to provide Retention KPIs to the Development Day in September.   **JR**

The Board discussed the strategy for next session noting the commencement of phase 5 of VS to address the areas of remaining under-deployment. The Board discussed the requirement for an Equality Impact Assessment and the Executive offered assurance that the EIA will be updated as VS implemented.

24.27   DRAFT REVENUE BUDGET FOR 2024/25 FOR APPROVAL
T Elliott presented the paper outlining the draft revenue budget for 2024/25 including the comparative analysis of movements between the 2023/24 forecast outturn position and the 2024/25 draft budget position. The adjusted operating position is the key factor in demonstrating whether the college remains financially sustainable and the draft budget shows an adjusted operating deficit of £2.268million. T Elliott took the Board through the risks in terms of the 2024/25 draft revenue budget and outlined the impact of those risks.

D. Newall provided an update on the discussions held by the Finance Committee. D. Newall explained that the Finance Committee had agreed that it could not recommend to the Board to approve the budget whilst still showing a deficit. D. Newall explained that the Committee had asked the Executive to revisit the budget and bring a refreshed version to the development day. As part of that refreshed 2024/25 budget it was noted that the Executive would aim to take measures to further reduce staff and non-staff costs and maximise income where possible. The Board discussed the implications of further reductions. The Board agreed that T Elliott should bring a revised budget to include year 1 (2024/25) and year 2 (2025/26) in the financial update which will be submitted to the Board development day in early September.

TE

The Board discussed the credit funding across colleges in Scotland noting that Glasgow Clyde College receives £304 per credit in comparison to most other colleges which receive significantly higher prices per credit. The Board discussed the implications of an increase in credit funding. The Board noted that there was unlikely to be any revisiting of the credit funding position in the near future.

The Board noted that, in the meantime, T. Elliott would share the financial position with the SFC.

TE

24.28   SFC INDICATIVE FUNDING ALLOCATION FOR 2024/2025 AND FIVE YEAR FORECAST UPDATE

T Elliott presented a Power Point presentation on the indicative funding allocation and five-year forecast update. The Board noted the increasing deficit which is forecast largely due to flat cash SFC funding and estimated unfunded annual recurring pay awards.

(T. Elliott left the meeting.)

24.29   BLANK – NO ITEM

24.30   THE PROMISE: LEARNERS WITH EXPERIENCE OF THE CARE SYSTEM

Ros Micklem presented a verbal update on the launch event recently held at the lecture theatre in the Cardonald Campus. The Board noted the SFC National Ambition for Care-Experienced Students for the college and university sectors. The National Ambition aims to address the under-representation and poor educational outcomes for this group. SFC's vision is to see no difference in the outcomes between care-experienced students and non care-experienced students by 2030.

The Chair thanked R. Micklem for attending the event on behalf of the Board.

24.31   REFORM OF REGIONAL STRATEGIC BODIES
The Chair presented a paper on the proposed reform of the regional strategic bodies. The Board noted the proposed first stage of the process being the launch of a Consultation across the sector, and beyond, on plans to dissolve the Glasgow Colleges' Regional Board and the Lanarkshire Board to enable new collaborative arrangements.   The Chair provided some further context to the paper and the Board discussed the implications of this on Glasgow Clyde College.

The Chair advised the Board that he would work with J. Vincent **DN/JV** to prepare a draft response to the Consultation which would be circulated amongst the Board.

Standing Items

24.32   STUDENT PRESIDENT'S REPORT
Martina Tuskova had circulated a late paper in advance of the meeting.   M. Tuskova took the Board through her paper highlighting the work and achievements of the student body.

The Chair thanked M. Tuskova and A. Jack for their contribution over the last year.

24.33   PRINCIPAL'S REPORT
J. Vincent provided a further update on National Bargaining and strike action, informing the Board of the recent letter he had issued in respect of pay deduction for the withholding of marks. J. Vincent assured the Board that this decision had been taken with the benefit of legal advice.

The Board discussed the impact of strike action and action short of strike on the students. The Board discussed the difficulties in course completion and progression. A. Jack spoke about his own experience and the impact this had had on him.

The Board discussed the impact of strike action and action short of strike on the staff and it was agreed that an Equality Impact Assessment would be carried out on the decision to deduct pay.

The Board discussed the impact of strike action and action short of strike on reputation and relations with trade partners.   J. Vincent explained the detrimental impact and informed the Board of training contracts lost as a result.

The Chair reiterated the Board's support of the Principal's decision and the action the College is taking regarding deducting of pay for those participating in non-resulting.

J Vincent provided an update on RAAC.

J Vincent provided an update on the vacant position of Chief Operating Officer and the proposed strategy for recruitment of an Assistant Principal for Finance in the first instance.

24.34   CHAIR'S REPORT
D. Newall provided an update on the recent activity of the Chair. D. Newall advised that the GCRB had met on Monday and had approved the appointment of two new Board Members and approved the appointment of him as a Chair for a further four year term.

D. Newall advised that he had held off in recruiting a new Clerk to the Board as he wanted the new Chair to be part of that process. Recruitment is ongoing and a closing date has been set for 30 June.

D. Newall reminded members about the Board Development Day to take place on 4 September and advised that he would circulate an Agenda.   **DN**

An update was provided on GCEF and the discussions at the Finance & Resources Committee. The Board discussed GCEF and the potential handover of the remaining fund to the College. It was agreed that this money must be used, in the terms granted by GCEF, to make improvements, and not as a means of subsidising revenue. The Board discussed how GCEF funding had been used historically noting the beneficial projects which had been funded through GCEF.

The Board heard the recommendations from the Finance & Resources Committee being, that, from the start of financial year 2024/25:
- the Finance & Resources Committee should receive a quarterly report on GCEF funded projects;

- the report should set out actual and planned spend on each project, and the progress of each project in meeting its objectives;

- after discussion at F&R Committee, the quarterly report should be forwarded to the Board of Management;

- annually, internal audit should be asked to report to Audit Committee, having undertaken a review of the information contained in the previous year's quarterly reports.

In addition, to aid transparency, it was recommended that, the College continue to ensure that the annual financial statements include a reference to the College's uses of GCEF funding.

The Board approved the recommendations and invited the Chair to relay this to GCEF.

DN

24.35 **DRAFT MINUTES OF PREVIOUS MEETINGS**
(i) Organisational Development - 08.05.2024
The Board noted the draft Minute.

(ii) Remuneration – 13.05.2024
This item was taken at the end of the Agenda in the absence of any members of the Executive. The Board noted the draft Minute. S Heidinger informed the Board that an Annual Report would be provided to the Board.

Clerk/SH

(iii) Learning and Teaching 22.5.24
The Board noted the draft Minute.

(iv) Audit 29.5.24
D Watt provided an update in relation to the extension of the appointment of the Internal Auditors, Henderson Loggie. The Board approved the extension of the appointment of Henderson Loggie for a further period of 12 months.

A Jack noted his name was omitted form the attendance of the last meeting. The Clerk agreed to amend this.

Clerk

The Board noted the draft Minute.

(v) Finance and Resources 5.6.24
D Newall provided an update from the recent meeting and advised that minutes would be circulated in advance of the next Board Meeting.

Clerk

(vi) Nominations – by email
The Board approved the appointment of Nicky O'Brien as co-option of the Organisational Development Committee.

The Board noted the draft Minute.

ITEMS FOR NOTING/FORMAL APPROVAL

24.36 **FINANCIAL REPORT TO APRIL 2024 AND FORECAST OUTTURN UNTIL END OF JULY 2024.**
The Board noted the financial report with the College's financial position being covered earlier in the agenda.

24.37 **STRATEGIC RISK REGISTER UPDATE**
The Board noted the updated risk register which had been discussed in detail at the Audit Committee meeting. J. Vincent informed the Board that the Risk 6 score will increase now that the position has changed in respect of the role of COO. He advised that there will be further implications on the risk register depending on the outcome of further work being done on the budget.

24.38 **ESTATES, CAPITAL EXPENDITURE AND MASTERPLAN UPDATE**
The Board noted the updates.

24.39 **GCEF UPDATE**
J. Vincent provided an update on GCEF.
The Board noted the update and reaffirmed the College's commitment to delivering the learning spaces project.

24.40 **GOVERNANCE UPDATE (INCLUDING ACRONYNM GUIDE)**
The Board noted the update.

ANY OTHER BUSINESS
The Chair took the opportunity to thank three members of the Board for their time and commitment to the Board as their tenure comes to an end. The Chair thanked Andrew Jack for his contribution as student member. The Chair thanked David Watt and Sandra Heidinger for their time. Sandra has been a board member for 9 years and has served as Vice-Chair and Senior Independent Member and as Chair of the Organisational Development Committee for the last 8 years. David has been Chair of the Audit Committee for 8 years.

There was no other business for discussion.

DATE OF NEXT MEETING: Board Development Day 4 September 2024

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12/06/24
Paper Title	**Credits Projection 23/24**
Action	For Discussion
Prepared by	J Rafferty
Agenda Item	24.26
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 the 23/24 academic session. In addition, it contains an update on credit planning for session 24/25.

2.   ACTION FOR THE BOARD

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

3.   BACKGROUND INFORMATION

3.1   In March 24, following strong January enrolment, we reported a worst-case projected credit outturn of **+2.8%** and a best case of **+3.3%** 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 **+3.0%** and **+3.1%.** Of the credits currently accrued, **99.7%** are currently 'safe'. This means the college has already secured 116,802 credits against a target of 113,721 credits.

4.2   With the SFC's 2% tolerance rule, this means that the college is currently 5% over the credits it requires to avoid any clawback for session 23/24.

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 in most levels and modes of delivery. In year retention PIs compare favourably with last year.

Session	*Enrolments*	*Early Withdrawal*	*Further Withdrawal*
2022-23	17832	9.0%	11.1%
2023-24	15658	6.4%	10.5%
Difference	*-12%*	*-2.6%*	*-0.6%*

5.2   Although total enrolment numbers are down compared to last year, when the college had a higher credit target, this was still 11.1% over this year's target, which has extended opportunities to 1570 more learners than planned. A number of learners also remained with us in our commercial portfolio which is not included in these figures.

5.3 FE attainment levels of up to 76.1%, and HE attainment levels of up to 80.6%, are still in play. Last year we achieved levels of 59% for FE and 66% for HE.

5.4 It should be noted that the ongoing resulting boycott by EIS-FELA means that we will not be sighted on a complete set of attainment PIs until later in the year. Moreover, strike action could impact on completion rates, particularly in practical courses where students need access to workshops to finish projects.

6. PLANNING FOR SESSION 24/25

6.1 At the time of writing, there was still no published credit guidance for session 24/25 but it has been widely trailed that there will be no significant changes to this year's credit rules. We know that we will have to meet the same credit target, will have the same 2% tolerance on target, and that course credit caps will remain the same.

6.2 The 24-25 portfolio currently stands at 115,729, predicated on hitting 98% of target (111,446 credits) and cutting back further of the scale of the credit buffer that was built into last year's delivery. This is intended to minimise as far as possible the delivery of unfunded activity next session.

6.3 A phase 5 of VS has been announced to address areas of remaining under-deployment. These are now focused mainly on one faculty and applications will be welcomed from Business, Hairdressing, Beauty Therapy, Travel and Tourism, Childcare and Science.

7. IMPACT, RISKS AND MITIGATIONS

7.1 There is a risk that the college may find it more difficult to meet its credit target next session given the significantly smaller buffer built into next year's portfolio. This will be mitigated by careful in-year monitoring which will allow us to shift commercial delivery into the portfolio or run additional delivery where possible, should we look likely to miss 98% of our target.

7.2 There is also a risk that college attainment rates will diminish in 23/24 from those sketched in the paper, if strike action in June goes ahead and significant numbers of learners do not complete their qualification. This also poses a progression risk for our students applying to university and those progressing internally into other programmes at Glasgow Clyde.

7.3 We have been communicating with universities and SWAPWest regarding arrangements for students going to university. A number of universities, including our largest destination institutions GCU and UWS, have made unconditional offers to all college applicants impacted by strike action. As of the 31st May the college has also initiated a process of converting all conditional offers to unconditional, to allow internally progressing students to apply for bursary and SAAS, and to make personal preparations for next year.

7.4 The college is also considering extending the academic year where possible (e.g. for evening commercial courses) or running make-good classes early in the new session to allow students to achieve practical qualifications.

Minister for Higher and Further Education; and Minister for Veterans
Graeme Dey MSP

Scottish Government
Riaghaltas na h-Alba

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FAO
Glasgow & Lanarkshire Colleges
Chairs and Principals
(by email)

16 May 2024

Dear College Chairs and Principals,

REFORM OF REGIONAL STRATEGIC BODIES – GLASGOW AND LANARKSHIRE COLLEGE REGIONS

I am writing to you to provide an update following reviews and reports on reform of Regional Strategic Bodies within the Glasgow and Lanarkshire college regions.

As set out in the Purpose and Principles publications, I have been clear on the priority I place on reform of our lifelong education and skills system.

I am now in a position to provide an update on plans to progress with reform of Regional Strategic Bodies within the Glasgow and Lanarkshire college regions, and I have announced this decision in Parliament this afternoon.

The first steps in this process will begin with the launch of a consultation, across the sector and beyond, on plans to dissolve the Glasgow Colleges' Regional Board and The Lanarkshire Board and to enable new collaborative arrangements.

In reaching this decision, we have been clear that any changes to existing structures and processes will not weaken oversight or accountability of the Glasgow and Lanarkshire colleges, nor should it weaken regional planning, provision and collaboration. Therefore, we will listen to the feedback from the consultation, and we will consider this as we work with the SFC to reform Regional Strategic Bodies within both the Glasgow and Lanarkshire college regions.

It is important to highlight that change of this magnitude will not happen overnight and we recognise the importance of working with the college sector, as well as stakeholders, to get this right.

St Andrew's House, Regent Road, Edinburgh EH1 3DG
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This consultation will go live in the coming weeks and will run for 12 weeks, and a full analysis of responses will be published in due course.

In closing, I want to reiterate to you that I recognise the important role that Scotland's colleges and its workforce make to society, to economic growth and most importantly to improving the life chances of students across Scotland.

And I look forward to working with you as we progress with reform to ensure the best outcomes for learners including developing learner offers that enhance learner's potential in conjunction with understanding of regional and local employer needs.

I hope you find this update helpful, and I will welcome your input to the consultation.

Yours sincerely

GRAEME DEY MSP
Minister for Higher and Further Education; and Minister for Veterans

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BOARD OF MANAGEMENT MEETING

Date of Meeting	12 June 2024
Paper Title	Principal's Report
Action	For Information
Prepared by	Jon Vincent, Principal and Chief Executive
Agenda Item	24.33
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 March 2023 and June 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 I 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   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.

3.1.3   It is currently the intention of the College to write to all lecturing staff during the week commencing 10 June 2024 to clarify what action the College intends to take in the event that a member of lecturing staff participates in the resulting boycott.

3.1.4   At present, based on teaching blocks one and two (up to March 2024) circa 45% of results are outstanding probably due to observance of the blockade. Block three ends on Friday 14 June and we expect the blockade will have a greater impact on the volume of grades outstanding.

3.1.5   The impact of the resulting blockade is that while students may have been given feedback from their lecturers that they have completed their studies

we are unable to verify that position and thus it will have a detrimental impact on their ability to progress. The College is working with universities and other colleges to mitigate the impact of the blockade and facilitate student progression as we did in summer 2023.

3.2   **Reinforced Autoclaved Aerated Concrete (RAAC)**

3.2.1   As previously reported, RAAC has been 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.

3.2.2   The College commissioned a full structural survey on the areas where RAAC was located. The survey was undertaken in Jan/Feb 2024 and 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.

3.2.3   Following a review of the survey the college has decided to progress to tender for the remedial works option. This decision has been shared with GCRB who support it. The SFC declined the invitation to consider which option it felt was preferable.

3.2.4   The College has provided GCRB with regular updates on the situation which have been passed on to the SFC. In addition, the College has sought clarification from the SFC regarding the availability of funding for the project however no clarification has yet been given.

3.3   **Recruitment of Chief Operating Officer**

3.3.1   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.

3.3.2   The College has undertaken two rounds of recruitment. At the end of the second round the post was offered to the outstanding applicant and the offer was verbally accepted. However, after a period of reflection the candidate withdrew their acceptance. The college intends to review the role and re-advertise in the near future.

3.3.3   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.

3.4 **Realignment of Senior Leadership Team (SLT)**

3.4.1 The College Senior Leadership Team is currently being realigned over the course of two phases. Phase one took place in autumn 2023 and was fully implemented on 8 January 2024. The consultation on phase 2 commenced in May and closes on 7 June with a planned implementation of 1 August 2024.

3.4.2 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 **Retirement of Assistant Principal Finance & Infrastructure**

3.5.1 After 16yrs at the College, Assistant Principal for Finance & Infrastructure Tracy Elliott has announced her intention to retire at the end of December 2024.

3.5.2 Tracy commenced employment at Langside College in the role of Resource Manager and progressed quickly to become Head of Finance and then Director of Finance & IT. Following merger in 2014 she took up the role of Director of Finance and soon after became Assistant Principal for Finance & Infrastructure. However, since October 2023 she has been acting-up as Vice Principal for Resources & College Development.

3.5.3 The College plans to recruit a new Assistant Principal for Finance & Infrastructure.

3.6 **Launch of Panasonic Heat Pump Training Partnership**

3.6.1 Glasgow Clyde College has announced a new partnership with Panasonic, Dumfries and Galloway College and UHI Inverness College, to upskill the next generation of heating and plumbing installers with relevant heat pump training. This initiative aims to help decarbonise heating and future-proof homes across Scotland. The official launch event took place at the Skills Centre at Glasgow Clyde College on 29 May. Key representatives from Panasonic as well as the college partners were present to launch this new and exciting partnership officially.

3.6.2 Glasgow Clyde College, Dumfries and Galloway College and UHI Inverness College offer BPEC accredited heat pump courses. In addition to these

courses, leading heat pump manufacturer Panasonic will provide additional product-specific air-to-water training for the trainers, apprentices and installers working with these three colleges. The product training will use the latest Panasonic Aquarea L Series outdoor unit, All-in-One indoor unit, and Wiser controls, providing students hands-on experience with some of the industry's latest sustainable heating solutions.

3.6.3   Designed to address the skills shortage in the Scottish region by increasing training opportunities and enhancing employability, Panasonic is not only helping today's workforce but also aims to bolster future Scottish installers and apprentices by providing this additional air-to-water heat pump training. Working with Panasonic and the colleges to get this project off the ground, the college sector agency, ESP (Energy Skills Partnership) has helped create this partnership in a collective effort to meet net zero requirements and target the current skills shortage crisis in Scotland aligned with emerging technologies.

3.7   Taylor Swift Masterclass

3.7.1   Ahead of Taylor Swift bringing her Eras Tour to Scotland in June, Glasgow Clyde College offered a free one-time-only masterclass aimed at preparing parents and plus ones of Taylor superfans, providing the full Love Story on all things Eras Tour to help them have the best night of their lives.

3.7.2   The masterclass sold out within hours of going on sale and everyone from teenagers, parents, grandparents and journalists took part in the class. The activation generated an incredible amount of PR coverage for GCC with interest from press around the world. The college appeared in all national news titles in print, online and across all major broadcast national news stations plus Good Morning Britain and interview requests continue to pour in. So far, we have generated an OTS (opportunity to see all coverage) of the activation of over 2.9 billion and counting.

3.8   College Awarded RoSPA President's Award

3.8.1   Glasgow Clyde College has been awarded the RoSPA President's Award, which recognises its 11th consecutive Gold RoSPA Award. RoSPA Awards are awarded to organisations which demonstrate a commitment to health and safety excellence, and to keeping employees, clients and customers safe from accidental harm and injury.

3.9   Glasgow Clyde College & AquAid provide Elephant Pumps

3.9.1   At Glasgow Clyde College we are aware that keeping our staff and students hydrated will help them to perform at their very best throughout the day. As a result, we decided to invest in water coolers from AquAid. Our unique

relationship with AquAid has also given Glasgow Clyde College the opportunity to help those less fortunate, because with each purchase an automatic donation is made to The Africa Trust.

3.9.2 These funds are used to build 'Elephant Pumps' - a modified version of an age-old Chinese rope pulley system. One such pump is currently being installed in Africa on our behalf and it will be a much-needed source of clean and fresh drinking water for many. Glasgow Clyde College has so far sponsored three pumps through this partnership, including one in Gushure Village, Makoni District, Zimbabwe.

3.10   Free Course to Help Adults Gain Maths Confidence

3.10.1 Glasgow Clyde College (GCC) has launched a new course to help adults improve their maths skills for everyday use. According to The Scottish Government, around 56% of adults have poor numeracy skills - making up for nearly 2 million working age adults - but many jobs require a basic understanding of maths.

3.10.2 In partnership with Multiply - which is funded by the UK Government - and Glasgow City Council, the drop-in course aims to boost confidence using numbers and sums amongst adults who don't have a maths qualification and want to improve their skills.

3.10.3 Ideal for those who struggle when using maths at work, want to get better at managing their money, or simply want to feel more confident helping their kids with their homework, the course is free and will run at GCC's three campuses across the city. Covering various levels from beginner to advanced, courses are available to anyone over 19 who doesn't have maths at National 5 or equivalent. More than 120 students are already enrolled in the course, with more expected to sign up.

4   EXTERNAL ENVIRONMENT

4.1   National Bargaining Update

4.1.1 At the end of May Unison members voted to accept the three year pay offer (2022/23 - £2,500, 2023/24 - £1,500 & 2024/25 - £1,500). Prior to this GMB and Unite members had previously voted to accept the offer. In addition, to the pay award a reassurance was also given that no further compulsory redundancies would take place throughout the sector until 31 August 2024. The Joint Secretaries are now working to finalise the national agreement and it is anticipated that the pay award will me receive by members of support staff in July 2024.

4.1.2   EIS-FELA have continued to reject the three-year offer made by employer-side which mirrors that accepted by the support staff unions. EIS-FELA has also refused to put the offer to its members.

4.1.3   In recent weeks EIS-FELA asked the employer-side to extend the duration of the offer to four years. The employer-side has accepted this invitation has attempted to negotiate in good faith. Reports provided by College Employers Scotland indicate that EIS-FELA negotiators accept that the deal in years one, two and three is final. At negotiations on 5 June 2024 the employer-side offered +2.5% (in-line with the recently published Scottish Government Public Sector Pay Policy Framework for the period 2024/25 to 2026/27) but this was rejected. In response EIS-FELA proposed +5.5%. Both sides remain committed to continued negotiations. It is worthy of note that the Scottish Government have stressed to both sides that it is not willing to provide additional funding to resolved the dispute.

4.1.4   As a consequence of the on-going national pay dispute EIS-FELA are continuing to take national strike action. At the end of May the union announced an escalation of strike action which entails a further 12 days of strikes throughout June commencing on 11/6/24. Up to 7 June 2024 EIS-FELA have taken 20 days strike action so far this year at the College. Strike support at the college is exceptionally high in comparison to most colleges in Scotland with circa 90% of EIS-FELA members routinely participating in comparison to the national average of circa 42%.

4.1.5   The college is attempting to mitigate the impact of strikes but there are limits on what can be achieved. It is evident from the volume of correspondence received that students, their families, employers and partner organisations are extremely unhappy about the impact of the strike action. It appears inevitable that the impact of this protracted industrial dispute will have a lasting detrimental impact on the reputation of the college sector in its communities.

4.2   Scottish Funding Council Funding & Credit Allocations for AY 2024/25

4.2.1   On Thursday 30 May the Scottish Funding Council issued the final funding allocations for the college sector for AY 2024/25. The final allocations mirror the indicative allocations issued by the SFC on 28 March 2024. It is however clear that a -4.8% revenue budget cut has been implemented on the sector.

4.2.2   The allocations are made at a regional level and the college will need to wait for GCRB to finalise our allocation on 10 June 2024. However, the SFC have committed to maintaining the level of Credits activity and maintaining the value of the baseline teaching funding budgets at 2023/24 values.

4.2.3   To accommodate the revenue budget cut Student Support Funds have been rebased across the sector for 2024/25, capital maintenance budgets cut and the majority of discrete funding initiatives ended.

4.3   Reform of Regional Strategic Bodies Announcement

4.3.1   On 16 May 2024 Graeme Dey (Minister for Higher & Further Education; and Minister for Veterans) wrote to the Chairs and Principals of colleges in the Glasgow and Lanarkshire regions to announce his intention to reform the two multi-college regions.

4.3.2   In his letter the Minister signals an intention to dissolve Glasgow Colleges' Regional Board and The Lanarkshire Board and to enable new collaborative arrangements to be developed. It is the intention of the Scottish Government to undertake a 12-week consultation period before finalising the nature of the new arrangements.

4.4   Education Scotland – College Sector Overview Report 2022/23

4.4.1   Education Scotland published College sector overview report 2022 to 2023 by HM Inspectors of Education on behalf of SFC. Findings include:

- All colleges prioritised the needs of local, national and regional stakeholders in planning and updating their curriculum offer.
- All college and curriculum managers worked well with industry partners to enhance and widen progression pathways to employment.
- All colleges experienced a significant increase in the number of learners seeking support for mental health and wellbeing – SFC should help colleges address the impact of this increase.

4.4.2   Recommendations for colleges include:

- Work to reduce rates of learner withdrawal from full-time programmes.
- Strengthen staff engagement in self-evaluation and the use of learner feedback to support improvement.

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, has identified a preferred option and is current tendering for the works.

5.2 The National Joint Negotiating Committee (NJNC) are currently negotiating the 2022/23, 2023/24, 2024/25 and 2025/26 lecturers 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 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. So far EIS-FELA has refused to ballot their members on the offer and has instead announced a further escalation of strike action.

5.3 Phase one of the restructuring of the Senior Leadership Team was implemented on 8 January 2024. Phase two is out for consultation 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. Recruitment to the COO post have proven to be difficult with no appointment being secure despite two recruitment attempts. 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 has now been clarified through the SFC's publication of Final Funding Allocations for the sector. The significant (-4.8%) cut in revenue funding but maintenance of the volume of funded Credits without further changes to the Credit Guidance presents all colleges with substantial challenges to find the necessary efficiency saving required to prevent a serious further erosion in institutional financial health.

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:	12 June 2024
Paper Title:	Strategic Risk Register Update
Action:	For Noting
Prepared by:	Jon Vincent, Principal & Chief Executive
Agenda Item:	24.37
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 note 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**: College's Strategic Risk Register as at 20 May 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, 8 (7) have a medium residual risk score and 3 (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 entry on the Risk Register has been divided into 1a and 1b to illustrate the difference between the financial challenge in the current year and that presented

in 2024/25 (and beyond). If 2024/25 (and beyond) were considered in isolation the 'risk score' would be 25.

The on-going financial position of the College is extremely challenging due initially to the backdrop of forecast 'flat cash' revenue funding settlements over the next five years from the Scottish Funding Council (SFC), inflationary pressures on the prices of goods and services and unfunded pay awards through national bargaining. However, the Scottish Government budget for 2024/25 imposes a headline reduction of -4.7% on the revenue budget for the college sector. In addition, the capital maintenance budget has received a -2.2% cut.

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

The 2023/24 budget approved by the Board of Management in August 2023 anticipated 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 small surplus.

Risk 2: Implications of National Bargaining and possible negative impact on employee relations (Risk Score – 25, Increased)

The industrial dispute by lecturers (EIS-FELA) for 2022/23, 2023/24 and 2024/25 pay awards remains unresolved. So far in 2023/24 the unions have undertaken 15 days of strike action and in the case of EIS-FELA undertaken action short of strike. EIS-FELA have announced a further 9 days of strike action to take place throughout May and June 2024. Participation in strike action at the college is high (at circa 85% of those balloted) in comparison to the aggregate level across the college sector (at circa 45%).

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 UNISON, GMB and Unite. So far, EIS-FELA 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.

EIS-FELA have a mandate for Action Short of Strike (ASOS) which includes a resulting blockade. The College has informed lecturing staff that it is not prepared to accept partial performance any longer and will make up to 100% salary deductions per day for anyone participating in the resulting blockade. The position of the College is consistent with the majority of Colleges across Scotland.

There is a significant likelihood that employee relations will further deteriorate if the dispute continues and salary deductions are imposed on those participating in the resulting blockade. At present, 27.5% of resulting are missing from our MIS system (as at end of April 2024). However, the proportion of missing results is expected to significantly increase at the end of the academic year.

Risk 8: Risk of not having a 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 (Assistant Principal - International & Business Development and a Curriculum & Quality Leader) the College undertook a realignment of the Curriculum & Quality team within the portfolio of the Deputy Principal, John Rafferty. 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. Additional interim resource has been put into place to cover the duties of Tracy's substantive role. 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. Interviews for the COO post took place on 30 April 2024 and an offer employment has been made. However, the successful candidate after verbally accepting the post has subsequently withdrawn. The recruitment process has been restarted.

To accommodate the departure of the Assistant Principal for Quality & Performance in Summer/Autumn 2024 the remaining areas of the Senior Leadership Team are also currently subject to a realignment exercise. A consultation is currently underway on the proposed changes.

Tracy Elliott (Assistant Principal Finance & Infrastructure) has decided to retire from the College with effect from 1 January 2025. A successor will be appointed to her substantive role.

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 structural engineers has been taken place. The report proposes two alternative options.

The first option is to undertake remedial work on the current structure which involves the installation of additional steelwork to strengthen the affected areas. This option would allow work to quickly (circa 3-6 months) take place and the affected areas return to use thereafter. However, we are advised that the remedial work would only provide a solution for up to 10yrs and would need to be subject to annual monitoring by structural engineers. The cost of this solution is anticipated to be circa £650k. The second option is replacement of the entire roof

structure. This would provide a long-term solution but would take up to 2yrs to complete at a cost of up to £2m.

To date, neither the SFC nor Scottish Government have communicated a plan with regard to the management or removal of RAAC.

On 15 May 2024 I wrote to the Executive Director of Glasgow College's Regional Board Martin Boyle (cc Richard Maconachie, Director of Finance, SFC) seeking guidance on their preferred option and advice on how it would be funded. Martin Boyle has indicated his preference for option one but is unable to clarify how it would be funded. He has agreed to raise the matter with the SFC again.

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.

5.3   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. 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 at each Finance and Resources Committee and an update given to each Board meeting.

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.

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 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	Previous score at last report to	Increasing/ Decreasing/ No Change
1	**Failure to manage College financial sustainability** **1a - during current financial year** **1b - through period of the financial plan**	Financial sustainability Inability to meet short and longer term 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) a - Revenue budget for 2023/24 prepared although not able to achieve break even so continued to seek to achieve significant staff reductions in year. 2023/24 updated forecast outturn now outlines a balanced position as a result of in year action taken to reduce costs. i) b - Future years' financial plan from 2024/25 onwards continues to indicate increasing 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 and delivery models v) Reduce credit buffer for 24/25 to 4% vi) Externally fund areas of over delivery wherever possible	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. EIS/FELA have notified a further 9 days of Industrial action over May and June 2024, if these dates go ahead this will be very disruptive for students and will again heighten tension between employees and the organisation.	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/Strike Action - 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	5	25	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	Increase
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 v) Make good credit losses in Events and Engineering without increasing temp costs	2	3	6	Lower than Risk Appetite	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Deputy Principal	Credits target measure	3	Increasing
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 and subject to annual review by Audit Committee 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 including risk re: lack of availability of sufficient funding.**	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 monitoring 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 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 complete. Proposed capital bid planned for submission at next EEGS checkpoint in August 2024	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	Risk Score Before Mitigating Actions			Mitigating Actions (Monitored by SLT)	Risk Score After Mitigating Actions			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
			Probability	Impact	Risk Score		Probability	Impact	Risk Score						
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 a. Review of Mental Health support materials b. Programme of staff and student events delivered by Active Campus Coordinator	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 Deep Dive interventions on low performing areas iii) Providing effective advice and guidance for students iv) Providing effective monitoring of evaluation measures by course teams v) Promotion of peer observation through staff training vi) Provision of formative and summative assessment approaches vii) Routinisation of effective student feedback mechanisms viii) Digital access to learning and teaching materials to support learning through use of Canvas and Teachermatic a. Implementation of College Careers service support	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. Phase 2 of the realignment of SLT is now open for consultation and will see a further reduction of 1 FTE the SLT structure	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 strategy 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. Phase 2 of the SLT realignment has now opened for consultation and will see the SLT reduced by a further 1FTE. Included in the proposal is an enhanced Quality structure	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) Support staff in the delivery of a professional pathway and professional development opportunities iv) Bespoke comprehensive programme for CMs and other Managers to better advise and mentor staff v) Reinforce college's Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, work life balance vi) Continue to support the further & higher education sponsorship programme vii) Learning development days for staff viii) Continuing to develop in Digital and ELearning skills for staff to utilise emerging technologies and deliver high quality online learning, teaching and assessment ix) Learning and teaching strategy updated to take account of AI and emerging technologies to help free up staff time x) Ensure all new teaching staff undertake appropriate induction and complete Teaching Essentials xi) Implement effective peer observation and sharing of practice xii) Review particular curriculum areas where market forces may impact on staff retention Future leaders programme?	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) Strengthen the Come to Clyde and Get Ready for Clyde strategies to ensure faculty and support staff get the 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 and library support iv) Providing student support funding services including discretionary and hardship funding based on individual economic circumstances v) Strengthen awareness and accessible information available to learners for financial and pastoral support for students vi) Ensuring that students meet the minimum entry requirements and skills levels for courses, or are re-levelled to other courses - and those skills will then be developed as they progress through their course vii) Innovative, high quality and accurate marketing materials providing information to students to make right course choices - inclusing the introduction of Curriculum Maps. Effective and accurate communication to students prior to their course especially comprehensive keep warm activities and through onboarding process viii) Systematically generate, analyse and action meaningful student feedback through course teams and GCCSA class rep and student group sessions	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. **Cardonald campus RAAC surveys now complete and GCRB contacted to request SFC funding support.** | 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 alllocation 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) Cardonald RAAC survey works are complete and 2 options have been identified.
Option 1: Remedial works + ongoing monitoring: 5yr - 10 yr solution at cost of circa £0.5M
Option 2: Roof replacement: longer term solution at cost of circa £1.6M
The College has asked GCRB who the SFC contact is for RAAC to escalate this | | 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 Ref	Risk Description - Risk Cause	Potential Consequences	Risk Score Before Mitigating Actions			Mitigating Actions (Monitored by SLT)	Risk Score After Mitigating Actions			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			
			Probability	Impact	Risk Score		Probability	Impact	Risk Score									
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.	3	3	9	Lower than Risk Appetite	1 - Inspirational Learning & Teaching 2 - Partner of Choice 5 - Financial resilience through operational excellence	Deputy Principal	Student Performance KPIs	4	Increasing			
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 MEETING

Date of Meeting	12 June 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	24.38
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 draft 2024/25 capital projects plan and on any other significant estates related matters.

2.   ACTION FOR THE BOARD

2.1   Members are invited to approve this paper.

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 24.38A**. The annex also outlines proposed 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 were taken forward in 2023/24. The first of these is the Anniesland windows repair and replace project which was progressed as a priority following the previous 2023 survey work. This project is works 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. These works are now approaching completion with the 2d and finalise phase of the remaining works now scheduled within the 2024/25 capital plan.

3.2.6　The other key 2023/24 project was 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 was 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 had been problems in the effective functioning of their combined controls including frequent breakdowns sometimes with student and/or staff entrapments. These work are now largely complete with all lifts now in service.

3.2.7   Furthermore, on 9 August 2023, following 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.

3.2.8   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 has now been completed and, as such, updates on required works have been factored into the 2024/25 Capital Masterplan.

3.2.9   Other 2023/24 projects are now largely complete, and these are also outlined in the attached capital masterplan.

3.2.10   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, since the last capital plan update, 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.

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 project for the Cardonald campus lifts 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 & 2024/25

Project Ref	Project Description - Capital Projects	Project Managed by	To be funded by	Mar24 Updated 23/24 Capital Plan for Approval	Mar24 Updated 24/25 Capital Plan for Approval	Updated Two Year Capital Plan for Approval	May24 Updated 23/24 Capital Plan for Approval	May24 Updated 24/25 Capital Plan for Approval	Updated Two Year Capital Plan for Approval	Update at May 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 ongoing to Jun/Jul24 due to bad weather. Additional 23/24 Funding of £540k was approved by SFC. The College has received early 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	£16,697	£0	£16,697	£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 were 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 snagging ongoing.
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 to 24/25. Previous 23/24 Budget vired to support Project No.4
4	Cardonald Campus Nursery Canopy Replacement	McBains & Doig & Smith	SFC / GCRB	£88,440	£0	£88,440	£88,440	£0	£88,440	Cardonald Campus Nursery canopy roof requires to be replaced. Works due for completion by May24.
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. Works now complete.
6	Digital Comms	Head of Estates	SFC / GCRB	£27,152	£0	£27,152	£39,100	£0	£39,100	Integration of Digital Comms across all campuses. Works now complete.
7	Balance available for Other Minor works.	McBains & Doig & Smith	SFC / GCRB	£58,995	£0	£58,995	£47,047	£0	£47,047	Other minor works now complete.
7a	RAAC Surveys	McBains & Doig & Smith	SFC / GCRB	£28,000	£0	£28,000	£28,000	£0	£28,000	Cardonald RAAC survey works are complete and 2 options have been identified. Option 1: Remedial works + ongoing monitoring: 5yr-10 yr solution at cost of circa £0.5M Option 2: Roof replacement: longer term solution at cost of circa £1.6M The College has asked GCRB who the SFC contact is for RAAC to escalate this. Relevant areas have been closed until necessary works can be completed.
	Works below this line to be progressed in future years									
	Cardonald RAAC Remedial Works	McBains & Doig & Smith	SFC / GCRB		£375,000	£375,000		£480,591	£480,591	The College has had to ring fence a proportion of the 24/25 SFC Capital allocation to support the Cardonald RAAC remedial works as, to date, SFC have not committed to providing any additional funding for RAAC.
	Upgrade Skills Centre Ground Floor Heating	McBains & Doig & Smith	SFC / GCRB		£50,000	£50,000		£50,000	£50,000	Early cost estimate only. Project scope required.
	Cardonald Car Park Entrance Project	McBains & Doig & Smith	SFC / GCRB		£151,884	£151,884		£163,889	£163,889	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 included in 2024/25 Capital Plan.
	Langside Mary Stuart Building Fire escape repair	McBains & Doig & Smith	SFC / GCRB		£50,000	£50,000		£50,000	£50,000	Project was previously considered however can't be done in term time. Now being considered as part of 24/25 capital plan. 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		£0	£0	CCTV cameras and other equipment needs to be upgraded. Project deferred until funding is available.
	Cardonald Campus Roof and structure repair	McBains & Doig & Smith	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		£0	£0	System elements need replaced including fan coil units, panels and distribution boards. Deferred until 2025/26 to be considered as part of Energy Efficiency Grant Scheme funded works. Yet to be fully costed.
	Anniesland external works re disabled/taxi pick up and drop off	To be planned for future years	SFC / GCRB		£0	£0		£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		£165,604	£165,604	Drainage issues which require extensive underground works and which are causing ongoing problems. Tender is in progress with works planned to commence in Summer 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**	**£2,089,284**	**£4,818,568**	**£2,729,284**	**£2,042,484**	**£4,771,768**	
	Plus GCEF projects									
	Learning Spaces - Total value TBC	To be planned for future years	GCEF	**£0**	**£700,000**	**£700,000**	**£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			**£2,729,284**	**£2,789,284**	**£5,518,568**	**£2,729,284**	**£2,742,484**	**£5,471,768**	

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

24/25 SFC Capital Allocation (Indicative)	£2,042,484
24/25 GCEF Capital Allocation	£700,000
23/24 Total Capital Allocation	£2,742,484

Note: 2024/25 Capital plan assumes SGovt/SFC will continue to provide an CDEL to RDEL transfer in line with previous years.

If this is not the case, the College will have to revise it's 2024/25 Revenue and Capital Budgets accordingly.

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 June 2024
Paper Title	Annual Climate Change Action Plan Update 2023/24
Action	For Noting
Prepared by	Tracy Elliott, Interim Vice-Principal: Resources and College Development
Agenda Item	24.39
Status	Disclosable

1. PURPOSE OF THE REPORT

1.1 The purpose of this paper is to submit to the Board of Management the annual update on the College Climate Change Action Plan (CCAP). Quarterly updates are provided to the Audit Committee.

2. ACTION FOR THE BOARD

2.1 Members are invited to note this report.

3. BRIEF BACKGROUND INFORMATION

3.1 The Climate Change Action plan as approved by the Board of Management outlines planned actions grouped into timeline phases for taking these forward, including those which have been completed and those for forthcoming action. The key aspects of the planned actions are to consider and reduce the College's utilities consumption, build sustainability into the curriculum across a wide number of areas, work to influence sustainability behaviours of staff and student and to continually seek and expand opportunities to work with wider partners to enhance this.

3.2 The Climate Change Action Plan is reviewed at each meeting of the College Climate Change Group (CCCG) which meets every six weeks. The membership and format of the group was previously revised to be specifically action focused going forward with regular updates being provided to the Audit Committee and the Senior Leadership Team.

3.3 The annual update of the College Climate Change Action Plan is attached in paper 24.39A for noting and includes the updates provided to the Audit Committee during the year. The plan has recently been reformatted and updated to align more closely to the related College Development Network (CDN) Statement of Commitment on the Climate Emergency Road Map.

3.4 The CDN Road Map outlines three 'levels of colleges' approaches to sustainability, organised by different levels of maturity as follows:

- **Emerging**: colleges just beginning to address sustainability
- **Established**: colleges with an established approach to sustainability and structures in place to support it
- **Leading**: colleges which are models to others on sustainability

3.5   However, it is recognised that Colleges may be at different stages of maturity in the different actions outlined in the CDN Road Map and, as such, the College's new CCAP update reflects this journey more clearly by categorising actions as Emerging, Established and Leading.

3.6   A key development during the year was the submission of a Scottish Government Energy Efficiency Grant scheme pre-capital funding application for £60k to progress the feasibility stage to enable the College to plan for future sustainability projects.

3.7   This funding application was successful, and the resultant Feasibility Study has since been completed and was presented to the Executive Management Team in March 2024. The College is now working with the related agency, GEP Environmental, to prepare a capital bid for circa £2.6M to progress proposed plans for the decarbonisation of the ancillary buildings on the Langside campus.

3.8   Since the original CCAP was created, significant progress has been made on the majority of the actions in the plan and, as such, it is now time for the College to reflect on what has been achieved to date and what actions it should now seek to take forward. The plan will continue to be developed as new actions are identified.

4.   Additional Supporting Background Information

4.1   **Race to Net Zero –** The College's Race to Net Zero Commitment is a target to achieve net zero by 2050 with an interim target by 2030. The College's target in the Climate Change Action Plan is to achieve 3% to 5% reductions annually by 2025. For the Net Zero interim target to 2030 this is based on the updated Race to Net Zero Commitment with the fifth element of "Persuade" giving a guideline for interim target levels. This will be a challenging target for the College to achieve by 2030 and will be monitored by the Climate Change Group.

4.2   **Glasgow Clyde College's Net Zero Commitment**

        The College signed up to the Scottish FE sector Net Zero Commitment in October 2021 and the five elements of the commitment are now as below:

        Pledge: Pledge at the head-of-organisation level to reach (net) zero Greenhouse gases as soon as possible, and by mid-century at the latest, in line with global efforts to limit warming to 1.5C. Set an interim target to achieve in the next decade, which reflects maximum effort toward or beyond a fair share of the 50% global reduction in CO2 by 2030 identified in the IPCC Special Report on Global Warming of 1.5C. *The Pledge was signed in 2021*;

        Plan: Within 12 months of joining, explain what actions will be taken toward achieving both interim and longer-term pledges, especially in the short- to medium-term. *The College Climate Change action plan is in place*;

        Proceed: Take immediate action toward achieving (net) zero, consistent with delivering interim targets specified. *The College is proceeding with its plans;*

        Publish: Commit to report publicly both progress against interim and long-term targets, as well as the actions being taken, at least annually. *The College sends in the annual Public Body Climate Change duty return in November and publishes updates in the financial statements*;

A fifth element was subsequently added which is as below and this has been used to set the interim target to 2030 at this stage;

Persuade: Within 12 months of joining, align external policy and engagement, including membership in associations, to the goal of halving emissions by 2030 and reaching global (net) zero by 2050. *On the basis of the fifth "P" element now added above the net zero target for the College would be to halve emissions by 2030. If this is based on the emissions for 2021/22 which is the year in which the commitment was signed, then the College's interim target will be to reduce emissions from 2,077 tCO2 in 2021/22 to 1,040 TCO2 by 2030.*

Members will be aware of the recent announcement on Scottish Government Policy in this area. However the College has not yet received any communication from the Scottish Government or the Scottish Funding Council on how this should be interpreted.

5.   SUPPORTING DOCUMENTATION/FURTHER INFORMATION

5.1   Climate Change Action Plan Update is Annex 24.39A.

6.   RISKS

6.1   There are risks for the College in the Climate Change Action Plan which are both environmental and financial particularly in respect of utilities and in potential for required investment.

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

7.1   There are financial impacts of the College Climate Change activities and immediate impacts due to increasing energy costs where the utilities consumption discussions are focussed as well as on the carbon emissions key driver. There are also impacts for the student experience based on the College's climate credentials as an organisation and on the learning for students on sustainability within their curriculum areas.

Type and Action Ref.	CDN Roadmap Action Areas Link	College Proposed Activity	Output from Activity	Action By	Date to be completed/ updated	Roadmap Activity Area Link	Update to 22 Nov 2023 Audit Committee	Update to 6 March 2024 Audit Committee	Update to 29 May 2024 Audit Committee	Status
1. Completed Actions										
Emerging College Initiatives										
EM 1.1	Sign the Global Climate Commitment	College signed up to the Race to Net Zero Greenhouse Gas Emissions Commitment	Commitment in place	J Vincent	Completed. Signed in October 2021	Partnerships & Engagement				Complete
EM 1.2	Establish Sustainability Committee/ Group	College Steering Group set up	Group established	Climate Change Group	Established. To meet 6-weekly.	Leadership & Governance				Complete
EM 1.3	Upskill on measuring emissions	Review of emissions measuring process. Quarterly reporting pack to be developed.	Measuring process established.	J Clark	Significant work undertaken and quarterly reporting pack developed. Info submitted to Group May 22	Data Collection				Complete
EM 1.4	Upskill on measuring emissions	Future monitoring at least quarterly.	Utilities quarterly monitoring established.	Estates/ College Group	On agenda for each Group meeting	Data Collection				Complete
EM 1.5	Measure college carbon footprint using existing data	Reporting of carbon footprint to SLT and Climate Change Group	Focus actions for utilities controls	Climate Change Group	Data to Climate Change Group each quarter and reported to Audit Committee.	Data Collection				Complete
EM 1.6	Establish Sustainability Committee reporting	Reporting to Board/ Committee	Action Plan submitted and agreed for monitoring at College Group	J Thomson	Action Plan to Audit Committee end May and Board in June 2022 then each Committee meeting.	Leadership & Governance				Complete
EM 1.7	Regional collaboration on activity	Member of GCRB Green Team (3 College staff)	Attend meetings of Green Team and submit returns	Regional Officer	Meetings being attended as per schedule.	Leadership & Governance				Complete
EM 1.8	Review utilities consumption College data measures	Review Building Management System and monitoring processes	Highlight areas to target actions to achieve utilities reductions	J Thomson/ D Newlands	End June 2022	Data Collection				Complete
EM 1.9	Gather college views on sustainability - staff	Undertake staff survey on sustainability	Results inform future actions	J Thomson	By end October 2022	Leadership & Governance				Complete
EM 1.10	Negotiate with food suppliers for sustainable food options	Work ongoing with food suppliers and TUCO on sustainable food supplies. Reporting to be developed	Agreed requirements with food suppliers.	J Clark	Completed June 2022	Partnerships & Engagement				Complete
EM 1.11	Hold workshop with leaders to set net zero carbon target (Revised based on new part of Net Zero Commitment)	Workshop session to be arranged on net zero target/annual plan	Target levels to be set.	J Thomson/ Climate Change Group	Discussions at Climate Change Group.	Leadership & Governance				Complete
EM 1.12	Gather college views on sustainability - staff	Undertake staff survey on sustainability (e.g. using HIVE)	Results inform future actions	J Thomson	By end December 2022	Leadership & Governance				Complete
EM 1.13	Gather college views on sustainability – students	Undertake student survey via GCCSA	Results inform future actions.	GCCSA	By Dec 22 / Jan 23	Leadership & Governance				Complete
EM 1.14	Deliver carbon literacy training to staff and students	Develop carbon literacy training for staff and students	Staff and student awareness levels raised.	Climate Change Group / Organisational Development	Jun23

Dec23 | Teaching, Learning, Research | Review College Development Network sector climate change training tool. CDN training tool to be rolled out to all staff and students by Dec23. | Use of postcode data is not viable, EAUC comms re: travel survey templates. JC and OD to plan for next staff survey on commuting. | Links to free Sustainability courses are incuded in Clyde Connects and are updated every quarter. E-Learning and OD Teams have generated training materials on Canvas for students and staff | Complete |
| **Established College Initiatives** | | | | | | | | | | |
| ES 1.1 | Incorporate net zero ambitions in strategic plan | Strategic Plan – Cross cutting theme 2 updated re sustainability/ climate change objectives | Stated objectives in plan | J Thomson | Completed. Plan objectives agreed at Board in March 2022 | Leadership & Governance | | | | Complete |
| ES 1.2 | Participate in Global Goals Teach In | Attend webinar on Global Goals Teach In.

Participate in 2022 Teach-In activity | Gained knowledge of scheme.

Established College as participant | J Thomson

J Rafferty/ CAPs | Completed Jan 2022 for 2022 Teach In | Teaching, Learning, Research | | | | Complete |
| ES 1.3 | Establish ring-fenced budget | Estates budget to be reviewed for 2022/23 | Agree budget for estates projects with climate change benefits. | J Thomson/ D Newlands | Jun-22 | Leadership & Governance | | | | Complete |
| ES 1.4 | Establish ring-fenced budget | Condition survey received and future budget to be considered for sustainability improvements | Agreed capital plan projects related to climate change | J Thomson/ D Newlands | May-23 | Leadership & Governance | | | | Complete |

Type and Action Ref.	CDN Roadmap Action Areas Link	College Proposed Activity	Output from Activity	Action By	Date to be completed/ updated	Roadmap Activity Area Link	Update to 22 Nov 2023 Audit Committee	Update to 6 March 2024 Audit Committee	Update to 29 May 2024 Audit Committee	Status
ES 1.5	Modify estates strategy in line with net zero target	Estates strategy updated to include referencing to net zero commitment	Strategy aligned to climate change action plan.	J Thomson	Narrative updated. Targets included as KPIs.	Estates & Operations				Complete
ES 1.6	Waste - Set and implement targets to reduce waste on campus	Climate Change group to agree future targets for waste reduction	Target set for continued low waste levels.	Climate Change Group	Achieving good outcomes on waste and recycling. Monitored quarterly.	Estates & Operations				Complete
ES 1.7	Participate in Global Goals Teach-In	Plan for future Teach-In curriculum activity	Deliver teaching during annual event times.	J Rafferty/ CAPs	Develop for March 23	Teaching, Learning, Research				Complete
ES 1.8	Utilities - Implement strategies to reduce energy use	Estates to review energy use and present future plans to Climate Change Group and SLT	Progress on plans reported.	D Newlands J Clark	Reduction plan by Dec 2022. Next stage Mar/Apr24	Estates & Operations	BMS upgrade at Anniesland approaching completion. This will help the College to manage energy consumption at the Anniesland campus. Capital bid to be submitted in Jan24 for cross campus power management system and Cardonald & Langside BMS upgrades. Next stage of Feasibility Study to be completed by Mar/Apr24 if Energy Efficiency Grant Scheme (EEGS) pre-capital funding application is successful.	Pre-Capital Funding: £60k approved for feasibility study.		Complete
ES 1.9	Waste - Ensure recycling/signage is available in every building	Recycling signage updated in each building using key memorable messaging	Awareness raised for building users.	J Clark/ GCCSA/ Building Coordinators	Review and update of signage by Nov23 (revised from Mar23)	Estates & Operations	Recycling signage completed Nov23.			Complete
ES 1.10	Gather college views on sustainability - staff and students	Reminder to staff and students to complete questionnaire	Results inform future actions	Regional Officer	Early March 23	Leadership & Governance	Completed. Questionnaires issued and returned. Feedback tool available and will be discussed at Region Green Team.			Complete
ES 1.11	Train teaching staff to incorporate sustainability into curriculum for all courses	Future development of curriculum to include climate change/sustainability in units studied	Portfolio review includes possible climate change areas to be added.	J Rafferty/ CAPs	Reviewed as part of portfolio plan by March-23	Teaching, Learning, Research				Complete
ES 1.12	Review curriculum against UN Sustainable Development Goals using Responsible Futures framework	Future curriculum to be reviewed against SDG	Portfolio review includes possible climate change areas to be added.	J Rafferty/ CAPs	Reviewed as part of portfolio plan and any changes by May 2023	Teaching, Learning, Research	Canvas climate change/sustainability courses developed by E-learning Team are now available and are embedded in all courses.			Complete
ES 1.13	Establish ring-fenced budget	Condition survey received and future budget to be considered for sustainability improvements	Agreed capital plan projects related to climate change	J Thomson/ D Newlands	May-23	Leadership & Governance				Complete
ES 1.14	Utilities - Develop fossil fuel divestment plan	Work with APUC on reduction plans for fossil fuels	Framework agreements discussion and information shared	D Newlands J Clark APUC	Mar/Apr24	Estates & Operations		This is being progressed as part of the Energy Efficiency Grant Scheme pre-capital project. Feasibility Study to be completed by Mar24.	This was progressed as part of the Energy Efficiency Grant Scheme (EEGS) funded pre-capital project. Feasibility Study completed Mar24.	Complete
ES 1.15	Set and implement targets to reduce waste on campus by 50-75% (NEW)	Set and implement targets for reductions in tonnes of waste generated	Achieve targeted reductions in tonnes of waste generated	D Newlands J Clark	May-24	Estates & Operations			The College had previously reduced the tonnes of waste generated from a baseline of 422 in 2018/19 to 225 in 2019/20, a reduction of 47%. This was then reduced to 134 in 2020/21 giving an accumulative reduction of 68%, however that year was impacted by COVID and related periods of lockdown. A new baseline of 204 was created in 2021/22 and the College's target going forward is to reduce this by 3% to 5% annually.	Complete
ES 1.16	Implement new travel policy to reduce long-haul aviation travel (NEW)	Review of College business travel procedure	Ensure long-haul aviation travel is minimised	T Elliott	May-24	Estates & Operations			The College has a business travel procedure in place in which all overseas travel must be approved in advance by a member of the Executive Management Team or the Chair of the Board.	Complete
Leading College Initiatives										

Type and Action Ref.	CDN Roadmap Action Areas Link	College Proposed Activity	Output from Activity	Action By	Date to be completed/ updated	Roadmap Activity Area Link	Update to 22 Nov 2023 Audit Committee	Update to 6 March 2024 Audit Committee	Update to 29 May 2024 Audit Committee	Status
L 1.1	Apply for Scottish Government Energy Efficiency Grant	Seek funding for feasability stage	Potential for up to £50k	D Newlands J Clark	Deadline for pre-capital bid Oct23.	Partnerships & Engagement	The College worked with advisors, GEP Environmental, and submitted a Pre-Capital Application for maximum funding of £60k by 31 October deadline.			Complete
L 1.2	Develop climate risk management approach	Strategic Risk Register to include climate action plan as a mitigating action	Risk captured on register.	J Thomson	Updated risk register May 2022	Leadership & Governance				Complete
L 1.3	Incorporate sustainability into governance arrangements	Cycle for reporting on climate change to SLT and Board Committee to be agreed	Reporting of actions progress.	J Vincent/ J Thomson/ Audit Chair	Cycle to be agreed May 2022	Leadership & Governance				Complete
L 1.4	Incorporate sustainability into governance arrangements	Regional reporting annually to GCG sustainability group	Reporting of actions progress.	Regional Officer	June 2022 report to GCG Group	Leadership & Governance				Complete
L 1.5	Develop climate risk management approach	Separate risk register for climate change to be developed.	Detailed risks captured.	Climate Change Group	Nov-22	Leadership & Governance				Complete
L 1.6	Share carbon footprint data collection approach as model to other colleges	Regional review of carbon footprint and reporting to Regional Green Team	Reporting of data at College and Regional level	Regional Officer/ J Thomson	Data for 2020/21 and 2021/22 to be compared and discussed. By October 2022	Data Collection				Complete
L 1.7	Embed climate responsibility into staff development	Include in College learning days/staff development programme climate related training	Staff awareness levels raised.	Climate Change Group / Organisational Development	Jun23 Dec23	Leadership & Governance	Climate change training included in Jun23 College staff learning days. College Development Network sector climate change training tool to be rolled out to all staff and students by Dec23.	College Development Network sector climate change training tool deferred as tool had bugs. Also CDN account is required to access training so only available to staff. Glasgow College Regional Board have short animated training course resource which could be utilised and a personalised video can be created by the College.	Climate responsibility now embedded into staff development. The College is awaiting the animated course which is being provided by GCRB and this will be made available to staff and students.	Complete
L 1.8	Work with local community/ council/ businesses to improve local biodiversity	Partnership established with Coffee Conscience to fund planting of community trees though ethical purchasing Partnership with International Tree Foundation.	Contract in place for ethical purchasing Planting area established	J Clark J Thomson	Apr-24 Dec-23	Partnerships & Engagement	Potential Green Plan/Project initiatives to be progressed i.e. Planned GCEF funded learning spaces project. Horticulture team progressing green spaces internally/externally across all campuses.	Potential Green Plan/Project initiatives to be progressed i.e. Planned GCEF funded learning spaces project. Horticulture team progressing green spaces internally/externally across all campuses.	The College has to date funded 156 community trees through this supplier partership Tree planted at the Cardonald campus	Complete
L 1.9	Utilities - Apply for Salix finance loan to improve energy efficiency/reduce emission	Explore options for SALIX funding	Potential loan	T Elliott	May-24	Estates & Operations	The classification of Scottish Colleges means the College is technically unable to borrow. The Regional Officer will explore to clarify if this is a potential option for the Region.	The classification of Scottish Colleges means the College is technically unable to borrow. The Regional Officer will explore to clarify if this is a potential option for the Region.	Due to ONS classification, the College requires Scottish Government approval for any borrowing. The College will consider any options for funding if/when Scottish Government provide a model for this in future.	Complete
2. Short to Medium Term Actions										
Established College Initiatives										
ES 2.1	Develop and implement plan to measure Scope 3 emissions	Review of scope 3 emissions for the College and implement plan to measure these	Target future actions for scope 3 areas.	J Clark APUC	Oct-24	Data Collection	Completed. Scope 3 emissions being reported by APUC. College interrogating APUC and Higher Education Statistic Agency (HESA) UK average conversion factors for Nov23 Annual Report	Links to free Sustainability courses to be incuded in Clyde Connects. Updates every quarter. JR circulating UNESCO curriculum focused resource as more material becomes available. E-Learning and OD Teams continuing to generate training materials on Canvas for students and staff	APUC now provide the College with an annual Supply Chain emissions report. Travel Know How Scotland have provided 3 free days of consultancy to facilitate the staff and student survey and analyse results. Staff travel survey completed Apr24. Student travel survey scheduled for Sep24.	Initial actions complete. Next stage in progress.
ES 2.2	Utilities - Develop fossil fuel divestment plan	Work with APUC on reduction plans for fossil fuels	Framework agreements discussion and information shared	D Newlands J Clark APUC	Jul-24	Estates & Operations	This has been progressed as part of the Energy Efficiency Grant Scheme pre-capital funding application. Next stage of Feasibility Study to be completed by Mar/Apr24 if EEGS pre-capital funding application is successful.	This is being progressed as part of the Energy Efficiency Grant Scheme pre-capital project. Feasibility Study to be completed by Mar24.	Energy Efficiency Grant Scheme (EEGS) funded Feasibility Study completed Mar24. The College is now preparing an EEGS Capital Bid for funding of circa £2.6M by the next EEGS checkpoint of 31 July 2024.	Initial actions complete. Next stage in progress.

Type and Action Ref.	CDN Roadmap Action Areas Link	College Proposed Activity	Output from Activity	Action By	Date to be completed/ updated	Roadmap Activity Area Link	Update to 22 Nov 2023 Audit Committee	Update to 6 March 2024 Audit Committee	Update to 29 May 2024 Audit Committee	Status
ES 2.3	Utilities - Implement renewable energy on a part of/all of the estate	Work with APUC on use of renewable energy	Framework agreements discussion and information shared	D Newlands J Clark APUC	Jul-24	Estates & Operations	PV panels already in place at Cardonald and Langside. Next stage of Feasibility Study to be completed by Mar/Apr24 if EEGS pre-capital funding application is successful.	PV panels already in place at Cardonald and Langside. Feasibility Study to be completed by Mar24.	Energy Efficiency Grant Scheme (EEGS) funded Feasibility Study completed Mar24. The College is now preparing an EEGS Capital Bid for funding of circa £2.6M by the next EEGS checkpoint of 31 July 2024.	Initial actions complete. Next stage in progress.
Leading College Initiatives										
L 2.1	Develop future sustainability projects plan	Condition survey to be reviewed for future sustainability improvements	Plan for use of future capital funding	T Elliott D Newlands J Clark	Jul-24	Leadership & Governance	Next stage of Feasibility Study to be completed by Mar/Apr24 if EEGS pre-capital funding application is successful.	This is being progressed as part of the Energy Efficiency Grant Scheme pre-capital project. Feasibility Study to be completed by Mar24.	Energy Efficiency Grant Scheme (EEGS) funded Feasibility Study completed Mar24. The College is now preparing an EEGS Capital Bid for funding of circa £2.6M which was due for submission by the next EEGS checkpoint of 31 July 2024. However Scottish Government recenty announced that they have reached their funding capacity so have closed the July 2024 checkpoint. The College will therefore submit a bid at the next available checkpoint when Scottish Government announce this.	Initial actions complete. Next stage in progress.
3. Long Term Action Options										
Established College Initiatives										
ES 3.1	Establish climate action network with local council	Seek to engage further with relevant partners in establishing a climate action network	Potential to expand network contacts	John Rafferty	Ongoing	Partnerships & Engagement	Future date to be agreed.	Future date to be agreed.	The College already networks with Glasgow City Council via the green skills development agenda and the UNESCO Learning Cities bid. Further networking to be considered at Regional level i.e. The Sustainable Glasgow Group	Initial actions complete. Next stage in progress.
ES 3.2	Explore funding options to improve energy efficiency/ reduce emissions (NEW)	Maintain a highly active watching brief on potential future funding opportunities	Potential funding opportunities	Chief Operating Officer J Clark	Ongoing	Estates & Operations			The College will continue to maintain a highly active watching brief on potential future funding opportunities	
ES 3.3	Sign the UN Sustainable Development Goals (SDG) accord including auditing curriculum against UN Sustainable Development Goals using Responsible Futures framework	Group considered SDG accord. Potential for future to complete the SDG Accord Annual Reporting	Future reporting against SDG Accord annually.	Chief Operating Officer	TBC	Partnerships & Engagement	Discussed at Climate Change Group Nov22 re signing SDG Accord. Agreed to postpone to future period as already signed Race to Zero commitment. There are 17 UN Sustainability Goals. Due to the volume of college courses, it is not practical to map all courses against these. However, the Canvas climate change/sustainability courses explicitly address the 17 goals.	This action requires further consideration given the College resources required versus the related potential benefits	This action requires further consideration given the College resources required versus the related potential benefits	
Leading College Initiatives										
L 3.1	Apply for Green Gown or Association of Colleges Beacon Award (leading)	Future possible development	Potential to participate in award scheme	TBC	TBC	Partnerships & Engagement	Future date to be agreed.	Future date to be agreed.	This will be considered by the College going forward	
L 3.2	Expand travel policy to reduce emissions from commuting to/from campus (NEW)	Review of travel policy/procedures	Potential to reduce emissions from commuting to/from campus	Chief Operating Officer J Clark	Dec-24	Estates & Operations			The College will work with Travel Know How Scotland to progress potential opportunities through the 2024 staff and student travel survey results	Initial actions complete. Next stage in progress.

BOARD OF MANAGEMENT MEETING	
Date of Meeting	12 June 2024
Agenda Item Paper Title Action Prepared by Status	24.41 Governance Update Noting Gillian Murray, Interim Clerk to the Board of Management 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 paper including the glossary.

3   BRIEF BACKGROUND INFORMATION

3.1   Clerk to the Board
As you will know, the position of Clerk to the Board is currently vacant. A recruitment exercise has started and updates will be provided in due course.

In the interim, I am providing governance support to the Board.

BoM and Committee Meetings
Meetings for the year ahead have been set as outlined in the Nominations Committee paper.

BoM Recruitment
Please see the Nominations Committee paper for details.

Arrangements will be made with new members for Induction and Training.

Schedule of Work 2024/25
Schedules of Work will be prepared over the summer and included in future Committee/Board Agendas.

Acronym Glossary
This is attached.

4   SUPPORTING DOCUMENTATION/ FURTHER INFORMATION
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

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