CITY OF GLASGOW COLLEGE

Annual Report and
Accounts 2017-18

CONTENTS

The College

At the heart of Glasgow's Learning Quarter, and embracing the River Clyde, City of Glasgow College is the largest and most diverse tertiary education establishment in Scotland.

Approximately 41% of our students are from Glasgow, with the remainder from other parts of Scotland, the UK, and from many other countries across the world. In 2017-18 we welcomed students from almost 130 different countries to our diverse and vibrant student population, of which the College is very proud.

City offers a wide range of educational and training opportunities at levels ranging from foundation courses through to Higher National Diplomas and degree programmes in association with our Higher Education partners. There are opportunities to study at a level that encourages success and progression, enabling our students to reach their full potential.

The College provides over 2000 courses across a diverse range of technical, business, and professional curriculum areas, via the six Faculties of:

• Building, Engineering and Energy

• Business

• Creative Industries

• Education and Society

• Leisure and Lifestyle

• Nautical Studies

We maintain a commitment to Let Learning Flourish through the inspiration, excellence and innovation of our learning and teaching methods. City of Glasgow College was the first college in Scotland to receive the benchmark Investors in Innovation award, as well as the internationally recognised EFQM European Excellence Award 2016 for sustaining outstanding results. Our unique Industry Academy model channels our curriculum and staff expertise, along with external industry partner collaboration, to match the needs of students with the needs of employers. As a result, our students graduate with industry-relevant skills and highly valuable qualifications sought after by industry.

The College's multiple award-winning twin site Super College development represents a £228 million investment in tertiary education for Glasgow, Scotland and beyond, and is the single largest college development, not just in the UK, but also in Europe. These campus developments are meticulously designed to offer state of the art facilities and superb opportunities to our students - ready to adapt to the changing needs of future generations.

Annual Report 2017-18

This College Annual Report provides a balanced view of the activities and performance of the College in the period 2017-18. In developing this report, the Board of Management has recognised the "integrated reporting" standard for corporate communication.

In recent years, the Board of Management of City of Glasgow College has designed its Annual Report to reflect the strategic focus of the individual Board Committees, thereby providing a more rounded, balanced view of the College's activities, functions, and responsibilities. This report also follows that structure.

Each Board Committee worked to a planned work schedule, developed for the first time in 2014-15, and further refined in subsequent years. Each Committee in turn received individual annual reports, which provided a basis for reporting the Committees' activities within this report. The aim of this approach is to produce a report to stakeholders that gives a complete picture of the

College's financial and non-financial profiles in such a way that the report is holistic and reliable.

The Board of Management acknowledges that the best interests of the College equates to the best interests of the College's stakeholders: our students - past, present, and future; our staff; our partners in Scotland, the UK, and abroad; and the City of Glasgow whose name we are proud to bear.

This report therefore provides a true reflection of our progress in 2017-18, and celebrates the success of the College through that of our students, staff, and partnerships, in helping to fulfil aspirations, support industry, build communities, and in so doing, enhancing people's lives.

Our Purpose, Our Way, Our Values

Our Purpose
Let Learning Flourish

Our Way
Inspiration | Excellence | Innovation

Our Values
- The Individual
- Equality, Diversity and Inclusiveness
- Integrity, Honesty and Transparency
- Excellence and Achievement
- Partnership
- Innovation and Enterprise

Alisdair F Barron MBE
Chair of the Board

Chairman's Statement

It is my privilege to introduce this Annual Report for 2017-2018 as Chair of the Board of Management of City of Glasgow College. It is inevitable that each year brings new challenge and change, and the past academic session was no exception. Once again, my colleagues and I have been delighted by the College's continued success, and the exceptional achievements of our students and staff. I have been fortunate to continue to serve with the help and assistance of a team of outstanding Board members, who give generously of their time and commitment, and bring a much valued range of skills and experience to the College's strategic leadership, and governance oversight. I am extremely grateful for their support, given both to me and to the executive team throughout the year.

As we continue to establish new, innovative ways of learning, teaching, and working, in our new twin-site landmark college campus buildings, I reflect on and gratefully acknowledge the immense contribution made by Board members past and present. This journey, to deliver a new kind of college provision in the City of Glasgow, has been meticulously planned and energetically undertaken over many years, to ensure the enrichment and enhancement of the student experience at City of Glasgow College for generations to come. While we seek to continue to improve in all aspects of the education and support we provide, I am certain that City of Glasgow College has already set a new standard for college education in the UK and beyond.

This progress has been made in a time of considerable challenge, to a background of financial constraints, industry demand, skills gaps and skills needs, deep-rooted social and economic disadvantage, and political uncertainties. However, the College is fortunate to have a team of experienced and skilled professionals within the executive team, led with vision, insight, courage and enterprise by the Principal, Paul Little. With this leadership team, the Board and the public at large can be confident that the College's new strategic focus, envisaged in its Strategic Plan 2017-25, will yield even greater stability and success in the future.

The Board continues to work in collaboration with our sector colleagues in the City - the Glasgow Colleges' Regional Board, and the other Glasgow Colleges - as well as the Scottish Funding Council, to ensure a systematic, considered approach to delivering a comprehensive city-region-wide curriculum for Glasgow. It is acknowledged that Glasgow continues to face long-standing challenges of poverty, social exclusion, ill health, and unemployment, with unacceptable levels of social and economic disadvantage - in particular youth unemployment. The College is determined to enable all our students to excel and realise their full potential, and we have made that commitment clear as a priority in our Strategic Plan. We shall do so through Inspiration, Excellence, and Innovation – Our Way.

At City of Glasgow College, in support of the Scottish Government's key priorities, we are committed to working with our colleagues and partners in the city and across the region, to maximize opportunity, liberate potential, and meet the qualification and career aspirations of all our learners, to reinvigorate the national and local economy, and build and renew communities. The City of Glasgow College Board of Management, and staff, are rightly proud of our historic industry connections – city-wide, national, and international, which, over generations, have shaped the College's provision of skills for life and work across many specialist technical and professional curriculum areas. From seafaring to the creative industries, food and hospitality, leisure, sport, building, engineering, and business, our graduates continue to make their mark in their chosen fields.

I am confident that with our renewed and revitalized strategic focus, and our Purpose to "Let Learning Flourish", we can meet our stakeholders' ever-increasing expectations, and our own aspirations to be an internationally recognised leader in College education. City of Glasgow College will continue to fulfil its role as an agent and catalyst of change, regeneration and renewal, and further enhance our reputation as a standard-bearer of excellence, innovation, and opportunity, for present and future generations of our students and partners.

Principal's Introduction

Welcome to our Annual Report and I am delighted to confirm that we continue to raise the bar high with another challenging but remarkable year of success for City of Glasgow College.

Winning the prestigious Inspiring City Legacy Award in recognition, not only of the work achieved in delivering our twin site super campus, but also for boosting social mobility and providing unrivalled access to further and higher education for all, was a gratifying moment this year as it is significant reflection of our commitment to help Scottish Government in closing the attainment gap.

I believe that colleges are the uncelebrated heroes of tertiary education. Together they make a super-sized contribution to our nation and as media reports attested this year, colleges have boosted the Scottish economy by a staggering £20 billion. We are proud of that statistic and we are particularly proud of the impact City of Glasgow College is having locally and across the UK and beyond.

I further believe that City of Glasgow College is now the standard-bearer for technical and professional education, and I am delighted to report that it was given a Royal Seal of approval this year as a result. HRH Countess of Wessex officially opened our state of the art City Campus commending it as "...a very exciting place for young people and it screams to them, as they walk in the door, of opportunity and of a future, and that is what our education system is meant to be about."

We have proven to be one of

Scotland's top performing colleges for full time and part time HE and FE. Indeed 73% of our full time curriculum is now at Higher Education level and our College is the third top destination for school leavers in Scotland progressing to Higher Education in universities and colleges.

During 2017-2018 City of Glasgow College became the first College in the UK to gain Investors in Innovation recognition and, in another first, we now have a representative on the Board of Construction Scotland Innovation Centre. We are also the only College to have Scotland's National Chef as a senior chef lecturer.

Our College continues to break the mould with important and potentially life-saving research conducted in partnership with maritime industry specialists and shipping companies. Their findings are providing industry with both a better understanding of how enclosed spaces on sea vessels become oxygen depleted, and with improved training procedures for crews and harbour workers when approaching such spaces.

As a forward thinking, continually adaptive organisation we are mindful of the need to constantly evaluate our performance and sustain our longer term financial stability. City of Glasgow College's ambitious Blue Ocean Strategic Plan 2017-2025 has a clear purpose to deliver the best student learning experience, equip them for next generation professions and enhance life chances. Our 2018 Leadership Reorganisation supports that aim, and as well as a clear focus on securing a step change in

Paul Little
Principal & CEO

performance and success rates for our students, it will reduce management costs by about £1.5 million per annum. This saving is vital in helping to mitigate the extra £5.4 million this college will need annually to fund the harmonisation of teaching staff pay and other conditions across the college sector, following national bargaining agreement.

Decisions affecting jobs are never taken lightly, and we very much value our teaching and support staff. The changes planned and implemented in 2017-18 and beyond have been structured to be affordable and achievable, while also introducing opportunities for staff to develop careers, using the skills and expertise evident across our College.

My thanks once again go to all our Team City and Board of Management. Their support and commitment to Inspiration, Excellence and Innovation is clear for everyone to see.
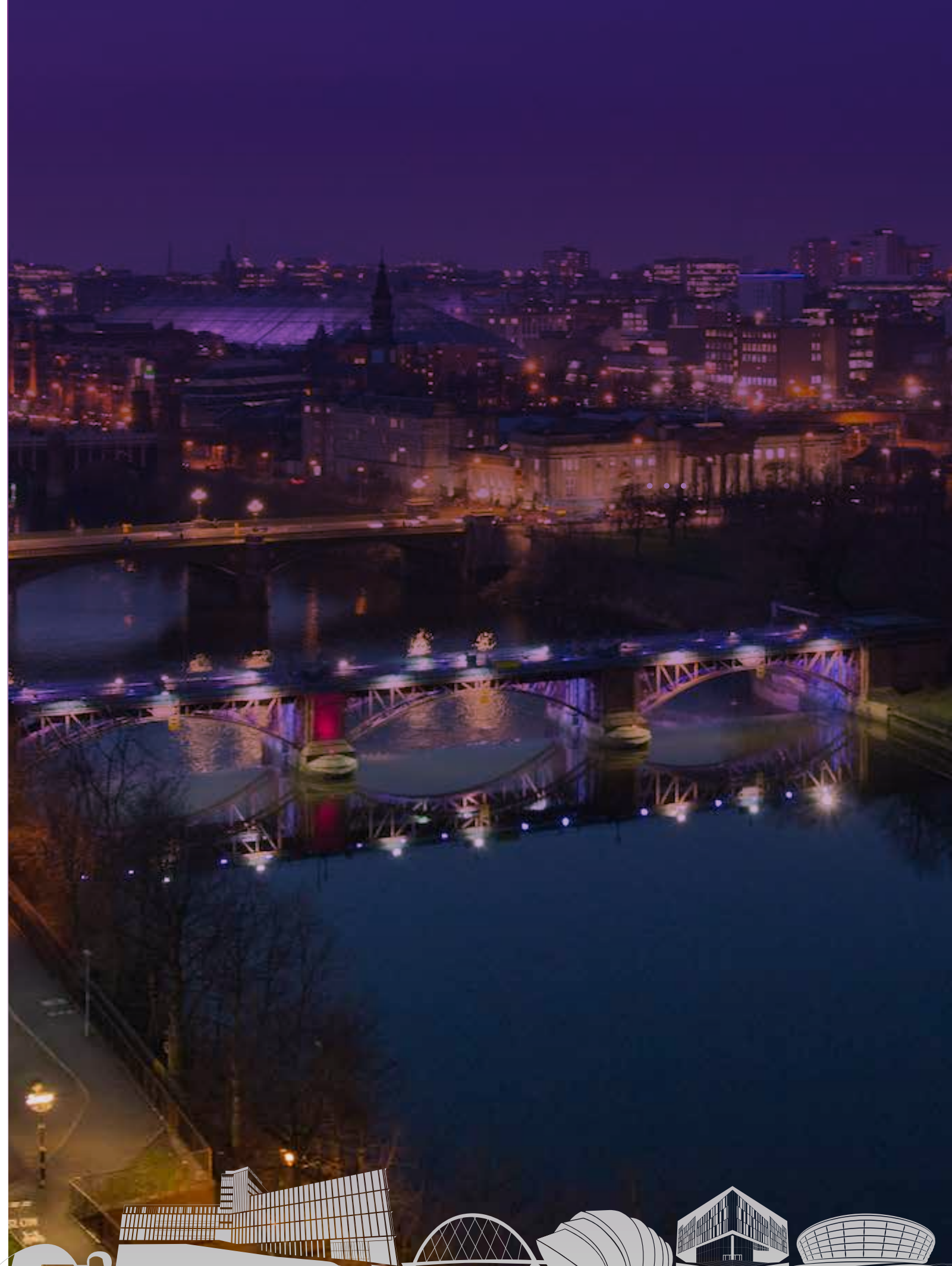
Principal's Performance Statement

The College recognises that students' achievement of qualifications is fundamental to articulation and employment opportunities. It is therefore particularly pleasing to note that the College maintained a growth in performance over the period since merger in academic year 2010/11.

During 2017-18 the College introduced a revised Curriculum planning process. This process provided curriculum managers with the opportunity to review their portfolio of courses to ensure that the courses provided meet students' needs and aspirations in the world of work or further study. As part of this process managers considered their plans for improvement to enhance the student experience and maintain high levels of performance.

The College implemented the Education Scotland quality framework 'How Good is Our College'. The College as part of this implementation created an enhancement plan to further develop the student experience. The enhancement plan for 2017/18 was formally endorsed by Education Scotland as providing an accurate account of the quality of provision and services being delivered and that it clearly identified what needs to improve. The College has prepared an evaluative report of 2017/18 performance based on its enhancement plan.

The College had 2 successful assessments of the College's Quality Management System by BSI during 2017-18, to the ISO 9001:2015 standard. The auditors found that "all staff and services demonstrated that they work in a way which exhibits a commitment to the principles outlined in the customer care charter. There is also a consistent theme across all faculties which demonstrates a focus on continuous improvement in areas such as increased use of digital systems, efficiency through collaborative working, and that "Direct improvements relating to student experience were also evident with a focus on improving courses and student experiences."

The College assessment for Customer Service Excellence was undertaken by SGS, one of the world's leading independent assessment organisation in May 2018. During the visit the auditor identified 10 areas of compliance plus. These are areas in which the College demonstrated practices which exceed the requirements of the standard, and are viewed as exemplars of best practice. The auditor identified that "City of Glasgow College were found to have a deep understanding of, and commitment to, Customer Service Excellence. The commitment was displayed from Senior Management levels through to operations and front-line staff."

Performance Analysis

Over the last 3 years CoGC has achieved student attainment results that are above the national sector performance in all modes and levels.

The success of our students is key to the student experience at CoGC, we ensure we help them to maximise their potential and develop their student journey. Our successful students are able to follow a pathway that meets their aspirations, 96.5% of our students progress to positive destinations in further study or in employment.

The performance outcomes relating to student success are closest to the College's key purpose, with other indicators and measures as shown in the section on Performance, Remuneration, and Nomination, student success performance indicators have shown an upward trend to 2017-18 since merger in session 2010-11, with successful course completion across the four modes as follows:

Student Success from 2010-11 to 2017-18

HE	Full time	up 9%
	Part time	up 6%
FE	Full time	up 12%
	Part time	up 9%
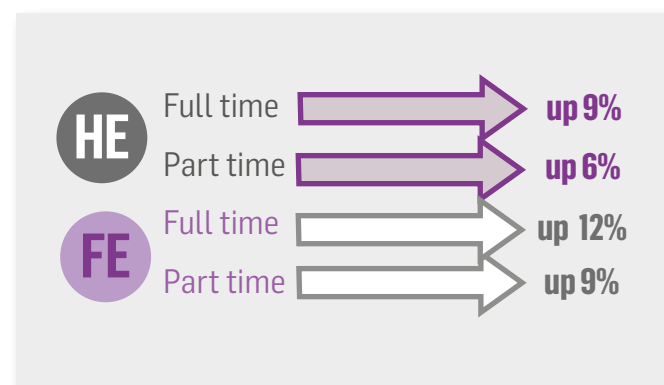
The success of our students is set against a backdrop of reduced investment and extra funding being set aside for National Bargaining and for implementing the Review of Student Support.

Performance Review and Improvement

CoGC is committed to the continuous improvement and enhancement of the student experience thus enabling the College's purpose to 'Let Learning Flourish'. We utilise a number of approaches to engage with most students to engage them in evaluation of our services and their course of study. These approaches include My Student Experience surveys and Course Improvement and Action and Meetings (CIAMs). In 2017/18 the Student Association's strengthened its approach to engaging the student voice through the Student Partnership agreement. This partnership has used a live digital platform which has resulted in 11 implemented ideas which have enhanced the student experience. In student surveys 88% of students identified they were satisfied with the quality of their course and 79% identified the Student Association as influencing change for the better.

Almost all staff are committed to continuous improvement through CIAMs with nearly 500 course meetings held in academic year 2017/18. These meetings set effective actions for course improvement.

The College has set out a range of measures of performance and targets aligned with Strategic Priorities and Aims in the College Strategic Plan 2017-2025. These are designed to drive improvement across and functions of the College, and an out-turn report on performance against targets is presented to the Board annually.

The College curriculum planning process for all curriculum areas is well embedded and has provided a robust vehicle for continuous improvement and review of our offer. The objectives of curriculum planning are –

- to set targets and develop a Faculty improvement plan
- to consider the Curriculum offer for the 2018/19 academic year so that any adjustments can be made prior to information being available to prospective students.
- scrutinise current delivery and consider Faculty internal and external factors in terms of strengths, opportunities, threats and trends.
- identify where the Faculty curriculum may focus in the medium and longer term.
- enhance the curriculum offer to meet students' needs and aspirations

In 2017/18 the development of the Service Area Performance Action plan continued, aligned with the 5 key College Strategy themes.

Finance Year Resource Position

The College final resource performance for the financial years to 31st March was:

	2017-18 Budget £000	2017-18 Actual £000	2016-17 Actual £000
Resource Income	44,633	45,715	62,443
Resource Expenditure	44,551	45,497	62,230
Net Resource	82	218	213
Capital Expenditure	427	409	11,752

Cash Budget for Priorities

Spend of the College's cash budget for priorities, and impact on the operating position, is detailed below:

Revenue	2017-18 £'000	2016-17 £'000
2015-16 Pay award	581	559
Estates Costs	555	-
Other agreed priorities - early retirement costs	-	-
Total Impact on operating position	1,156	559
Capital	-	-
Total cash budget for priorities spend	1,156	559

Procurement and Prompt Payment of Suppliers

The College seeks to comply with the CBI Prompt Payment Code, and has a policy of paying its suppliers within 30 days of invoice date unless the invoice is contested. All disputes and complaints are handled as quickly as possible. No interest or late payment penalties were paid during the year. The average creditor's payment period throughout 2017-18 was 37 days; in 2016-17 the average was 38 days.

Going Concern

The Board can confirm the College is a going concern based on its financial performance and all other relevant information. The annual financial statements have been prepared on a "going concern" basis.

Approved by order of the members of the Board on 5th December 2018 and signed on its behalf by:

_____Date_____05.12.18_____

Paul Little, Principal and Chief Executive

Learning and Teaching

Convener
Jim Gallacher

Governance Responsibilities

The Learning and Teaching Committee performs a
vital role on behalf of the Board of Management in
matters relating to the curriculum, academic policies
and procedures, quality and performance, and
learning, teaching and support. Particular priorities
are student recruitment, retention, attainment and
achievement.

The Committee's remit also includes the monitoring
and review of student admissions, access and
inclusion, as well as arrangements for articulation
and partnerships with other providers. The student
experience as a whole is also a key focus for the
Committee, which includes approaches to learning
and teaching, resourcing - including the use of
ICT, as well as student complaints handling and
outcomes. Student support and discipline also falls
within the scope of the Committee, as does the
conduct of the academic appeals process.

The Committee also considers new and innovative
developments in all aspects of learning and teaching,
and seeks to ensure that the College is actively
working to meet the needs of all stakeholders in
presenting learning and teaching opportunities
that meet current and future needs. Strategies
for pedagogical and curriculum development are
overseen by the Committee, as it seeks continuous
improvement in the College's principal function.
The Committee considers feedback from student
engagement, such as surveys and academic
fora, and an overview of academic quality and
improvement is maintained.

Committee Review of 2017-18

Curriculum Innovation and Strategy

The new landmark College Campus sites at Riverside and City
have been established as major learning and working centres
for three and two years respectively. These represent a highly
visible statement of the College's strategic intent, providing well-
resourced, technology-enriched learning spaces within which
innovative learning and teaching approaches are being constantly
developed and refined in support of the Glasgow Regional
Curriculum, and the latest Regional Outcome Agreement for
Glasgow Region.

A new Student Experience Strategy with associated initiatives
was developed in 2017-18 in support of the College Strategic
Plan. The plan was created in consultation with students and
staff with the oversight of the Committee, and includes three key
initiatives, all of which support the Regional Outcome Agreement
(ROA):

- Widening Access
- Student Partnership Agreement
- City Learning 4.0

The VP Student Experience provided regular updates on these
three initiatives, highlighting, among other College innovations,
the work of a new Centre for Technical and Professional
Education (COPTE) which supports the implementation of City
Learning 4.0 - the College's new approach to learning and
student engagement. A programme of staff and student support
aligned to City Learning 4.0 was run by the Library and Learning
Technology Team.

Innovation

Curriculum innovation was a priority theme of the Committee
in 2017-18. 40 bids were received to the Innovation Catalyst
Fund, with themes ranging from crypto currency, the Internet
of Things, and digitising learning.

The key aims of the Fund include:

- supporting initiatives that address key priorities of the City
  of Glasgow College that cannot be supported through
  existing resource allocation mechanisms;

- providing opportunities to trial currently untested potential
  practices of the future;

- encouraging staff at all levels to become involved in
  innovation and action research; and

- creating networks and mechanisms with the City of
  Glasgow College for sharing and transferring innovative
  practices.

The use of social media in the curriculum was also reviewed
by the Committee, which aims to enhance the curriculum,
promote faculty/College activities, facilitate industry
engagement, and develop stakeholder relationships and
communications. A programme developed with CalMac
was particularly successful, and was nominated for a TES
award. A partnership was developed with the Friends of
the TS Queen Mary steamer, now docked on the Clyde,
with some of the College's maritime cadets involved in the
refurbishment, and travel, tourism and hospitality students
also involved.

A new innovation and enterprise start-up space was
launched at City Campus, supporting students for a
six-month period to assist in establishing self-sustaining
independent businesses. A £40,000 prize was awarded to
the winner of a new Enterprise Competition, funded via the
John Mather Trust.

Widening Access

In relation to widening access, the Committee was
pleased to note that the College has a clear statement
of commitment to widening access through fairness,
opportunity and respect. It was noted that there is an
inclusive admissions policy and the College provides
additional support to care leavers and carers. Entry
requirements to the College are set at a minimum required
to succeed. Applicants living in the most deprived regions
of Scotland are provided with a guaranteed interview, if the
applicant holds the minimum entry requirements.

A clearance system is now in place across the Region for
applications/admissions. Information on recruitment and
supply/demand is being shared to assist with any unmet
demand for places on courses, and progress is continuing
to create a common application portal. A review of inter-
college progression arrangements to City of Glasgow
College was undertaken with pathways now in place for the
most popular subject areas.

The College was shortlisted for the AoC Beacon Awards
under the widening participation category. The submission
was based on the Women into Engineering programme.

A National Articulation Forum has been established
to provide collaborative opportunities for colleges and
universities to address the recommendations from the
Commission on Widening Access, and the College
continues to work towards clearer, better, and wider-ranging
articulation arrangements.

Industry Academies

The Committee received regular reports on the further
development of the College's innovative Industry
Academy model, with a particular focus upon external
placements with industry partners; entrepreneurship,
innovation and enterprise; expansion plans relating to
the Industry Academies; three-year trend analyses, and
Key Performance Indicators. KPIs were monitored via the
College Performance Dashboard. The Committee noted the
progress made since the College's award of STEM Assured
status by the STEM Foundation in 2015, with an increasing
shift toward digital technologies and approaches.

The Students' Association undertook an evaluation of
the Student Partnership Agreement and the MyVoice
platform, identifying areas for improvement and ways to
further integrate the process with student satisfaction and
engagement

The Committee received reports on a series of curriculum
planning reviews, informed by a new approach to curriculum
planning, aligning with performance improvement. A
Performance Action Group (PAG) was established to identify
the factors impacting on student engagement with courses,
and to assist with producing a comprehensive action plan.
With a focus upon the complete student journey, a number
of recommendations emerging from the work of the PAG
was approved and progressed.

How Good is Our College?

The College's HMI lead reported to the Committee,
providing assurance that the College's quality reporting was
robust, and that College's report was a very positive one,
demonstrating a strong quality structure and containing
accurate descriptions of how the data had been collected.
Existing processes were evaluated as good, both for data
collection and for reflection and analysis.

Developing Scotland's Young Workforce

The Committee noted ongoing contact with SDS with a
view to the further development of apprenticeships. The
Committee also received reports on progress against key
actions for 2017-18, including:

- the increase in programmes and learners engaged in
  Senior Phase programmes across all faculties;

- the specific programmes to engage gender balances in
  Engineering, Construction, Health and Care and Early
  Years and Childcare;

- the increase in Modern Apprenticeships, rising to 105 by the end of March 2018;
- bids for new programme frameworks.

It was reported to the Committee that the College had expanded to 486 places for the senior phase programme, and that a bid for the next round of Foundation Apprenticeships had been submitted, increasing the College's offer into healthcare and early years.

Early Years
The Committee noted the College's response to meeting the Scottish Government's pledge to increase the provision of free early learning and childcare. The College curriculum in this area had increased by 100% last year, with a further 500 credits being allocated this year. An additional 847 FTE childcare workers will be required for the Glasgow region by 2020, and an expansion plan is being developed and implemented to meet the needs of the sector and employers. The Committee recognised that there are risks around the recruitment of staff and physical resources to deliver the plan.

Education Scotland
The Committee welcomed Education Scotland who provided information sessions on the new quality arrangements for the sector, both for College staff and Board members. The Committee also discussed the Annual Evaluative Report to be produced by the College and evaluated by Education Scotland and the Scottish Funding Council.

Regional Outcome Agreement
Reportage relating to the regional curriculum was received, with senior CoGC staff chairing their respective Regional Curriculum Hub groups. The activities of the six regional curriculum hubs were noted, recognising the need for the curriculum to be sufficiently agile to fit with the economic drivers, and to provide curriculum maps to learners, indicating progression routes.

Risk Management
The Committee conducted a regular review of the College's strategic risks, particularly those risks most closely associated with the Committee's responsibilities to students, the potential of failure to meet the strategic aims under the "Students" strategic theme, and to Learning and Teaching provision generally.

The impact of the consequences of national bargaining discussions and agreements between the Colleges (via Colleges Scotland) and EIS, were also considered. Towards the end of session 2016-17, EIS had initiated strike action with negative impact upon the learning and teaching experience for students, and the financial cost to the College sector of the emerging settlement became apparent in 2017-18. As a consequence, a number of strategic risks relating to student success, performance, and finance were re-scored upwards by the Audit Committee, to reflect increased likelihood and impact upon the organisation.

Faculty Highlights 2017-18

Faculty of Building Engineering & Energy

Official City Campus Opening - HRH Countess of Wessex

Official City Campus Opening - HRH Countess of Wessex

STEM Festival
This festival was an employability event focusing on STEM (Science Technology Engineering Maths) careers/pathways for secondary pupils, held at the Glasgow Science Centre, Glasgow

City of Glasgow College was represented by Senior Technician Callum Calder and Technician/Instructor Russell Phelan, who put their Engineering expertise to tremendous use in demonstrating Augmented Reality Welding. At this successful event, organised by City Council Education Services in partnership with DYW Glasgow and Skills Development Scotland, young people had the chance to talk to over 30 organisations about the kinds of jobs/careers that are available, and what qualifications and skills will help them on that pathway.

CFJ/CFA Awards
This year's proud winner of the CFA/CFJ Apprentice of the Year competition is Alistair Craig of Lynas Carpets in Hamilton. The CFJ/CFA Awards luncheon took place at the Imperial War Museum in Duxford and was attended by 50 leading industry figures. Alongside the prestigious award, Alistair was presented with a cheque for £500 from CITB Go Construct. CITB acting Chief Executive, Sarah Beale, who was the keynote speaker at the event, made the presentation to Alistair.

Engineering
Mechanical Engineering student Caitlin Sweeney, is pushing boundaries by becoming the first female apprentice at an engineering company. Caitlin successfully gained a 4 year apprenticeship with CPA Engineered Solutions Limited.

SQA Star Awards: Engineering Academy
The Engineering Academy (EA) is a highly innovative and successful course. It is a partnership between Strathclyde University and several colleges, of which City of Glasgow College is the largest partner with more than double the number of students on the course compared to the other college partners. The program won first prize in the "Best Partnership" category at the SQA Star Awards.

SAFEE (Scottish Association for Engineering Education) Conference
This conference was of particular interest to those supporting the provision of engineering education: including schools, colleges, universities, industry, Scottish Funding Council, and other Government agencies. Guest Speakers at the event included:

- Bryan J Buchan – Chief Executive, Scottish Engineering
- Professor Sa'ad S Medhat, Founder & CEO of the UK Innovation Institute-IKE
- Alan Norbury – Industrial CTO, Siemens PLC

Bloodhound Race for the Line
This competition is a partnership with the Learning Partnership, the Army, Royal Navy, and the College, and is intended to inspire tomorrow's engineers and scientists with a national rocket car racing competition. The Bloodhound Project is a global Engineering Adventure, using a 1000 mph world land speed record attempt to inspire the next generation to enjoy, explore and become involved in Science, Technology, Engineering & Mathematics (STEM). In April 2018, the Regional Final Race Day was held at Riverside Campus, with 12 Secondary Schools from all over Scotland taking part.

Official Opening of City of Glasgow College City Campus
The College City Campus was formally opened by HRH Countess of Wessex. As part of the occasion there were displays of craftsmanship from the Construction and Built Environment departments, reflecting the commitment and talent of our students from areas of Stonemasonry/Sculpture, Painting/Decorating, Architecture and 21st century Building Design (using liquid polymer printing). These included Alistair Denovan – A Stonemasonry/Advanced Certificate Stonemasonry student, winner of the Inter-Collegiate cup and was awarded a medal of excellence at last year's National finals.

The City of Glasgow College plaque unveiled by HRH Countess of Wessex was designed and crafted by staff and students using sandstone, granite and oak, and featured the College crest and Purpose: Let Learning Flourish.

Building and Architecture
MAST Architects Senior Conservation Architect Visit
We were delighted to welcome Matthew Holloway, Senior Conservation Architect at MAST Architects, as a guest speaker to the College. Matthew presented some of his practice work to our students undertaking their Conversion and Adaption of Buildings course. Matthew's presentation was an inspiration to our students who gained invaluable knowledge of how one of Glasgow's main Architect Practices deliver some stunning projects such as the major repair and restoration of the historic Glasgow Art Club

CIAT – aspirATion and Collective Architecture
Tom Warren, a chartered Architectural Technologist from Collective Architecture, member of CIAT, and representative of aspirATion (for young professionals and students) came into the City of Glasgow College to explain the professional body and the benefits of being a member. The College continues its productive links with Collective Architecture, with past students benefitting from placement and employment opportunities.

Dynamic Learning Initiative: The Arch Resettlement Centre
The City of Glasgow College Dynamic Learning Initiative's "Make a Difference" Project involved students from Painting and Decorating, Bricklaying, Journalism and Television collaborating to refurbish Glasgow's Arch Resettlement Centre. This project provided valuable experience for the students in a community setting, and won them the Saltire Award for their volunteer work.
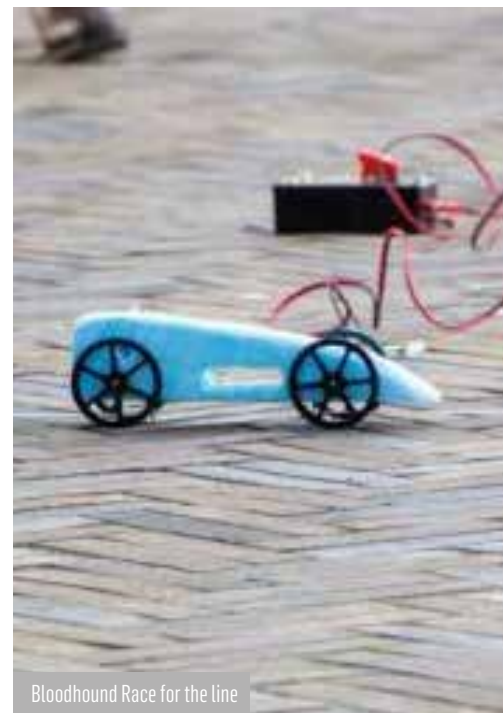
STEMAspire project

MAST Architects

Embracing Diversity Awards Regional Winners

Nil by Mouth charityss Pitch Perfect competition

Bloodhound Race for the line

The Centre is commissioned by Glasgow City Council to deliver a 10-module support programme over 26 weeks, to support men in sustaining their own tenancy when presented to social housing for consideration. Support is provided by 3 dedicated resettlement support workers (RSW's). The service offers a one-to-one, holistic approach towards support, with each support plan tailor-made for each service user.

Hammermen Awards
The Hammermen Awards took place at the Trades Hall, Glasgow with the following students achieving recognition:

Mechanical Engineering
Winner: Minal Akeel, HNC Mechanical Engineering/HNC Women into Engineering

Runner-up: Scott Bryce. HND Mechanical Engineering 2nd year

Electronic Engineering
Winner: Rashid Mazhar, HND Electronics 2nd year

Runner-up: Cameron Kerr, HND Electronics 2nd year

Faculty of Business

Digital Technology
In the field of Digital Technology, the College achieved recognition through WorldSkills, where Malcolm Ireland (HND 3D Computer Animation) won the bronze medal in 3D Game Art. Four CoGC students won through to the regional final in London - the maximum number permitted from one College. The College hosted the regional heat for Web Development, with CoGC students placed second and fourth.

The College has established a partnership with the Soluis Group, an innovatory digital UK organisation, which specialises in creating visual media and interactive environments for real estate. The College also opened a new Digital Innovation Hub. These initiatives have led to summer internships, industry talks to students, sponsorship and the provision of prizes for the End of Year Show.

Other developments with industry partners included:

- Dell STEMAspire project for female students - individual mentoring project from Dell to help mentor students into STEM industry roles.
- Development of links with Everis (IT consultancy company) leading to industry talk, site visits, interviews, and direct employment for a number of students across both computing areas.
- Industry talk with Playdead - Animation VX company (http://www.playdead.tv/).

Our collaborative work with schools continued, with video project collaborations involving Cardinal Winning School, and Glasgow videographer Jerry Dowds. These films were made with a brief relating to the European Championships

2018 in Glasgow and Berlin, and also to the Year of The Young Person.

Accounting
Financial Services student, Natasha Cusack, working with AXA Insurance, won the Foundation Apprentice of the Year Award at a ceremony held in Glasgow City Chambers. Other Financial Services students visited Guildhall in London to attend a lecture to celebrate the 150th Anniversary of the F&C Investment Trust, and attended an F&C Investment Trust celebration at the National Gallery in Edinburgh, where the students had the opportunity to network with experienced professionals from the investment industry.

Marketing and Retail
The Nil By Mouth's charity's Pitch Perfect Competition is an exciting initiative which gives further and higher education students the opportunity to create and design their very own anti-sectarian awareness campaign. The students, using traditional or new technologies, must produce a campaign which stimulates and generates interest in Nil By Mouth's campaign to challenge sectarianism in our society. As part of their HN Advertising course, City of Glasgow students took part, and CoGC students won the competition for the third year in succession through the "Sing Something New" campaign, developed by Emma Coupar and Scott Canevy.

One judge commented:

'This is an excellent campaign and I was blown away by the quality of the student's presentation. I've pitched ideas, and had them pitched to me, in boardrooms across the world and this was every bit as good as any of them. It served as a reminder of the talent which exists in our colleges.'

This project was taken up by Clydeview Academy and St Columba's High School pupils who engaged with the Nil By Mouth through a series of workshops which culminated at a 'Sing Something New' event at the Old Gourock and Ashton Parish Church.

HND Advertising & PR students also won the College "Embracing Diversity" Award and went on to win the Regional Final. Their client and mentor for their PR Strategy unit was Denise Connolly, Publisher & Director of DC Publishing/ Enable magazine. Their campaign to raise awareness of breast screening, "Boobs, Baps & Mammograms" to disabled women has been presented to the NHS. Student Jacqueline Finlay now has moved on to an internship with DC Publishing.

Further links with industry partners have been developed in the past year including:

- Staff and students working with Frame Agency for the graded unit and successfully presenting campaigns to clients Brewgooder and Social Bite which resulted in internships.
- Sainsbury's Scottish Leadership Team attending a management programme event with Retail Management

and hosting a student work experience initiative programme. There is now a student trainee management work experience programme being launched at designated stores.

- Nairn Paterson, Chief Financial Officer for H&M, delivering an inspiring lecture and recorded a podcast linked onto retail units.
- Inditex UK , one of the biggest global fashion retailers delivering a "live" recruitment application workshop for leading brands such as Zara, Massimo Dutti and Oysho.
- Over 50 retail management students completing on site work experience over 20 weeks with leading brands such as Tommy Hilfiger, Superdry, Debenhams and Marks & Spencer.

Languages
All City students going on Erasmus mobility placements in 2017/18 participated in a College-devised unit in Language and Culture. This innovative collaboration between Faculty and Corporate Development teams was first piloted in Session 16/17. Languages offered included Finnish, Latvian, Maltese and Polish as well as German and Spanish. The Language aspect of the module prepares students for situations they will come across such as work placements abroad. Key aspects of culture such as work norms were also covered in class. The students took part in classes with great enthusiasm and found both the Language and the cultural knowledge very useful on placement.

Faculty of Creative Industries

Furniture
Students worked with the The Willow Tearoom Trust, supported by significant Heritage Lottery Funding, to complete an ambitious and very exacting restoration of Charles Rennie Mackintosh's Willow Tearoom in Sauchiehall Street, Glasgow. This project included the construction of an Interpretation Centre adjacent to the Tearoom, and the students' task was to produce a set of chairs, each a perfect replica of the eight designs used within the original tearoom for permanent display in the Interpretation Centre. This was a significant challenge as no original drawings or specifications existed and many of the original chairs had been inappropriately repaired. The project therefore required primary and detailed research, as well as development of traditional craft skills, to replicate what was highly innovative furniture of its time.

The project created opportunities for collaborative working across disciplines. Illustration students created new visual interpretations of the chairs, which were reproduced as posters and cards. Interior Design students designed the format of an "in house" exhibition of the chairs, and there was also input from Photography and Graphics areas.

HND Furniture student Alison Lee was selected to attend the prestigious Snowdon Summer School. Each year, eight students from across the UK are selected to attend a week long course at Dumfries House delivered by master craftsmen and designers.

Photography
Students have achieved a range of notable successes in different competitions and exhibitions. At the London exhibition of the Association of Photographers (AoP), the work of sixty students was displayed.   These were selected from fifteen hundred entrants from degree programmes across the UK. The work of ten of our students was selected for the final exhibition. In addition, Senior Lecturer John Carberry was also selected as "Lecturer of the Year" by the AoP.

Ilisa Stark, a student on the photography degree programme, has had her work selected for inclusion in the National Portrait of Britain, Scottish Portrait Award, and will exhibit in Berlin later in the year, supported by the Transition Gallery.

Model Making
The College is the lead provider of model making in Scotland. This year, representatives from London-based Foster + Partners, the largest architectural practice in the world, requested a visit to the College, and gave an inspirational presentation on the global work of Fosters. Model making is understood by the practice to be a key element of the design process and client engagement. Edward Tweats, one of our HND2 students was selected for a permanent post in their model making department in London - the sixth CoGC student to join their team.

Creative Industries Symposium
This was an inaugural Symposium organised by the Faculty. High profile presenters included Cabinet Secretary Fiona Hyslop, Kirsty Wark, Journalist and Broadcaster, the CEOs of the Design Business Association and Craft Scotland, high profile designer Jim Hamilton, and internationally acclaimed photographer David Eustace. A major theme of the Symposium was "The Value of Creativity".

The Faculty welcomed a number of high profile guest speakers with their inspiring and engaging presentations. These included Royal Academician and Printmaker, Norman Ackroyd, Martin Parr, Founder of the United Nations of Photographers, and Andrew Graham Dixon, world leading art historian and cultural television programme maker.

Creative City
The Faculty's annual Arts Festival continues to grow in its ambition and delivery. This year saw 22 separate events, exhibitions, poetry readings, guest speakers, radio broadcasts, and performances, ranging from Shakespeare to Stand Up and daily musical slots. These events take place both within the College and in venues across the city. Creative City provides opportunities for students to build their personal confidence, as they engage with difference audiences and collaborate with others from different courses.

Faculty of Education and Society

ESOL
Refugee Doctors and Dentists
Supported by lecturer Helen Jackson, the ESOL curriculum team capitalised on excellent external networks and teaching expertise to deliver IELTS preparation classes to refugee health professionals. The doctors and dentists must pass the IELTS exam before attempting their professional exams for entry to practice.

ESOL Job Club
The ESOL student experience is enhanced by a number of "ESOL Extras" such as: Help Hub, Volunteer Club, ESOL Café, ESOL Oasis Magazine, Mentoring, Interpreting and Job Club. Through the Job Club, led by Lecturer Pam Turnbull, in addition to general employability advice in course for all 1300 ESOL students, 115 students received one to one support in job searching, which led to a number of job offers, including one student who secured work as a bus driver with First Bus.

Removing Barriers
The ESOL team worked closely with the college Finance team in order to improve processes, including the issue of travel support tickets. Finance officers Amanda Howie was recognised with an ESOL award, for providing world class stakeholder service to the ESOL staff and students. This proactive collaboration between faculty and service teams brought about a significant enhancement to the ESOL student experience.

Community and Supported Education Programmes
The success of the development and validation of City Phonics has resulted in over 50 stakeholders taking part in training and developing to teach City Phonics. This initiative can now be incorporated and rolled out into community settings as well as in-College delivery. A further development is the the City Phonics App, linked with the Digital Skills Agency. It is anticipated that the greatest impact will be on our community learners, who now have the first literacy stepping stone in place.

Catalyst Funded Project
This fund has enabled the College to timetable teaching outdoors, and involves student groups across the College, such as ESOL, Beauty, Princes Trust and Supported Education Students. College gardens are being redeveloped for practical use with crops being used in the College kitchens, the catering teaching area, and social community cafes. This has also involved networking across College and in the wider community, which benefits our students with work placements and community integration.

Social Sciences
The growth of our partnership with the Open University resulted in the delivery of the BA (Hons) degree by College staff for its first year. 80% of CoGC students are now progressing to Year 2 of the programme and we now look forward to Year 3 and 4 delivery.

Social Science NC and HNC students collaborated with students from other disciplines including ESOL and Creative industries, winning awards in the College Equality, Diversity and Inclusion competition. The launch of the Social Science Academy lecture series engaged students and staff from across the College. Among the speakers welcomed to speak on a variety of topics was Mark Shephard, reader in Social Science at Strathclyde University

Health and Care - Early Years and Childhood Practice
The Mungo Mobility Project involved 23 Students from across the Care curriculum, with 7 staff, participated in a 14 day visit to Finland's Tempere University. They visited Care provision and Early Years provision, with particular interest in intergenerational models of Care, and worked with students and practitioners. This hugely successful experience will be repeated in 2018-19.

City of Glasgow College hosted the first national "What Matters to Us'" Conference in 2017-18. Aimed at final year students from Social Care and Early Years, the College welcomed students from across Scotland. This collaboration with Iriss, SSSC, CDN AND Early Years Scotland proved to be a highly successful event, with students hearing from a wide range of high profile speakers from the sector, and sharing their hopes for the future of the Care and Support sector.

Health and Care students participated in the Care skills events in Birmingham, and the College hosted the first ever demo of the Early Years World Skills competition in May. We look forward to participating in this competition in future years .

The increasing use of simulation and technology within the Care curriculum continued. The annual visit of students from Health and Social Care courses, to the Scottish Centre for Simulation & Clinical Human Factors at NHC Forth Valley, is now an established activity.

The College continued to develop Early Years and Childhood Practice curriculum and delivered full and part time programmes at SCQF level 7 in 2017-18. Since 2015 the College has increased this provision by 200%.

Charles Rennie Mackintosh Willow tea rooms

Creative Industries Symposium

Teacher Training and Education

The College developed a new Teacher training award at SCQF level 8. The PDA Technology Enhanced Learning and Teaching aims to deliver teaching skills in the use and development of digital resources, with the first cohort of learners enrolling in September 2018. In addition, six distance learning short course are now "live" for teaching via online delivery.

Collaboration and New Course Developments and National Delivery

The Faculty of Education and Society led the successful development and validation of both HNC and HND, SCQF Level 7 and 8 awards in Facilities Management. This is a dual accredited qualification, with candidates also qualifying for awards accredited by BIFM at Diploma QCF level 4 and 5. This was a positive collaboration project involving the Faculty of Building Engineering and Energy and several employer partners, including NES, NHS Scotland, and AMEY. City of Glasgow College is the sole deliverer of this award nationally and the approving centre. Similarly, the PDA Commissioning, Contracting and Procurement of Care Services award was redesigned for delivery on a similar model. Successful national delivery in Scotland led to success in securing the contract to deliver for Northern Ireland Social Services, in partnership with the Centre for Leadership and Management in Care.

Developing the Young Workforce – School College Partnerships

- The College continues to offer a wide portfolio of senior phase programmes, to three local authority schools and to S5/6 pupils, across a range of industry and Economic sectors. Recruitment continues to be strong and there is increasing evidence of progression to full-time study at College. The introduction of new remote register access for all schools/local authorities across Glasgow, East Dunbartonshire and East Renfrewshire, has the key aim of significantly streamlining our attendance recording and reporting to Schools and Local Authorities. This secure data transfer approach is more streamlined and in line with the new GDPR regulations.
- All Senior Phase students are welcomed to the College and receive an induction pack, which encourages discussion with parents/guardians about post-school options.
- The College continues to promote Young Women into Construction, with two classes running. The intention is that students attending this course will be encouraged to consider the Construction industry as a potential career path and continue with the subject area in Senior Phase.
- The College has developed a 1 year Foundation Apprenticeship route in both Social Services and Healthcare and Social Services – Children and Young People, for delivery in August 2018.

Faculty of Leisure and Lifestyle

Food 1

Student Successes

In October Kelsey Higgins (16) won the Glasgow Heat for Springboards Future Chefs Competition, competing against 12 other pupils from the West of Scotland. Kelsey went onto an awards dinner in Prestonfield House, and finally achieved 3rd place out of 7000 school pupils.

In November Aileen O'Meara coached Rebecca Ward and Victoria Cox from 2nd year HND Professional Cookery, who were successful in qualifying for WorldSkills National Final in Confectionary and Patisserie, at which Rebecca achieved Gold and Victoria the Silver medal.

Darren Seggie coached Kevin McCafferty an HND Professional Cookery student in the Culinary WorldSkills, with Kevin achieving a Silver medal.

The Nestle Toque d'Or competition started in January, with 80 colleges participating. Following success in the Scottish Heat, CoGC students went onto a Celebration Lunch at the Dorchester Hotel in London, where it was announced that CoGC was the winning college overall. The team was mentored by Darren Seggie, and the students were HND 2 students Alan Martin, Rebecca Ward and Antonia MacFarlane.

Keneth Hett worked with the Grocers' Company of Glasgow, and students Lee Christie, Leona Westwater and Hollie Hamilton, who were awarded £500 each to assist with their studies. Kenneth also mentored Hollie Hamilton and Lee Christie in the Gibby Scholarship and they were both successful in reaching the final selection at Gleneagles Hotel.

At the WorldSkills UK Finals in November, Leona Westwater, Ance Kristone, and Naomi Simpson won through to the next stage, the UK final Skills show.

The Country Range Student Chef Challenge is a prestigious culinary competition, and has become a firm fixture in the catering industry calendar. Following an enthralling final held under the watchful eye of a live exhibition audience at Hotelympia in March, City of Glasgow College fought off fierce competition from nine other colleges to win the prestigious Country Range Student Chef Challenge. Under the tutelage of lecturer Robbie Phillips, the winning team, consisting of Erin Sweeney, Jordan McKenzie and Lee Christie, came out on top in a highly-competitive final where they were required to cook a three-course, three-cover menu in 90 minutes.

New in 2017-18, Brakes Scotland introduced a front of house/hospitality element to the established Scottish chef challenge. This competition involves teams of two student chefs and two hospitality students competing as one team. This is an opportunity for students to develop 'real life' catering and hospitality skills, such as accurate costing and the sourcing of local ingredients as well as providing a platform to showcase your culinary and hospitality skills.

2017-18 Brakes Student Hospitality Challenge: Winners from City of Glasgow College:

- Jordan McKenzie - Professional Cookery HND Year 1
- Erin Sweeney - Professional Cookery HND Year 1

- Monika Barnoki - Hospitality Management HND Year 1
- Antonia McFarlane - Hospitality Management HND Year 1

Chef Lecturer Gary McLean accompanied student Kevin McCafferty to the largest College competition in the world in India, competing as team Scotland in the Young Chef Olympiad. The team achieved a highly creditable 3rd place out of 51 countries.

Staff Recognition

Gary has had another memorable year, during which he:

- Became Scotland's first National Chef
- Presented a number of episodes of BBC Scotland's Landward, following the journey of Scottish produce to the point of demonstrating cookery with College students.
- Filmed BBC 2 MasterChef as a judge on the Chefs Table episode.
- Became a Fellow of the Masterchefs of Great Britain
- Competed in the Atlantic Cup with Team Scotland and won the cup for a second time.
- Judged the School Cook of the Year
- Was special guest at various food festivals and Highland Games (Scotland and USA)
- Appeared at various Charity Dinners and Functions

Curriculum Head for Food Willie McCurrach also had an amazing year. He was awarded the Education Chef of the Year for 2018, and Chef of the year 2018 by the Scottish Food Awards in May.

In June Willie was also awarded an OBE in the Queen's Birthday Honours List for Services to Education and the Hospitality Industry.

Food 2: Bakery and Sugarcraft

The Bakery and Sugarcraft Curriculum Area had an exciting start to the academic year, with the official opening of the City Campus by HRH Sophie, Countess of Wessex. Her Royal Highness was presented with a cake replica of the College, which had been designed, baked and decorated by bakery staff and students, including two talented NC Bakery Students - Laura Hollywood and Ashley Gill.

Awards and Prizes

NC Bakery Student Keavy Salt joined Laura Hollywood to win the Regional Gold Award at the prestigious Scottish Baker of the Year Awards, for their original invention of a strawberry milkshake scone. Fellow student Iain Hanna was the College's first Gold Medal Winner in the Inclusive Skills Catering Competition at the World Skills UK Live Event at the NEC in Birmingham.

The College's City Market outlet won several awards in the Scottish Baker of the Year Awards 2018. A team of four NC Bakery Students comprising of Laura Hollywood, Keavy Salt, Ashley Gill and Martin Downs, mentored by Lecturer Jason Ross, entered this prestigious competition going head-to-head with professional Bakers from all over Scotland. City Market won the Best Cake in Scotland Diamond Award for the perennial favourite, the St Clement's Cake.

City Phonics

Scottish Baker of the Year Awards

Willie McCurrach OBE

Young Chef Olympiad - Kevin McCafferty & GAry Maclean

The Incorporation of Glasgow Bakers, first established in the Trades House of Glasgow in 1556, awarded two outstanding students of the year prizes to NPA Baker, Mitchell Finnell and NC Baker, Lucy Snowball.

Our association with the Trades House continued in June 2018 when our talented Cake Decorating Students participated in the Craftex Competition. In addition to the Cake Decorating Awards, and through the generosity of Craftex sponsors The Incorporation of Glasgow Bakers, our students also won awards for Bread Modelling. Congratulations to Mitchell Finnell, who won 1st prize for his Non-Advanced Model and La Selauri who won 1st Prize for her Advanced Bread Making Model. Paul Thomson won 1st Prize in the Cake Decorating Non-Advanced Category, and Nadeeka Parakramansha won 1st prize for the Advanced Cake Decoration Category.

Hospitality Department
It has been another extremely busy year for students on the events courses. A new initiative this year was to create Industry Insights. This was a timetabled session, held on the first Wednesday of the month, when industry presenters came into the College to provide an insight into their world, highlighting the diverse nature of the industry. Our industry partners were often able to offer positions of part time employment or volunteering opportunities within their organisations. This success guarantees that Industry Insights will be a continuing feature in the coming years.

Fundraising and Charity Work
Fundraising for good causes continues to be important for the Events groups. 2017-18 brought a new opportunity of collaboration between constructors Sir Robert McAlpine (who constructed the new College campus buildings) and Maggie's. SRM have partnered with Maggie's over a 10-year period and plan to raise £10M. College students have been given the chance to tap into a business start-up fund to support their event – with all profits raised going to Maggie's.

Volunteering has also become an extremely relevant part of the courses, and the students recognise the value of volunteering experience, both in terms of real world experience, and the enhancement of their CVs.

Competitions and Awards
The Hospitality students had an extremely successful year in 2017-18, in the competition arena. Antonia MacFarlane was part of the Nestle Toque d'Or winning team and along with Monika Barnoki was in the winning College team for Front of House in the Brakes Scotland student challenge.

In Worldskills - Emily Jackson Smith gained a bronze medal in Professional Restaurant service and Abbey Dawson gained a highly commended certificate in the same category.

Curriculum Head Gordon McIntyre was awarded the Hospitality Industry Trust Scotland Industry Award in June, recognising the work done to support the hospitality Industry. Gordon was also a shortlisted finalist for a CATEY, (the hospitality Oscar).

Partnerships
Our partnerships with the school sector continue to develop well, with a variety of courses at SCQF level 4 and 5 being delivered to the pupils for schools in Glasgow and surrounding areas. The creation of the senior phase course "Up in the Air and on the Ground" has proven extremely successful with two cohorts of sixteen students. This comprises a combination of Events, Hospitality, Cabin Crew, and Resort Representative Skills, and allows students to experience the various areas of Hospitality and Tourism, helping them make future study decisions.

The Caledonian MacBrayne MA in Hospitality Services is growing in strength. The programme was shortlisted for two awards last year. TES annual awards shortlisted the course in the Apprenticeship Programme of the Year Category, where it was Highly Commended, and recognition was also achieved at the CIS Excellence awards where it was shortlisted in the innovative category.

Fitness
Fitness Students Matthew Pippard and Emma Donald achieved places in the final of the Fitness Trainer competition, with Matthew achieving Silver at this year's event building on our Bronze medal from 2016.

June 2018: WorldSkills, Inclusive Skills Fitness, CoGC
CoGC hosted their first Fitness Inclusive Skills, National Heat. Our NQ Level 6 students Holli Boyd and Caitlin McPhee competed and as a result, will represent the College as finalists at this year's Skills Show, Birmingham.

Team Scotland at Gay Games 2018, Paris
The College, in partnership with LEAP Sports Scotland, sponsored LGBTI Team Scotland to the Gay Games 2018, Paris. For the first time in the Games' 36-year history a dedicated Team Scotland were seen flying the flag in the opening ceremony. The College hosted a successful launch night, attracting press coverage locally and nationally. The final Team Scotland Medal haul was 3 Gold, 6 Silver 1 Bronze.

The Gay Games have been running every four years since 1982. They bring together people from all walks of life, without discrimination, and are open to all, offering everyone the opportunity to participate in their own way.

Travel and Tourism
Travel & Tourism NC students undertook a study visit to Tenerife, visiting three hotels. The aim of the visit was to enable students to demonstrate the skills required to select and present information appropriate for a variety of client types, in accordance with standards expected in the travel and tourism industry. Students evaluated a range of accommodation types, attractions, amenities and excursions in a resort/area from first-hand experience during a structured visit. The study visit developed others skills such as interpersonal, self-management and team work – all key skills required in the Travel and Tourism industry.

Smart Shipping Symposium
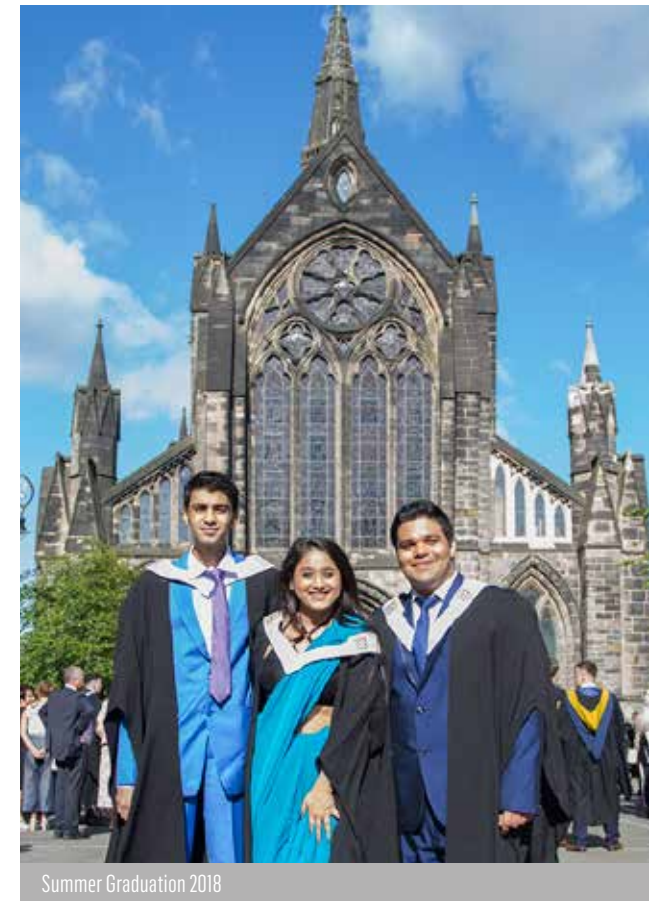
Summer Graduation 2018

SUNY Maritime College vist June 2018

Cabin Crew students participated in a series of unique learning experiences, including a visit to Loganair and airline crew rooms at the airport, training in a local hotel pool, and mock airline interviews with airline personnel.

Year 2 HND students visited four historical Scottish attractions to enhance their knowledge of Scottish History, observing a tour guide and participating in workshops.

Tourism Hospitality and Food students and staff worked collaboratively along with Springboard to host an event for schoolchildren, with each area providing three workshops, including a practical session in the College's aircraft cabin. The event was a huge success and the young people thoroughly enjoyed taking part leaving with new skills and changed perceptions of the Tourism and Hospitality industry.

Faculty of Nautical Studies
Academic year 2017-2018 was an exciting year full of achievements and emerging potential for the City of Glasgow College Nautical Studies Faculty. The Faculty has welcomed many guests over the year, with over 200 organised visits and over 70 events.

Events
In June 2018, this year the Faculty held their second international symposium attended by international delegates, which focussed on Smart Shipping and the future of the industry. In the same week, a recruitment event was held in conjunction with Nautilus International focusing on career prospects for the cadets who were graduating later that week.

In addition to the successful graduation ceremony, the College was also joined by 500 visiting cadets and their academic staff from the SUNY Maritime College, based in New York, who showcased their training vessel, the TS Empire State.

Earlier in the year, the faculty held the largest Merchant Navy Open day in the UK attended by companies based throughout the UK.

Other notable events in 2017-18:

- Ship Owners Club – focusing on alternative careers;
- London International Shipping week – with academic staff and cadets invited to speak;
- Skills Scotland – introducing new careers to school children;
- Erasmus Visit – developing relationships with the European nautical colleges;
- K'Nex Challenge – developing engineers of the future;
- Sea Cadets – working closely with the organisation based in the College;
- Maritime 2020 – the future leaders workshop;
- Admiral Makorov SUMIS – a visit from Prof Alexander Gorobtsov and his cadets;

- Glasgow Pride 2018 – Supporting the College and Parade;
- Merchant Navy days – supporting the events held in Glasgow, East Renfrewshire and Leith;
- Staff and students attended the International Maritime Organization (IMO) conference in London and represented the College.
- Worked with the Sir Thomas Lipton Foundation to facilitate a visit to the Faculty for children from deprived areas which was a great success.

New Courses
Throughout the year the Faculty has continued to strive for excellence, recently achieving OPITO status and becoming the second college in Scotland to provide such training.

New courses have been introduced including:

- Ice Navigation – navigation through ice fields and the complexities involved in this;
- LEAD course – focusing on Learning and Leadership styles;
- Access courses – building upon the previous success of this course, access is now offered at two levels;
- Electro Technical Officer – a new course aimed at training of electrical officers;
- New engine simulator – a new dedicated Engine Simulation Room has been built to enable greater access to a wider range of cadets;
- OPITO Approved – Control Room Operator Emergency Response;
- OPITO Approved – OIM Controlling Emergencies;
- Lloyd's Register Graduate Training Programme;
- Teekay's Engineer Officer Command Competency Course.

Partnerships
Throughout the year we have attracted new shipping companies and partners to work with including:

- Shell;
- AW crewing;
- Kuwait Oil;
- Saudi port authorities;
- Gamma Marine Training.

These new partnerships will enable us to continue developing the cadets of the future and continue being the largest, most respected Maritime College in the UK.

Year of the Engineer
This year had been designated as the year of the Engineer and the IMO highlighted Wellbeing at Sea on the International Day of the Mariner in June. The Faculty developed various events supporting the cadets of the future including:

- Phase 1 Bon Voyage – this event achieved national recognition and focused on working with the phase 1

cadets before they leave to go to sea. It introduces cadets to various support networks and charities available to them and their families while they are away, helping to forge links with the wider Maritime industry;

- Tidal Tuesday – City of Glasgow College was the only nautical college in the UK to take part in this event with maritime companies promoting a career at sea;
- Maths Week – a College initiative comprising an online competition showcasing mathematics skills required at sea;
- IMO Day – This year's event focused upon the mental health and wellbeing of seafarers and the support available to cadets both at sea and in College.
- Women Engineers throughout history – an event highlighting women in engineering held by Dr Nina Baker, looking at the way women in their field influenced engineering in their time. It also highlighted LGBT engineers and the history of their place within the engineering world.

Recognition
As well as receiving awards like the OPITO, Faculty staff and cadets have been recognised for their work. The Glasgow Humane society acknowledged the work of 2 of our lecturers who teach rescue boats and sea survival. At the summer graduation one cadet was also recognised with an award for bravery, for his courage in rescuing a man from drowning in the River Clyde. Andrew Armstrong received the Merchant Navy Medal from HRH the Princess Royal, for his Meritorious Service.

Research
Faculty research focused upon two areas. Firstly, a research project into oxygen depletion in enclosed spaces yielded findings which will help to save lives at sea, as many lives are lost this way each year.

The Faculty has also been taking part in research into embedding decision making skills into education. The D'Ahoy project works with multiple European institutions over the European Union, and has many collaborative opportunities for the faculty. D'Ahoy aims at defining and evaluating innovative Teaching and Learning activities to be integrated in educational frameworks at a systemic level.

WorldSkills

WorldSkills is the global hub for skills excellence and development, raising the profile and recognition of skilled professionals, and showcasing the importance of skills in achieving economic growth and personal success.

Set up in 1950, the WorldSkills movement represents more than 45 skills in 72 member countries and regions. Worldskills competitors are trained, coached, and prepared for skills competitions at regional, national, and international level. City of Glasgow College has recognized the high value of these competitions to our students, as well as to the College's reputation, and has developed a Worldskills Training Academy to support students as they progress along their Worldskills journey.

Our WorldSkills Academy provides inspiring and innovative work-relevant learning and teaching through enhanced skills development programmes. A "winning mindset" culture is embedded alongside associated behaviours to help our

competitors become the best in the UK, and on the world stage. The Academy thereby helps to shape and transform Scotland's young workforce. Working in partnership with employers, the Academy aims to equip every one of our students with the hard and soft skills required for success in the world of work.

College Success
At the Skills Show held in Birmingham, City of Glasgow College topped the medal table with nine medals, with another Scottish College in third place. As a result, the College was named top performing college in the UK Skills League table. Almost 500 young learners took part, competing in disciplines as diverse as aircraft maintenance, cabinet making, 3D design and beauty therapy. This followed an intensive 9-month programme of work based learning focussed preparation for all of the competitors.

WorldSkills UK National Final 2017: College Medallists

Gold	Silver	Bronze	Highly Commended
Wall and Floor Tiling **Mark Scott**	Confectionery **Victoria Cox**	Restaurant Service **Emily Jackson-Smith**	Restaurant Service **Alex Dawson**
Confectionery **Rebecca Ward**	Culinary Arts **Kevin McCafferty**	3D Digital Game Art **Malcolm Ireland**	
	Fitness Trainer **Mathew Pippard**		

Selected for Squad UK

Beauty	**Chanel Roderickson**
Culinary Arts	**Nicolle Finnie**
Wall and Floor Tiling	**Mark Scott**

Performance, Remuneration, Nominations

Convener
Lesley Woolfries

Governance Responsibilities

The Performance Remuneration and Nominations Committee (PRNC) has a broad remit and includes matters relating to College performance against targets and performance indicators, and the recruitment and nomination of candidates for membership of the Board.

Added to these main areas of responsibility, the PRNC is empowered to act on behalf of the full Board when such circumstances arise that a Board decision is required outwith the usual cycle of Board meetings. (See Appendix: Terms of Reference). The Committee comprises the Conveners of the Board's Committees, and hence encompasses the broad range of Board responsibilities and skills.

With the ever-increasing focus upon Colleges to produce results in terms of student attainment and other performance targets, together with the continued pressure upon College budgets in the sector in Scotland, the PRNC has faced another challenging year in 2017-18. Recognising that the success of the College is measured by the success of its students, the PRNC has maintained close attention to the student success performance measures and indicators, and related matters.

The Committee has also been challenged with ensuring the continuity and maintenance of the skills base of the Board of Management, as the tenures of several long-standing Board members concludes in 2019.

Towards the end of session 2017-18 the Remuneration Committee was separately established with the remuneration Terms of Reference (below) which were then removed from the PRNC Terms of Reference, with that Committee continuing to operate as the Performance and Nominations Committee (PNC).

Committee Review of 2017-18

Strategic Delivery
The Board of Management held two full Planning Days in October 2017 and February 2018. The first of these included discussion of an outturns report on the performance of the College in 2016-17, with reference to targets and Performance Indicators set out in the 2012-17 Strategic Plan. This marked the successful conclusion of this Strategic Plan, and implementation the new 2017-25 Plan. The second Planning Day included a scenario analysis of future possibilities in the delivery of College education regionally and nationally, and the strategic positioning and priorities of City of Glasgow College, as well as a range of financial scenarios.

This Plan encapsulates the strategic delivery of a set of wide-ranging aspirations considered by the Board with the Principal, in the 2 years leading up to 2017 under the title of the "Blue Ocean Strategy". The Board recognised in this new Plan a significant strategic shift for the College, taking account of the new operating environment and a "step change" in College ambitions. Key linkages to the Glasgow Regional College Board strategy were highlighted, as well as delivery of the Regional Outcome Agreement – a key measure of College performance. The PRNC maintained close oversight of progress against the performance measures and indicators within the planning framework outlined in the Strategic Plan throughout 2017-18.

The Committee noted that the Senior Management Team had undertaken a mapping exercise in developing 5 new Supporting Strategies to ensure delivery of all 26 Strategic Aims under the 8 Priorities and 4 themes of the College Strategic Plan 2017-25. The PRNC approved a delivery framework for the 2017-25 plan designed to deliver the

College Strategic Plan under the following development areas:

- The Student Experience
- People and Culture
- Corporate Development
- Systems Integration
- Sustainability

The Committee noted that the Senior Management Team had undertaken a mapping exercise in developing the 5 Supporting Strategies under each of the above headings, to ensure delivery of all 26 Strategic Aims under the 8 Priorities and 4 themes of the College Strategic Plan 2017-25. Following development of detailed initiatives in support of these strategies, in April 2018 the Committee agreed a new set of outcome measures and targets to facilitate evaluation of strategic delivery.

At the same time, the Committee agreed to nominate the College as a full participant in a three-year research project starting in 2018, led by the Universities of Stirling, Birmingham, and Cardiff, and funded by the Economic and Social Research Council. The project is titled:

'Processes and practices of governing in further education colleges in the UK: how do governing boards realise the strategic aims of the organisation?'

Operating Environment
Reflecting the Committee's delegated authority to act for the Board of Management as required, the Principal reported to the Committee on progress with regard to National Bargaining negotiations between the Colleges Scotland Employers Association (EA) and EIS. The College Principal acted as lead for the EA throughout the negotiations, and provided the Committee and Board with an ongoing analysis of the changing context and the potential consequences for the sector and the College. The Committee noted that these negotiations took place in a complex operating environment, with implications from financial sustainability to new ways of learning and working.

Performance
The Committee received reportage on the latest Student Success PIs, and discussed the reasons for the variations (positive and negative) among the modes of learning from 2015-16 to 2016-17. These figures were compared with regional and national performance indicators. The Committee also requested and received performance reportage by Faculty to enable more targeted improvement approaches. It was recognised that there was some impact upon PIs due to industrial action by teaching staff, and also funding restrictions.

The Committee received reports on the outputs from the Performance Action Group, which was tasked with a detailed review of course performance, highlighting the

need to remove and replace courses as appropriate. The Committee noted the further development of the College's predictive analytics, and the refinement of the College Dashboard, which assists course managers in focusing upon courses with issues requiring attention, and individual students requiring further support.

The Committee noted the rise in the number of students requiring additional support for mental health issues, and that the College had in place an action plan to address this as a priority issue.

Following the very positive External Review of Board Effectiveness undertaken in 2017, and in compliance with the revised Code of Good Governance, the Board of Management undertook a self-evaluation in 2018. This evaluation provided an assessment of the Board's performance, and was designed to inform planning and delivery of Board integration and further development. It also provided evidence of compliance with the Code of Good Governance and Ministerial Guidance. For the 2018 evaluation, the format of the Board of Management evaluation was restructured around the revised Code of Good Governance for Scotland's Colleges (2016). This ensures that the Code is further embedded into good governance practice at City of Glasgow College, and ensures that Board development is aligned with the Code.

The Committee noted that the relatively high scores achieved across all themes of the evaluation, indicated a confidence within the Board that it is discharging its responsibilities to a high standard, which reflects the finding of the previous years' external review. However, it was also recognised that there were useful variations within the report, that pointed towards relative strengths and potential areas for development.

The Board evaluation report was one of a number of evaluative processes aimed at ensuring high standards of governance, which includes Committee and Committee Convener evaluation, individual Board member appraisal, and regular external evaluation of the Board.

Student Experience: How Good is Our College?
In academic year 2017/18 the College submitted its first Evaluative Report and Enhancement Plan (EREP) as part of Education Scotland's new framework for enhancement of education in the Scottish college sector. The College set a number of ambitious and challenging actions to enhance the student experience in teaching and support areas in academic year 2017/18 and beyond. In response Education Scotland identified that the College's EREP -

- provides an accurate and appropriate account of the quality of provision and services being delivered by the college;
- identifies clearly what is working well;
- identifies what needs to improve;

- takes appropriate account of the views of stakeholders, and
- is supported by appropriately robust sources of evidence

Student Experience: Progression

The College tracks the destinations of our successful full-time students. The destinations identified for our students support our work in ensuring that students have the skills they require as part of the Scottish Government's skills strategy, Skills for Scotland and Developing the Young Workforce – Scotland's Youth Employment strategy. Our tracking work provides key measurements for progression to further study and employment for all age groups.

In academic year 2017/18 our survey identified that 97% of our student graduates progressed to positive destinations – 25% to work and 72% to further study.

Customer Service Excellence

The College was audited by SGS, one of the world's leading independent assessment organisation in May 2018. The College assessment was undertaken in two stages; the first was a review by self-assessment and the next stage was a review of customer journeys through our processes which focused on stakeholders' views of our services.

During the visit the auditor identified 10 areas of compliance plus. These are areas where we have practices which exceed the requirements of the standard and are viewed as an exemplar to others.

ISO 9001:2015

The College had 2 successful assessments of the College's Quality Management System by BSI during 2017-18. The auditors found that the College "system is demonstrating the ability to support the achievement of statutory, regulatory and contractual requirements" and our "specified objectives", and "to confirm the on-going achievement and applicability of the forward strategic plan"

During 2017-18 the College successfully retained certification for another 3 years of this key international standard.

Key Performance Outcomes

The College recognises that students achieving their qualifications is fundamental to their further study and employment opportunities. The Board is pleased to report that the College maintained performance since its merger in academic year 2010/11.

During 2017-18 CoGC continued to demonstrate performance over the last 3 years which place its student attainment results above the national sector performance in all modes and levels.

The College introduced Curriculum Planning reviews in 2017-18, these reviews engage all Curriculum Area to plan curriculum in response to national priorities and Developing the Young Workforce. In addition, these reviews –

- set challenging targets and review improvement actions
- consider Industry Academy and City Learning 4.0 activity
- consider the Curriculum offer for future academic years so that any adjustments can be made prior to information being available to prospective students.
- scrutinise current delivery and consider Faculty internal and external factors in terms of strengths, opportunities, threats and trends.
- enhance the curriculum offer to meet students' needs and aspirations.

Faculty improvement plans to maintain and sustain performance for the academic year are informed by Curriculum Planning.

SFC College Performance Indicators 2016/17*					
Level	Mode	Early Withdrawal %	Further Withdrawal %	Completed Partial Success %	Completed Successful %
Higher Education	Full time	4.2	11.5	10.4	73.9
Higher Education	Part time	2.5	2.8	12.6	82.1
Further Education	Full time	8.6	15.2	8.4	67.8
Further Education	Part time	3.3	5.7	4.3	86.8

SFC Audited Figures

Definitions

Early withdrawal - indicates that a student has withdrawn from a course of study prior to the funding qualifying date.

Further withdrawal - indicates that a student attended after the funding qualifying date but withdrew from their course prior to the end of the course.

Completed partial success - indicates that the student completed their course, however the student may have gained some of the required subjects but not the whole qualification.

Completed successful - indicates that a student completed the course and gained the qualification they were aiming for.

Full Time Further Education
2017/18 **68%**
2010/11 **56%**
+12%

Part Time Further Education
2017/18 **88%**
2010/11 **79%**
+9%

Full Time Higher Education
2017/18 **74%**
2010/11 **65%**
+9%

Part Time Higher Education
2017/18 **82%**
2010/11 **76%**
+6%
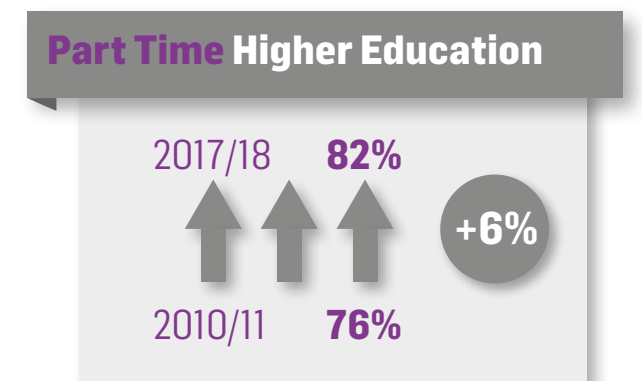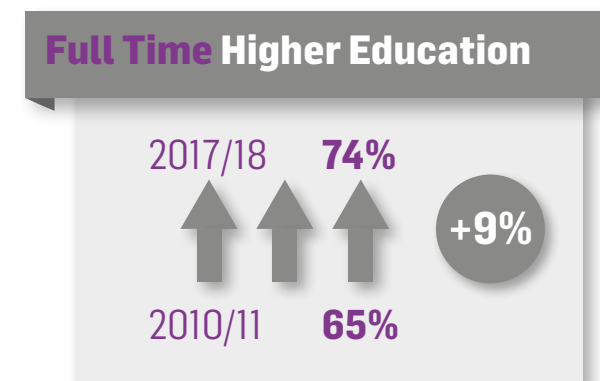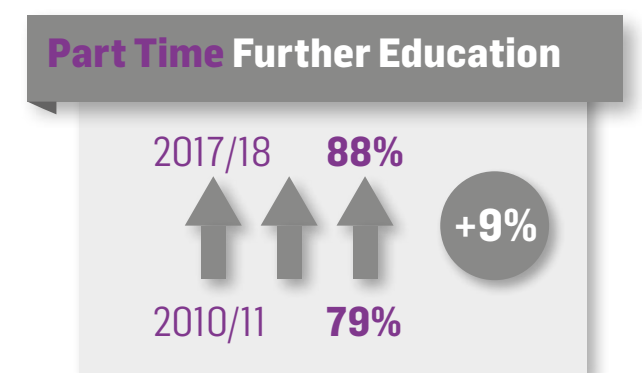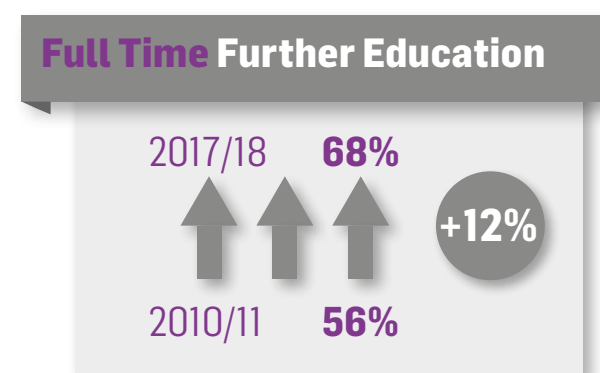
Remuneration

In line with the Code of Good Governance (2016), the Committee noted that all Committee members had successfully completed the mandatory training for remuneration committee members via the College Development Network.

Following a full revision of the Principal's performance and remuneration review process in 2016-17, the Committee agreed to apply due consideration of public sector pay policies, as well as external factors, in consideration of the Principal's remuneration. The Committee also noted the negative publicity surrounding ministerial intervention, and subsequent revocation of proposed pay increases in a related organisation. As a consequence of this, and with due consideration of other sensitivities, proposals relating to the Principal's Remuneration were shared with the Regional Board and the Scottish Funding Council, and decisions deferred until further guidance had been received.

Leadership Reorganisation

The Committee agreed a revised Voluntary Severance (VS) scheme in support of the leadership reorganisation, in full consultation with the Regional Board and the Funding Council. A number of changes and limitations were subsequently agreed to the VS Policy.

Nominations

The Committee did not require to recruit any new Board members in the 2017-18 academic session. However, it was noted that several Board members were approaching the end of their periods of tenure, and Board members were asked to indicate their intentions beyond the current session.

The Committee agreed that the following considerations would apply in the process:

- Current and future skills mix of the Board
- Potential loss of knowledge base
- Future strategic needs of the Board
- Succession planning
- Gender balance
- Diversity

The Committee noted the need to address matters of unconscious bias, and to encourage applications from a variety of backgrounds.

Property Disposals

The Committee convened a special meeting in early July 2018, to consider, on behalf of the full Board, the two final bids for the purchase and development of the North Hanover Street tower. There were a number of complexities to consider, in addition to the offer prices, including risks,

conditions, and the potential of additional financial benefits, as well as the planning priorities of Glasgow City Council. One bid emerged as the clear preference, and, in the light of all guidance sought and received, this bid was progressed.

Governance

In April 2018 the PRNC decided that in the interests of improved governance process, that there should be a Remuneration Committee separate from the PRNC. Despite the clear record of the Principal withdrawing from meetings of PRNC at any point of possible conflict, it was agreed that a separate Remuneration Committee would meet separately, without the Principal as a member.

Risk Management

The Committee noted the Risk Management Action Plans (MAPs) for the three highest scoring (RED) strategic risks on the Risk Register which, at April 2018 were:

- Risk 12 - Failure of Business Continuity.
- Risk 15 - Failure to achieve operating surplus via control of costs and achievement of income targets.
- Risk 23 - Failure to agree a sustainable model and level of grant funding within Glasgow Region.

Following risk management measures, these risk scores were reduced, and by the end of session 2017-18, following a significant improvement to underlying operating surplus projection, Risk 15 had been reduced to a low amber score.

Students, Staff and Equalities

Convener
Alisdair Barron

College Strategic Priority 2:
To enable individuals to excel and realise their full potential

College Strategic Priority 3:
To live our values, value our people, and innovate in partnership

Governance Responsibilities

The Students Staff and Equalities Committee, as the name suggests, has three distinct sets of responsibilities relating to each of the areas which are not directly relevant to the work of other committees. The Committee reviews reports, considers information relating to performance, and makes recommendations to the Board on any matters of significance which fall within the remit of this Committee.

Staffing strategy and staff development policy are regularly considered, and an overview of organisational structure is also maintained. Performance reports relating to health and safety, staff turnover, sickness, and absence, are monitored. The Learning Agreement with the trade Unions is also kept under review by the Committee.

Matters relating to employee relations fall under the Committee's responsibility, such as arrangements for negotiation and consultation, the College's processes for

dealing with discipline and grievance, and its Recognition and Procedure Agreements (RPA). The Committee also approves the parameters within which the Executive Leadership Team is authorised to negotiate pay and conditions, and receives reports in these areas.

The Committee receives reports from the Students' Association, and addresses any issues raised via the student body and student Board members.

The Committee also assumes responsibility for equality and diversity policies relating to both staff and students, monitoring compliance with statutory requirements, and ensuring that these policies are reflected in the College's strategic and operational planning. Key indicators relating to diversity and equality across the protected characteristics are overseen, to assess the implementation and impact of the College's policies.

Committee Review of 2017-18

Standing Items
The priorities of the Committee throughout 2016-17 were represented in the Committee's agenda standing items through the session, which were:

- Students' Association Update Report
- Staff HR Metrics Quarterly Report.
- Equality, Diversity & Inclusiveness Update Report
- Update on Student Recruitment and Admissions
- Strategic Risk Review (every second meeting)

Student Matters
Safeguarding
City of Glasgow College has a duty to safeguard children, young people, and vulnerable adults who may be at risk of harm, abuse, neglect, exploitation, discrimination or radicalisation. In the light of recently strengthened legislation with the introduction of both the Corporate Parent Duty and Prevent Duty, the College has undertaken a review of college safeguarding arrangements and procedures, and the Committee was pleased to approve the new College Safeguarding of Children and Vulnerable Adults (Inc. Prevent Duty) Policy, and Safeguarding Framework.

Corporate Parenting
The Committee received updates on progress with the College's Corporate Parenting Action Plan, and statistics relating to the number of students in the College who are care leavers. In 2017-18, 195 care experienced students attended the College.

The College's Corporate Parenting Action Plan is updated quarterly, and among the actions completed in 2017-18 were:

- Completed training for key College groups such as the Board of Management, SMT and Curriculum Heads
- Reportage to SMT and the Committee
- Established baseline statistics for monitoring and evaluation
- Delivery of "Get Ready for College" events for care experienced young people;
- Creating ring-fenced bursaries for care experienced young people.

Care Experienced Students - 5 Year Trend
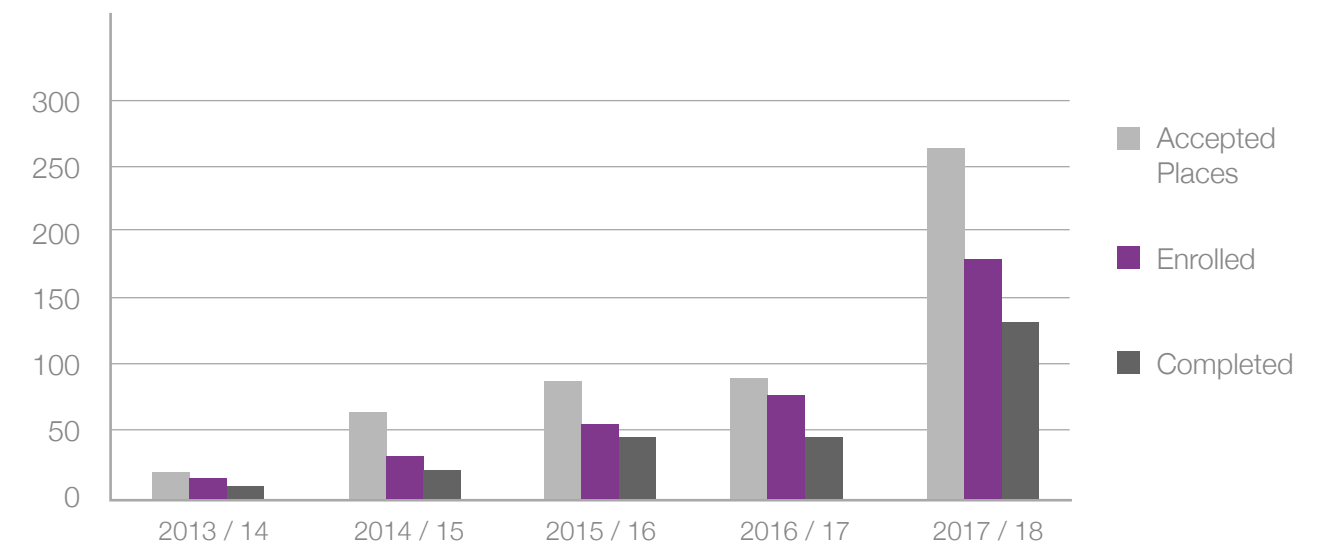
Student Experience Annual Review
The Review highlighted a number of key service initiatives to be developed and delivered from 2018-21 within the College Student Experience Strategy. These include:

- Good Mental Health Action Plan: a wide range of support for students, with well-being events, staff and student executive training, student/learning support, and other

practical support for students including a well-being hub on the My City platform. 71% of counselling referrals presented with a mental health issue in 2017-18 (57% in 16-17).

- Student Partnership Agreement: now in Year 1 of the development of an agreed set of priorities for the Student Association and the College to work in partnerships on

specific ideas brought forward by the students. This is a unique live digital platform to bring forward ideas from students and provide feedback via My Voice.

- Access and Inclusion Initiative: now published on the College website, and part of of the Regional Outcome Agreement; widening access through fair admissions.
- Careers Management Standard: A quality standard for careers and employability guidance for students currently in development.
- Corporate Parenting Action Plan: Year one of the Plan, with the first report submitted to Scottish Ministers in March 2018.
- Digital Democracy Platform: Year 1 of the College's digital democracy platform to ensure that the student voice is live and dynamic.
- Personalisation of Support: improving the use and analysis of student data to personalise support with a view to improving student outcomes in retention and success.
- Review of Learning Support: continued implementation of recommendations from the Internal Learning Support Review.
- British Sign Language Strategy: the College BSL Plan is framed around the same long-term goals as the National Plan, with publication following further engagement within the College.
- Smoke Free College Action Plan: linked to the Healthy Body Healthy Minds initiative.

Admissions/Recruitment
The Committee also noted the regular review of admissions and student recruitment, with entry requirements set at the minimum threshold required for students to participate and succeed, while selection criteria is impact assessed to ensure there are no unintentional constraints or barriers to entry.

A named Student Advisor for Care Leavers is published on the College website, while Young Carers are contacted on application to ascertain what help might be provided in relation to funding, finances and flexible approaches to study.

Interview processes are supportive and consistent, accessibility issues are anticipated and met, and additional help is available with, for example, note takers or sign language interpreters; a Careers Guidance interview is offered to unsuccessful applicants.

Get Ready for College events are held to build enthusiasm and affiliation. These are open to all students with a focus on those with additional support needs such as Asperger's, Autism and mobility issues.

Articulation
The number of College students applying to University has

increased by 45% over the last 6 years. Uni Expo 2017 was held in the College, to replace the former Information Day, with most Scottish Universities exhibiting, and over 700 students in attendance. The number of CoGC students applying to University, and the number of students articulating has been on an upward trend for some years:

CoGC Applicants to University						
	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019
Applicants	1,348	1,424	1,737	1,611	1,817	1,970
Number Articulating	997	1,031	1,129	1,136	1,373	1,470

Learning Support
The Learning Support team work with students who have a disclosed disability or additional support need. The team consists of lecturers who provide academic support and guidance to students, and a central support team who organise loan equipment, assistive technology training, arrange note-takers in class, organise assessment arrangements, and book Sign Language Interpreters for students who use British Sign Language.

The model of student support provided offers three main tiers of student support, which offers different degrees of interventions and assistance. This can range from general inclusive support, which addresses the needs of the greatest percentage of our students, to intensive help for a small percentage of our students with particularly complex and specific needs:

- Tier 1: inclusive support and experiences available for all students
- Tier 2: short-term interventions to address immediate support needs for students at risk
- Tier 3: significant long-term interventions needed for students with persistent challenges

Student Engagement
A key strategic priority for the College is developing a strong and effective Student Voice through empowering our Students' Association, engaging with our students and developing systems for effective student representation and feedback that will create quality improvements and enhancement, and lead to greater satisfaction among the student population.

The student engagement team offer engaging, energising and supportive events for our international students to welcome and get them involved in the College and to experience Glasgow and Scotland. In 2017-18 this included visits to Edinburgh Castle, Culzean Castle, Celtic Park, a Burns Night Ceilidh and and Ice Hockey match, as well as various celebrations and social events.

Student Funding
A total of £9.4m was allocated to student support in 2017-18, with 5,581 students assisted with Bursary, EMA, Childcare and Hardship Funds. In 2017/18 the College spent just over £9.5 million on student support which was an £800,000 increase on 2016/17. The College supports students on Further Education (FE) courses with living costs, travel expenses and course materials and also supports both Higher Education (HE) and Further Education (FE) students with childcare costs, and hardship funds for students who experience further financial difficulties. The table below provides a breakdown of the amounts spent across each of the funds in 2017/18.

Student Support Funds are an essential element of the student experience ensuring that students receive adequate

Student Support Funding 2017-18
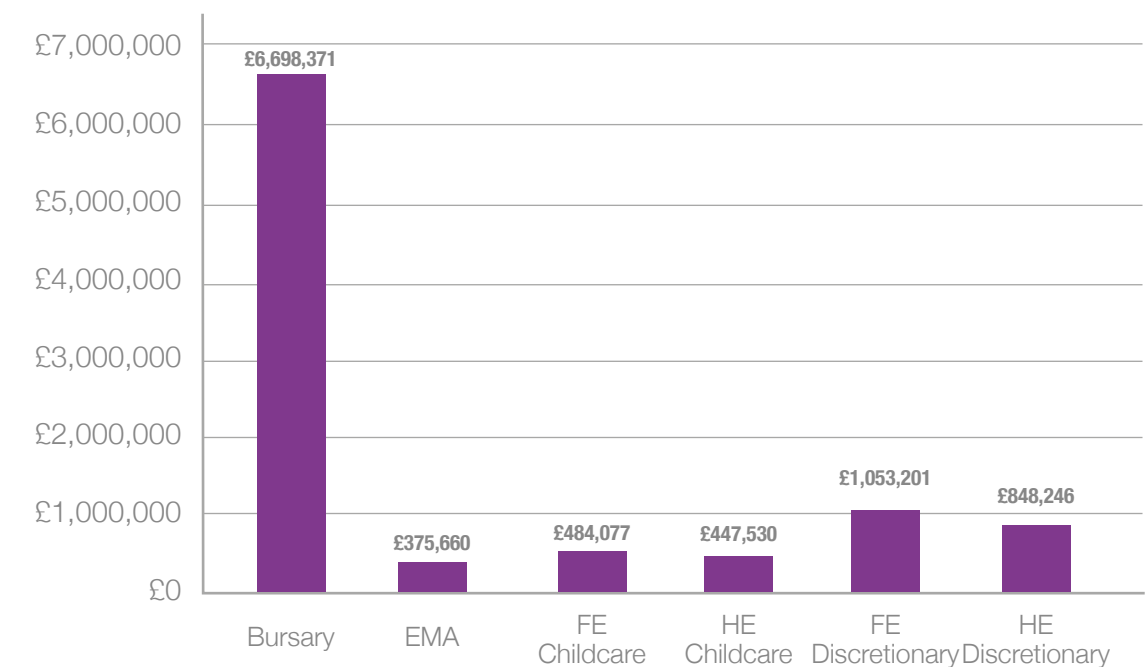
financial support to maintain their studies. For priority groups the College ensures that support funds are in place at the right time to support the learner journey, and to ensure that our Regional Outcome priorities are achieved with support going to those students most in need.

The table below provides details of how we spend our Bursary Funds by SIMD Quintile. Quintile 1 represents the 20% most deprived postcodes in Glasgow and Other Areas, and shows that 50.2% of our Bursary Funds supports students from Quintile 1.

Bursary Spend by Scottish Index of Mulitiple Deprivation (SIMD)
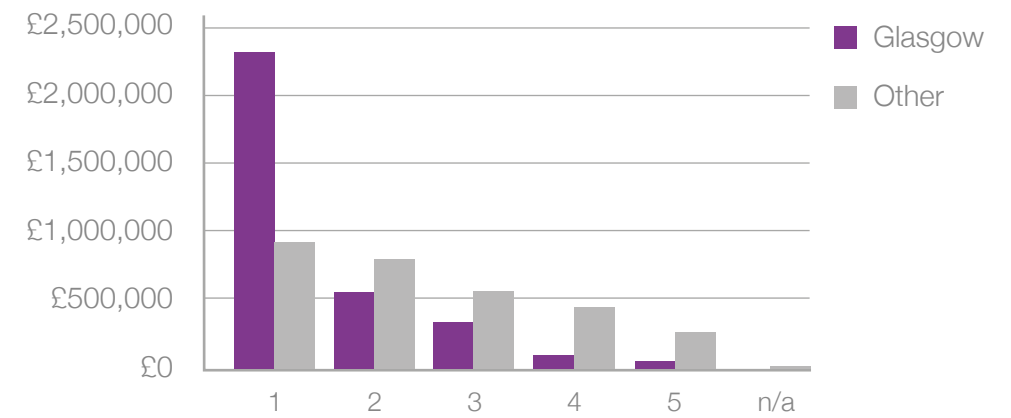
The College also monitors student support funds by expenditure and allocation across all protected characteristics, to ensure that all students have fair access to support funds and that the College is satisfied that there is no significant difference between those receiving funds and the enrolled population within the College.

The table below indicates bursary spend related to the protected characteristic 'age',

and shows that 50% of our Bursary Funds support those from the 16-19 year old age group with 24% supporting 20-24 year olds. These age groups are also the predominant groups of the enrolled student population.

Bursary Spend - Age
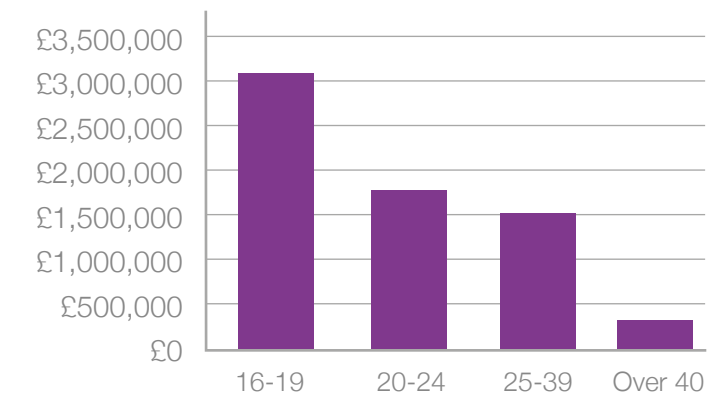
Student Experience Strategy

The Student Experience Strategy sets out the College's commitment in which: "Individual needs are anticipated at every step of the student journey and are met in a proactive and meaningful way".

The strategy supports the strategic priority of Students in the College Strategic Plan, and responds to the key drivers of Scottish Government priorities, and the Glasgow Regional Outcome Agreement. A range of factors are considered in the strategy, including the skills needs of employers and skills gaps of those seeking and changing employment, as well as new and future technologies, automation, transferability of learning, and the changing nature and diversity of the the student body.

The strategy includes a Student Experience Map, which outlines how the College supports each student through their student journey from first contact with the College, through application, induction, support, academic guidance, learning employability and further study.

Delivery of the Strategy is set out under three key initiatives covering curriculum, access, and engagement:

- City Learning 4.0
- Widening Access
- Student Partnership Agreement

Students' Association (City SA)

The Committee received regular reports on the activities of City SA, including an annual report which pointed to a very successful year for the Association. Early in the session, the Student Partnership Agreement/My Voice platform was "signed off", and the SA reported that this has proved successful in ensuring students are engaged in decisions about learning, and that their voice is heard within the College. The Committee heard that this initiative has initiated real change, including the extension of library opening hours, student led teaching awards, appropriate timetabling of open classrooms, and student gateway spaces on campus.

The number of class Reps elected in 2017/18 was up by 25% on the previous year – a total of 1161. The Student Elections was the most keenly contested ever, with a record number of candidates (24), and votes cast up 45% on the previous year at 2,441.

CitySA ran many activities for student through the session, from the two day Freshers' Fayre, to a variety of sports, social activities, and campaigns. The Students' Association enables extra-curricular activities on campus through supporting the formation and organization of student-led societies.

In 2017-18, there were more active student societies than ever before within the College. A major success in 2018 was the Men's Football Team winning their BUCS (British University and Colleges Sport) League for the very first time since their formation in 2013, and gaining promotion.

CitySA supports many charities and fundraising activities, ranging from Glasgow Children's Hospital to Enable Scotland. In particular, the Association has supported GAMH (Glasgow Association for Mental Health) in 2017-18, through coffee mornings and donation boxes at events.

CitySA also updated their website in 2017-18, and continued to build its social medial presence, with the number of Facebook "likes" of the CitySA Page rising from 2,471 to 2,859 and Twitter followers rising from 739 to 1,109. This makes CitySA the most liked and most followed college students' association in Scotland.

Library and Learning Technologies

The Committee was pleased to note the activities and achievements of the Libraries and Learning Technologies Teams. The Committee noted that the LLT Teams are integral in the delivery of City Learning 4.0, providing relevant training to teaching staff in the development of classroom practice and communities of practice to share pedagogical practices. The Committee noted that development was also underway to fully embed Digital Learning within all curriculum areas.

The number of permanent staff has been increased within Learning Technologies building a more stabilised team. Library opening hours have also been extended and will be closely monitored.

The performance of MyCity (the College's Virtual Learning Environment) is evaluated on an ongoing basis, working closely with IT to improve communication and technical support.

Staff Matters

Human Resources

HR Metrics

In terms of staff headcount, a total of 1419 staff were employed during the period

1 January 2018 until 31 March 2018. The staff gender balance at this point was 54% female, and 46% male. Other metrics monitored by the Committee included Sickness absence, turnover equality and diversity monitoring, and modes of employment.

Brexit Impact

The staff profile by nationality was discussed with particular reference to the possible impact of Brexit. The Committee noted that the College employs a total of 58 staff from the EU - 28 academic and 30 support.

Industrial Relations

Throughout the session the Committee received updates on progress with the activities of the Employers' Association in the context of National Bargaining involving those colleges who have signed up to the NRPA (National Recognition and Procedures Agreement).   The College Board Chair and Principal both sat on the Employer's Association, and provided the Committee with updates on negotiations with both the EIS and Unison Trade Unions, and summaries of the political and economic context.

Organisational Development

The Committee received reports on the activities of the Organisational Development Team, including various projects, teacher training, and team development, and oversaw development of the ONE CITY professional development programme. Following staff feedback from previous years, this event was extended over a five-day period.

In 2017-18, the objectives of the Organisational Development team were to:

- Create a blended integration programme for colleagues new to the College.
- Revise the Personal Development and Review Scheme (PDR) to encourage an increase in personal learning.
- Develop an agenda and approach to deepen staff engagement.
- Enhance the range of online material and e-learning available to colleagues.
- Improve our mandatory training offer.

Enhanced Qualifications

Twenty-Six members of staff were supported through the College's Enhanced Qualification scheme during 2017/18. The College focused on developing staff in line with its strategic ambitions, by offering enhancement to those wishing to study SCQF level 10 qualifications in specialist areas of study.

During 2017/18 OD supported 22 staff to achieve the Teaching Qualification in Further Education (TQFE) qualification, through the Universities of Stirling and Dundee. Each TQFE participant is well supported through the programme by an assigned College mentor. The mentor provides guidance and assistance as well as undertaking a lesson observation as part of the TQFE assessment.

Under the Flourishing Managers Programme12 current and aspiring managers were supported, offering colleagues the opportunity to achieve the prestigious Chartered Management Institute (CMI) Certificate in Leadership and Management.

Corporate Responsibility

OD worked in partnership with colleagues to provide sessions on Corporate Parenting and Safeguarding while Safety and Security Awareness training was also provided for staff, in partnership with Police Scotland.

Employee Health and Wellbeing

OD has invested in a range of health and wellbeing activities for staff targeted as provided increased engagement and general health benefits. Initiatives implemented during 2017/18 include:

- Mindfulness sessions.
- Family Cooking on a Budget.
- Languages.

Online Staff Resource Centre

The online Staff Resource Centre has created a resource which enables staff to access meaningful categories of learning at a time, place and in a way to suit their needs. The area is continually developing and participation levels are increasing exponentially. Two further bespoke e - learning modules have been developed in Safeguarding and GDPR, relating exclusively to the College context. Further investment was made in an extensive suite of e-learning materials, providing colleagues with access to a number of bite-sized episodes of learning, covering a range of topics and themes.

ONE CITY 2018

ONE CITY 2018, the College's signature CPD event, was extended from the traditional one-day format to cover five days of learning and engagement. During those 5 days, 1167 members of staff attended over eighty workshops. The workshops focused on sessions to develop learning and teaching practice and enhance the implementation of City Learning 4.0. Presenters comprised an excellent blend of inspiring internal and external facilitators.

There was considerable appreciation of the contributions from Dr. Anna James who provided approaches to Student Mental Health in the classroom; Sandra Millar on Storytelling with Impact; David Hodgson on Creativity in the Classroom; and conversation pieces from Aamer Anwar, Graeme Speirs and Archie McPherson. In addition, a number of academics shared their research in engaging ways through the Cabaret of Dangerous Ideas initiative.

ONE CITY provided 50 students with invaluable work experience opportunities, which were aligned to their courses of study. We are grateful to staff and students from complimentary therapies, hairdressing and barbering, sport, event management, hospitality, jewellery making, performing arts and construction areas for the support provided.

Diversity and Equality

The ED&I team provided update reports to the Committee throughout 2017-18, which included a revised ED&I Initiative outlining the operational priorities and targets over the period 2017-21.

It was noted that the Scottish Funding Council had featured the College as a case study in their gender action plan publication in relation to the College's Women into Engineering programme.

In terms of key priorities in 2017-18, the Committee noted that:

- The Equality Mainstreaming Report is next due for submission in 2019. An interim report was published in April 2018 to maintain continuity.
- In additional to staff data, the College is required to collect data information on the Board of Management in relation to gender. To gain additional information with a view to increasing diversity of Board members across protected characteristics, additional information is being sought.

- A gender action planning framework has been devised in support of Faculty level gender action plans which are reviewed by the Student Experience Leadership Group.

- A SMART action plan from 2017-2021 is in place to support the College equal pay statement and to continue to reduce the pay gap.

- The College EDI Strategy has been revised in line with the new strategic aims within the People and Culture, and Student Experience Strategies.

- The various themed monthly EDI events being delivered during 2017-18 were noted. These events were recognised positively within the recent Education Scotland Review.

- The Embracing Diversity Competition for students is now in its 7th successful year.

Positive about Disabled People

The College is committed to promoting and valuing equality and diversity through effective employment policies that aim to attract, recruit, and retain staff on the basis of merit.

In the Equal Pay Statement and Information Report, the College pledged to become a Disability Confident Employer by April 2019 and Disability Confident Leader by April 2021.

In 2017-18, 93 staff advised the College that they have a disability, equating to 6.4% of the workplace at 31 July 2017. This compares to 5.8% (77) in 2016-17 and 5.8% (70) in 2015-16.

Equality Act 2010

The Equality Act 2010 has combined and superseded all previous equality legislation, including SENDA. The Act introduced a Public Sector Equality Duty, which states that a public authority must, in the exercise of its functions, have due regard to the need to:

a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;

b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

This means that in relation to disability in particular, the College commits to:

- Ensuring fairness, opportunity and respect for all disabled students and staff, as detailed in the Equality, Diversity & Inclusion Policy.

- Equality impact assessing (EQIA) policies and practices to take account of disabilities.

- Providing training for staff in conducting EQIA.

- Enquiring about (and subsequently meeting) reasonable

adjustments for staff and students at application and interview stages.

- Providing additional support for students via Personal Learning Support Plans (PLSPs) in relation to additional support.

- Ensuring current/future buildings and work areas meet building control regulations/Equality Act 2010 requirements in relation to accessibility.

- Conducting Risk Assessments for work placements and field trips.

- Providing training for staff in conducting Risk Assessments.

- Delivering the CALM project to give staff the skills and attitudes to create and maintain accessible and electronic learning and teaching materials, uploaded to the student Virtual Learning Environment (VLE).

- Providing learning and teaching material in other formats, and assistive technologies for students and staff, such as BrowseAloud which is incorporated into the College's website, student VLE and staff intranet.

- Ensuring that our Access Guides, delivered by DisabledGo for our buildings are services, are up to date and easily accessible via our website.

Risk Management

The Committee regularly reviewed the Risk Management Action Plans for those risks most closely aligned with the Committees areas of responsibility. These included risks and mitigations associated with the following areas: student success, outcomes and progression, duty of care to students, staff recruitment, retention and development, statutory compliance, as well as related matters such as the impact of industrial action. The Committee noted that while the College's student success PIs were at the forefront of the sector, a performance action plan was in place for each curriculum area to provide reassurance and support continued improvement.

Student Recruitment and Admissions

The Committee received this report highlighting trends in applications for full-time courses where entry is based on selection criteria across College Faculties, and some of the initiatives employed to recruit students, such as school pupil visits to the College, School events, Open Days and employer events.

Pre-enrolment initiatives were noted, including further induction and familiarisation activity referred to as 'Get Ready for College' events. The Committee noted equalities information under protected characteristics for applications and enrolments, which indicated no significant deviation from the proportion found in the general population of Glasgow. Application information was made available via the College Dashboard. The Committee noted that widening access was reviewed across the Region to implement

inter-College progression opportunities in 2018-19 to City of Glasgow College form other regional colleges, for Social Science students at Glasgow Kelvin College, and Hairdressing and Events students at Glasgow Clyde College.

The College's 4-year trend in full time application data shows a decrease of 9% in 1st choice (headcount) applications to 20,281 applicants for just over 7,000 places. This still represents a ratio of 3:1 applications to places available and a number of courses continue to be oversubscribed. External factors are likely to have influenced this dip in applications including, a change in demographics with the number of young people in Scotland continuing to decrease, the impact of widening access policies currently being implemented by universities, and the various Government youth employment strategies spearheaded by Developing the Young Workforce. This trend in lower applications has been experienced across the FE Sector.

Details of applications and enrolments by protected characteristics, and the College's commitment to widening access are provided under Student Statistics: Access and Inclusion below.

Applicant Trend by Faculty 2015-18

Legend:
- Application Headcount 2015/16
- Application Headcount 2016/17
- Application Headcount 2017/18
- Application Headcount 2018/19

Categories: Building, Eng & Energy; Business; Creative Industries; Education & Society; Leisure & Lifestyle
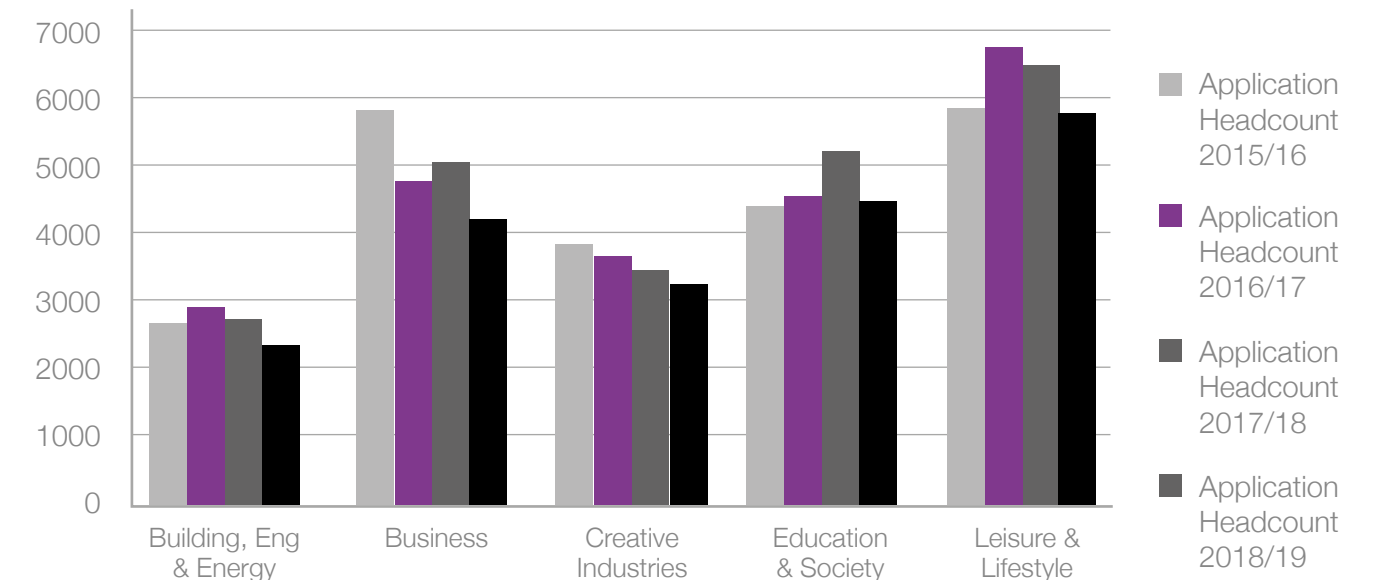
Student Statistics: Access and Inclusion

Age

In relation to age, the highest number of applications and enrolments continues to be from the 16-19-year-old age group with enrolments from this group increasing year on year since 2015 in line with our Regional Outcome

Agreement (ROA) objectives and the priorities of the Scottish Government. 'Opportunities for All' is a key Scottish Government policy that seeks to offer a place in learning and training for all 16-19 year olds.

AGE

Applications 2017/18

16-19	60.4%
20-24	21.4%
25-39	14.4%
over 40	3.0%
under 16	0.8%

percentage

Enrolment 2017/18

16-19	61%
20-24	23%
25-39	13.3%
over 40	2.6%
under 16	0.1%

percentage
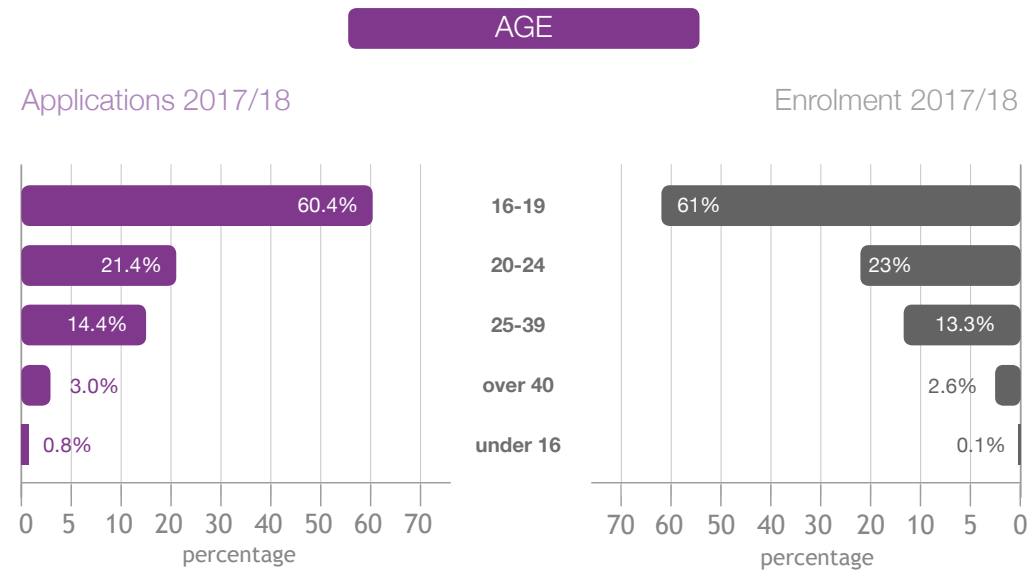
Sex

The Female/Male ratio at application stage was 55%/43% and at enrolment 52%/47% which is similar to the position in previous year trends. The College continues to address gender/sex imbalances within specific Curriculum areas

such as Engineering, Construction, Childcare and Early Years, and Beauty Therapy, through the College Gender Action Plan and collaborative work with the Equalities Challenge Unit and SFC.

SEX

Applications 2017/18

Female	55.8%
Male	43.3%
Did not say	0.9%

percentage

Enrolment 2017/18

Female	52.6%
Male	47.4%
Did not say	0%

percentage
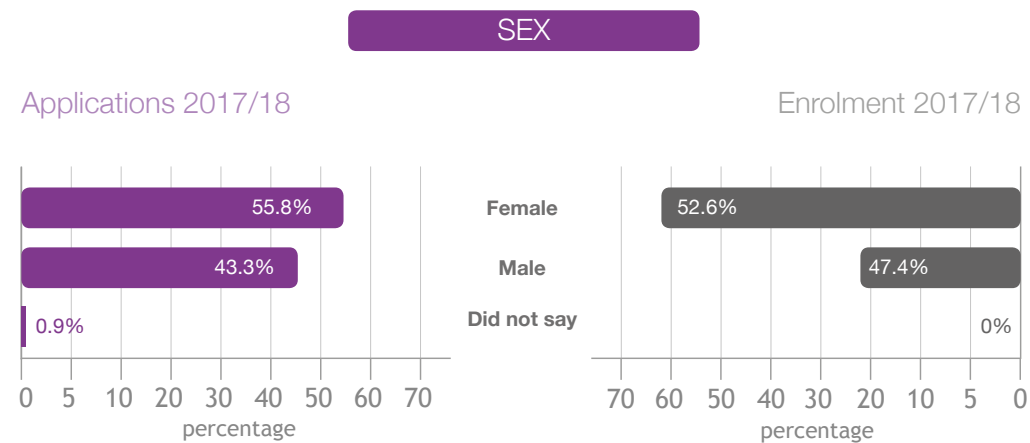
Religion

Collection of this data was introduced in 2015/16. Trends for the previous 3 years are similar; however, for 2017/18 we have seen a slight decrease of 2.5% in applications

and 1.1% in enrolments, for those declaring themselves Christian/Protestant.

RELIGION

Applications 2017/18

None	56.8%
Roman Catholic	19%
Christian/Protestant	9.7%
Muslim	5.8%
Prefer not to say	3.6%
Christian: Other	3.5%
Another religion or body	0.8%
Sikh	0.4%
Buddhist	0.3%
Hindu	0.2%
Jewish	0.1%

percentage

Enrolment 2017/18

None	56.6%
Roman Catholic	19.3%
Christian/Protestant	10.3%
Muslim	5.1%
Prefer not to say	3.8%
Christian: Other	3.1%
Another religion or body	0.9%
Sikh	0.4%
Buddhist	0.2%
Hindu	0.3%
Jewish	0.0%

percentage

Race

Information on race is similar to last year and is for full time applications and enrolments only which exclude English as A Second or Other Language (ESOL) groups, which are part-time. When part-time groups are added the College BME participation rate is around 17%. Race data should

be viewed together with Ethnicity data to provide a full picture of the diverse student population at City of Glasgow College. There is no significant variation between those applying and those enrolling under this characteristic.

RACE

Applications 2017/18

White	89.03%
BME	10.53%
Did not say	0.44%

percentage

Enrolment 2017/18

White	89.71%
BME	9.98%
Did not say	0.31%

percentage
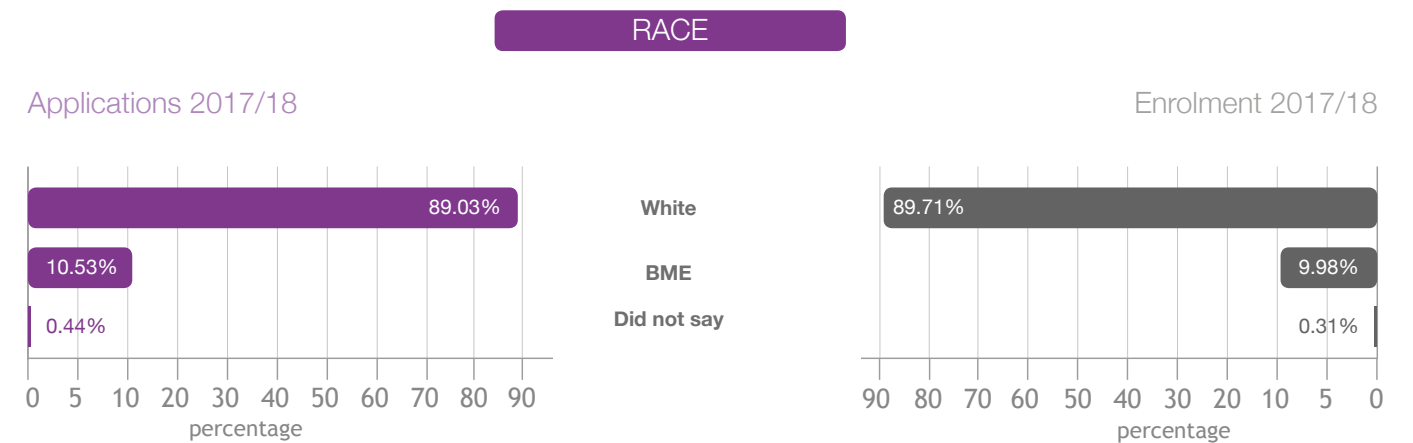
Disability

The last annual report highlighted that the numbers of applicants and enrolments disclosing a disability over the last 3 years have risen. However, for 2017/18 there has been no significant change to last year but it should be noted that there are also a significant number of students disclosing a disability or additional support need in year through both Tutor and self-referral.

DISABILITY

Applications 2017/18

No Disibility	89.8%
Disabled	10.2%

0 5 10 20 30 40 50 60 70 80 90
percentage

Enrolment 2017/18

No Disibility	89.7%
Disabled	10.3%

90 80 70 60 50 40 30 20 10 5 0
percentage

Ethnicity

There is no significant variation between the declared ethnicity of those applying and those enrolling, and there has been no significant variation over the last 3 years.

ETHNICITY

Applications 2017/18

	Applications	Enrolment
Scottish	77.7%	77.8%
Pakistani, Pakistani Scottish or Pakistani British	3.3%	3.1%
African, African Scottish or African British	2.3%	1.8%
Polish	2.0%	2.3%
Any other Asian background	0.8%	0.9%
Arab	0.6%	0.6%
Chinese, Chinese Scottish or Chinese British	0.5%	0.6%
Other Black background	0.4%	0.2%
Irish	0.3%	0.4%
Caribbean, Caribbean Scottish or Caribbean British	0.1%	0.2%
Welsh	0.1%	0.1%
Gypsy/Traveller	0.0%	0.0%

0 5 10 20 30 40 50 60 70 80
percentage

80 70 60 50 40 30 20 10 5 0
percentage

Sexuality

There is no significant variation between the declared sexuality of those applying and those enrolling and there has been no significant variation over the last 3 years.

SEXUALITY

Applications 2017/18

Category	Percentage
Heterosexual / Straight	88.3%
Prefer not to say	4.3%
Bisexual	3.7%
Gay Man / Homosexual	1.9%
Gay Woman / Lesbian	1.3%
Other	0.7%

percentage

Enrolment 2017/18

Category	Percentage
Heterosexual / Straight	88.4
Prefer not to say	3.9%
Bisexual	4.0%
Gay Man / Homosexual	1.8%
Gay Woman / Lesbian	1.3%
Other	0.6%

percentage
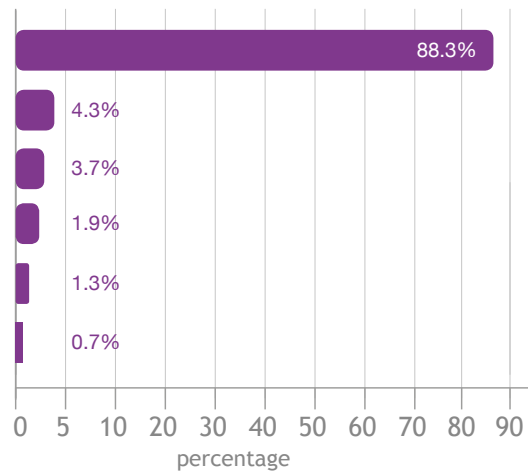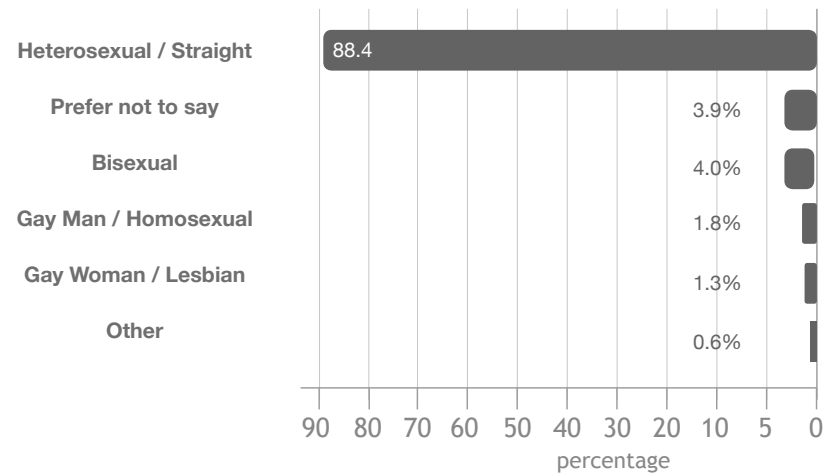
Gender Reassignment

This protected characteristic has only recently been included in our statistical monitoring and shows a slight increase in the numbers declaring a change in their birth assigned gender. This may indicate that students feel more comfortable declaring this information once they have received a place on the course. However, the College is satisfied that there is no significant variation which suggests that any students were disadvantaged.

GENDER REASSIGNMENT

Applications 2017/18

- Same as birth
- Different from birth
- Prefer not to say

percentage

Enrolment 2017/18

- Same as birth
- Different from birth
- Prefer not to say

percentage
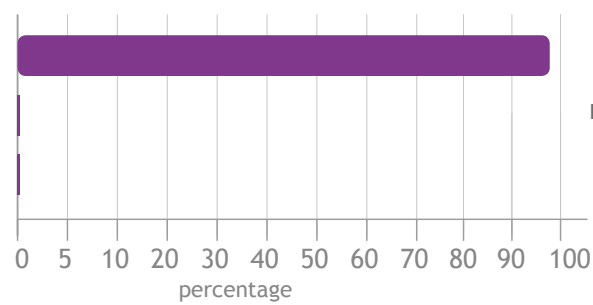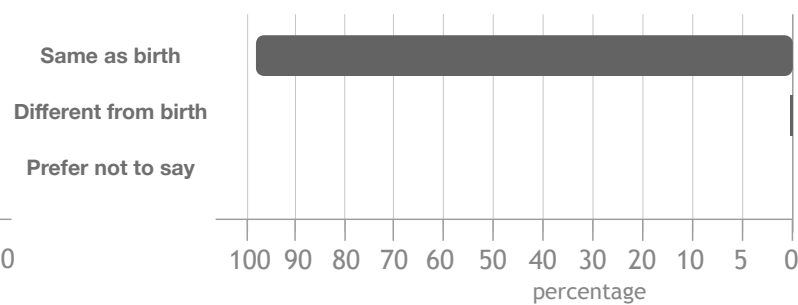
Marriage and Civil Partnership is also a protected characteristic within employment. The College does not collect information on this area which is not relevant or requested in relation to course selection. The College has never received a complaint related to this protected characteristic in relation to student recruitment and selection.

Pregnancy and Maternity is also a protected characteristic. The College does not collect information on this area which is not relevant or requested in relation to course selection. The College has never received a complaint related to this protected characteristic in relation to student recruitment and selection.
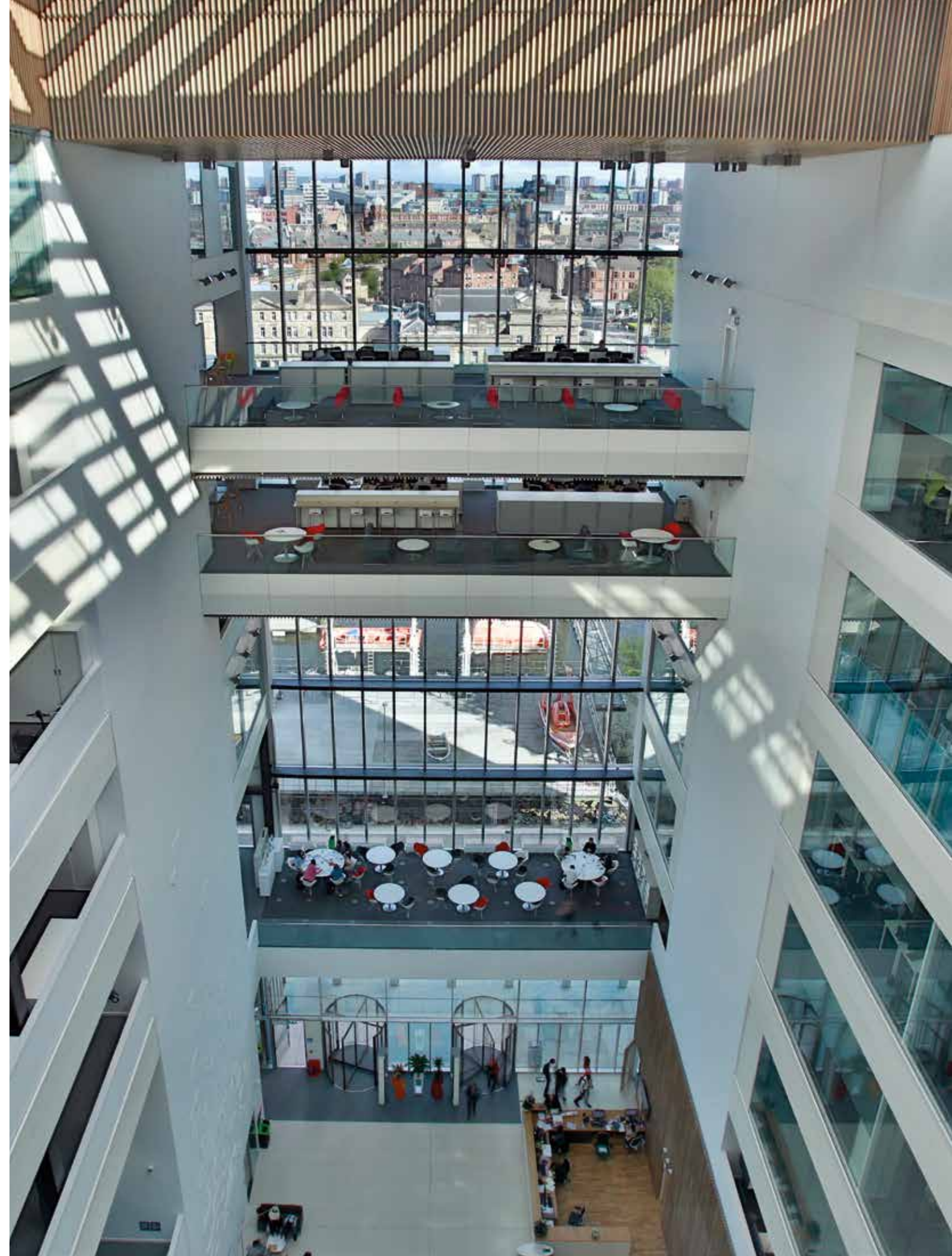
Student Home Location

In relation to student home location applications and enrolments follow very similar trends to previous years; however, the data would suggest that applications from Glasgow City students are more likely to convert to an enrolment than students from out with Glasgow.

Applications 2017/18

Location	Applications %	Enrolment %
Glasgow City	38.8%	44.1%
North Lanarkshire	11.5%	8.9%
South Lanarkshire	10.4%	8.9%
Renfrewshire	4.9%	4.2%
East Dunbartonshire	4.3%	5.0%
West Dunbartonshire	3.0%	2.3%
East Renfrewshire	2.8%	2.5%
North Ayrshire	2.8%	2.4%
Argyll and Bute	1.9%	2.0%
Falkirk	1.8%	1.5%
East Ayrshire	1.8%	1.3%
Inverclyde	1.4%	1.9%
South Ayrshire	1.4%	1.2%
Stirling	1.3%	1.2%
West Lothian	1.2%	0.8%
Highland	1.1%	1.1%
Dumfries and Galloway	1.0%	0.7%
Edinburgh City	0.8%	0.7%
Perth and Kinross	0.6%	0.5%
Fife	0.5%	0.7%
Clackmannanshire	0.5%	<0.5%
Na h-Eileanan Siar	<0.5%	0.8%
Aberdeenshire	<0.5%	0.6%
Moray	<0.5%	0.5%

Enrolment 2017/18

percentage

SIMD

The Scottish Index of Multiple Deprivation (SIMD) identifies small area concentrations of multiple deprivations across Scotland via postcode. Postcodes are divided into 5 quintiles with quintile 1 representing the 20% most deprived postcode areas in Scotland.

The table below compares full time applications and full time enrolments by quintile and location i.e. Glasgow region and other (outwith Glasgow). The data is consistent with previous year trends and shows that the College attracts a high number of applicants from those residing in quintile 1 areas with significant numbers from the Glasgow area. However, the data also suggests that applicants from the least deprived areas are more likely to enrol.

2017	Glasgow or Other Region	Quintile 1	Quintile 2	Quintile 3	Quintile 4	Quintile 5	Postcode Not Found	Total
Applications	Glasgow	5445	1535	987	669	325		8961
	Other	2901	3087	2666	2311	2344	814	14123
Enrolments	Glasgow	1721	479	315	0	213		2728
	Other	743	876	839	911	824	166	4359
Enrolments as a % of Applications		30%	29%	32%	31%	39%	20%	31%

Art Foundation

Convener
Frank Docherty RSW

Governance Responsibilities

City of Glasgow College has a long and successful record as a cultural patron, and in continuance of this historic role, the College Art Foundation was set up as a non-profit organisation in 2015, as a catalyst for the acquisition, display, and promotion of the visual arts, and in particular the promotion of the work of young Scottish artists. The aim of the Art Foundation is to establish an art collection of merit, with which to raise awareness of, and interest in, the arts community in Scotland, especially among young people, to encourage and sponsor creativity in the visual arts, and to focus art related funding, fundraising and grant aid as a provider of education bursaries.

In addition, the Foundation exists to promote and provide exhibitor opportunity, exhibitions and exhibition spaces for Scottish artists of all ages, and through its acquisitions and loans, to complement and enhance the public space and learning and teaching environment of the City of Glasgow College and surrounding Civic Landscape.

Many of those attending the College's courses come from areas of high deprivation, and may have had little exposure to the visual arts. The spectacular new campus buildings provide an unprecedented opportunity, not only for providing access to high quality educational facilities, but also for the display and promotion of the visual arts, in both public and teaching areas of the College buildings and environs, to the benefit of students, visitors, and the public.

Committee Review of 2017-18

Governance Matters

The Foundation considered its constitutional and governance arrangements at the beginning of the 2016-17 session, and agreed to operate as a Committee of the College Board of Management. The Foundation considered the legal, regulatory and financial implications of its governance arrangements, and agreed that these would be best served by being constituted as a Board Committee, recognising that the objectives of the Foundation complement the College's charitable objectives. The Board of Management approved the status of the Foundation, and of its co-opted members.

The Foundation has agreed a donations procedure outlining and clarifying the responsibilities of the Foundation, the Convener, and prospective donors of items of art. As well as aesthetic quality, the procedure takes account of technical considerations, terms of loans, location, budget, maintenance and preservation, safety, durability, as well as the potential of any donations to enhance the cultural diversity of the College.

Foundation Medals

The Foundation has agreed the creation of two medals: The Art Foundation Medal, and the St Kentigern Medal. The medal winners in 2017-18 were:

• Silver College Foundation Medal winner - Ilisha Stack (photography)

• Bronze St. Kentigern Medal winner - Fiona Marsh (Contemporary Art Practice)

Both Students gained First Class honours degrees in 2017-18.

As a Foundation Medal winner, Ilisha will have the opportunity to display her work in the College later in the year. Since winning her medal, Ilesha has been selected for the publication of the Portrait of Britain Awards. This is a national competition, and her work has been on display in public venues such as Central Station in Glasgow. Another of Ilesha's portraits, this time of a young man, was shortlisted for the Scottish Portrait Award. This work has been purchased by the Foundation for the College collection.

Paisley Art Institute

The Foundation continued its support for the Paisley Art Institute, which has encouraged and promoted art in Scotland since 1876, with sponsorship of the Scottish Drawing Competition.

Current College Collection

A substantial collection of the best work of past creative students is displayed throughout the College campus sites.. The collection currently comprises 870 pieces, predominantly the work of students. In addition, well-known artists have donated works of art on long-term loans where the College can enable the artist to hold one-man or one-women exhibits. Funding from Sir Robert McAlpine, the contractors for the new build, allowed work to be commissioned from current students and staff and as a result, there is now a collection of over 50 pieces of art.

The Foundation monitored the ongoing spend of its yearly budget, and received reports from the Convener and other members with regard to purchases made. Included among these were the acquisitions made from the RGI, RSW, and RSA exhibitions under the Foundation's Purchase Prize Scheme. The Convener reported that the College, via the Foundation, is building a broad range of work, which is highly representative of contemporary Scottish art.

New Works purchased by the Art Foundation from RSW and RSA and RGI Annual exhibitions were:

Displayed at City Campus:

    Portrait of Hugh MacDiarmid by Calum Colvin

    Woodcut by Adrian Wiszniewski

    Winter Garden by Ann Wegmuller

    Abstract Work by Simon Lawrie – donation by the Artist

Displayed at Riverside Campus:

    Beneath the Flow by Susan Mackintosh

    Locked and Unlocked by Angus McEwan

    Between the Lines by Joan Doerr

    Three Kisses Half Forgotten by Elise Alan

    Corroding Landscape by Ryan Mutter

Finance and Physical Resources

Convener
Karen Kelly

Governance Responsibilities

The remit of the Finance and Physical Resources Committee falls into two principal areas, as its name suggests – broadly financial, and also those relating to the College estate.

The Committee therefore undertakes the Board of Management's constitutional delegation in financial matters, and specifically the duties of oversight assigned to the Committee on the Financial Regulations. The Committee is also expected to provide the Board with advice on significant financial matters, and to review approve and monitor financial plans, strategies and plans. Any recommendations emerging from this oversight is then made via the Committee to the Board of Management. The Committee receives and approves the annual budget and final accounts for recommendation to the Board. The Committee also receives and considers advice from advisory committees on major items of capital expenditure.

In terms of its responsibilities for physical resources, the Committee carries out its delegation in all matters relating to the College's estate, property and facilities, including the discharge of the Board's responsibilities for land and assets, in consultation with the Scottish Funding Council and Glasgow Colleges' Regional Board as appropriate. Estates development and disposal has been a particular focus for the Committee in recent years.

As with financial matters, the Committee will provide the Board with advice and recommendations relating to estate, property, and facilities, and related strategies, plans, and reports. In addition, the Committee considers health and safety matters where these relate to the College's operations within its estates and facilities, and reports as necessary to the Board.

The Committee was pleased to oversee a delivery of 0.1% over grant target activity in 2017-18, while recognising that continued achievement of targets, and financial sustainability, in current and future years, would require continued strategic development and innovation given projected pressures on the College budget.

Committee Review of 2017-18

Financial Plans 2017-18 and 2018-19
The Committee reviewed drafts of the 2017-18 Financial Plan, with a particular emphasis on considering the measures required to achieve a balanced budget by the financial year end, this being a condition of the Committee's approval of the budget. An improved financial position to July 2018 was noted as largely due to the sector-wide uplift in teaching grant from the Funding Council from the previous year's allocation, and additional funding to address the additional costs incurred in 2017-18 as a consequence of the national bargaining agreement.

The lower level of commercial activity was noted. The Committee also monitored this against projections and encouraged the provision of additional courses to ensure achievement of targets.

The draft financial plan for 2018-19 was presented and discussed. This plan fully incorporates the impact of the Curriculum for Glasgow plan, and projected a surplus as at May 2018.

Long Term Financial Planning
Following Audit Scotland's agreed recommendation to set long term financial plans for a period of 5 years, the Committee considered a series of scenarios, including updated optimistic, realistic, and pessimistic planning projections. The 5-year financial planning report was considered in line with the approved budget for 2017-18. It was also agreed that further planning would be required for the significant increase in future costs, and the prospect of significant changes in the strategic operating environment.

Performance Monitoring
As indicated above, Budgetary Control, Cash Flow, and Treasury Management Reports were all standing items on the Committee's Agenda. These reports provided the Committee with regular summaries of Income and Expenditure Accounts, Balance Sheets, and monthly cash balances throughout the session, while the College's investment strategy and performance was regularly updated via Treasury Management Reports. An updated Treasury Management Policy reflecting changes in banking service provision and minor updates to dates and job titles was submitted and approved. The Committee also noted that the College met the agreed Credits delivery for 2017-18

Procurement: Non-Compliant Spend
An update on the progress made to date against all non-compliant spend reported for 2015-16 and 2016-17 was reviewed by the Committee. Whilst members noted an improving position, the Committee emphasised the need to target significant reductions in non-compliant spend, towards elimination, in the short-term. The Committee received ongoing reports on planned improvements and progress.

Course Fees
The Committee considered and approved a proposal to increase most part-time fees by approximately 2.5% on the 2017-18 level, recognising the current economic climate, inflation and College costs, while taking account of potential impact on student recruitment, which was expected to be minimal. A revised course Fee Policy was approved, which set a limit of three years on requests for refunds of fees.

Annual Report and Accounts 2016-17
The Committee reviewed the College Annual Report and Accounts for 2016-17 prior to final Board approval. As well as the formal Financial Statements, the Report also included highlights of student, staff and College successes. The Report was reviewed by the College's external auditor to ensure compliance with audit and governance practices, and in line with the FRS 102 accounting standard. Although a deficit of £3.5m was recorded, the full financial statements showed an underlying operating position with a surplus of £342k.

ICT Delivery

The Committee were provided with reports on the development and maintenance of ICT delivery.

Property Disposals

Reports on the status of the legacy property disposals programme were considered, with the disposal of the North Hanover Street tower presenting appreciable challenges. The Committee considered various bids and proposals in the context of market conditions, a benefits vs risk analysis, stakeholder guidance, and the responsibility for the proper guardianship of public funds. As a consequence, the Committee decided to re-market the property. This decision was taken in full consultation with the Funding Council and Scottish Futures Trust, following legal advice. This recommendation was forwarded to the full Board, and subsequently approved and implemented with all due mitigations, as advised.

In 2017-18 meetings were held with shortlisted bidders for the North Hanover Street tower, and a preferred bidder selected for recommendation to the Board. Proposals were also developed for the Charles Oakley Building to provide a multi-layered, multi-disciplined collaborative working space to enable research, nurture innovation and encourage knowledge exchange, principally in the areas of STEM and health care.

New Campus Delivery Report

Delivery progress reports for the new campus project under the NPD (Non-Profit Distributing) model were received, including reports on Health and Safety matters. The closing out of remaining issues was noted, and phase completion dates monitored. NPD risks were closed as appropriate, or transferred to the main College Risk Register. The New Campus Project was formally completed within budget and on schedule, which the Committee recognised as a considerable achievement. The strategic risk associated with successful delivery was closed.

Facilities Management Reports

The Committee discussed reports on Facilities Management, to a level of detail agreed by the Committee as sufficient. This included consideration and oversight of contract management staffing structure, building defect management – snags and derogations, fuel/energy consumption and energy saving initiatives.

The number of reactive maintenance events reduced as expected, and among the significant repair works, the bio-diesel engines at Riverside were restored to full operation after an error in the provision of the correct fuel. The Committee also received reports of instances in which the College's Business Continuity Plan was successfully invoked in response to the temporary loss of services, extreme weather conditions, and other situations threatening the continuance of College functions.

Environmental Sustainability

The College has developed a Sustainability Strategy, one of five such strategies in support of the College Strategic Plan. One element of this Strategy is the Environmental Theme supported by an Environmental Sustainability Initiative – Eco City. The Strategy states that with respect to environmental sustainability, City of Glasgow College will play a major role in the strategy to secure a "Sustainable Glasgow". Through a commitment to minimising the College's impact on the environment, and the development of sustainable estates initiatives, the College aims to both to improve energy efficiency, reduce its carbon footprint and influence positive behaviours amongst the staff and student population.

The key Drivers of the Strategy are:

1. UK Government's priorities for Sustainable Development which emphasise:

   - Living within Environmental Limits
   - Strong, healthy, just society
   - Sustainable economy
   - Good governance
   - Using sound science responsibly

2. The Scottish Government's priority to meet sustainable, resilient and inclusive growth by providing skills for key industries

3. Scottish Planning Policy and the ambitions therein to achieve:

   - Outcome 1: A successful, sustainable place –
   - supporting sustainable economic growth and
   - regeneration.
   - Outcome 2: A low carbon place – reducing our
   - carbon emissions and adapting to climate change.
   - Outcome 3: A natural, resilient place – helping to
   - protect and enhance our natural and cultural assets,
   - and facilitating their sustainable use.
   - Outcome 4: A more connected place – supporting
   - better transport and digital connectivity.

4. Contributing to Scotland's Colleges Climate Change Efficiency Scheme and the requirement for a 5-year Climate Change Action Plan.

   The Environmental Sustainability Initiative includes the following long-term targets:

   - Reduce the greenhouse gas emissions by at least 42% by 2020, relative to 1990 baseline.
   - Reduce the greenhouse gas emissions by at least 80% by 2050, relative to baseline;

The Initiative also includes benchmarks drawn from the following agencies:

- Environmental Association for Universities and Colleges
- (EAUC).
- Scottish Environment Protection Agency (SEPA).
- Sustainable Scotland Network (SSN).
- Zero Waste Scotland.
- Recycle for Scotland.
- Love Food Hate Waste.

Climate Change

The Committee considered the duties of public bodies to comply with the Climate Change Act, noting that a Statutory Order of the Act requires public bodies to annually report on compliance with the climate change duties. The draft CoGC Climate Change Report for 2016-17 was submitted for review. The challenges faced in reducing substantially the College's carbon footprint were recognised, and the Committee charged the Executive Leadership Team to consider and agree how this would be progressed, particularly in relation to the Sustainability Strategy.

Health and Safety

The Committee monitored the quarterly Health and Safety Reports, which focused upon activity areas with relatively high incidences of accidents/incidents. The Committee also maintained oversight of the management of the risk assessments put in place for all activities, and agreed spot checks and monthly reports to SMT for review.

Strategic Risk Review

The Committee maintained an oversight of the strategic risks linked to the principal responsibilities of the Committee, with regular reviews of the updated Management Action Plans relating to these risks, and the College's Risk Register. Significant changes to risk assessment or management were highlighted and discussed by the Committee. The risk associated with new campus project completion was removed, and a new risk associated with Brexit implications was added. The strategic risk associated with the ONC reclassification of colleges was downgraded to a level 2 risk.

Financial Performance

For the financial year 2017-18 the College made an underlying surplus of £0.6m - an increase from £0.3m in 2016-17. However, the College continues to operate in a challenging financial climate, and is facing significantly increased staff costs over the next 2 years, due mainly to harmonisation of pay levels across the sector.

The College had net current liabilities of £4.0m at the year end, mainly due to the inclusion of NPD contract liability; however, the College continues to operate with a healthy cash balance of £7.0m at the year end.

Performance Measure	Actual 2017-18	Actual 2016-17	Actual 2015-16
Underlying Operating surplus as a % of total income	0.7%	0.4%	2.0%
Income & expenditure reserves as a % of total income (excl pension reserve)	13.3%	12.5%	17.7%
Ratio of Current assets to current liabilities	0.76 : 1	0.71 : 1	0.99 : 1
Days cash to total expenditure	31	25	27

Performance Measure	Target 2017-18	Actual 2017-18	Actual 2016-17	Actual 2015-16
Capital Expenditure	£1.7m	£1.3m	£17.6m	£46.6m
Net Current Assets / (Liabilities)	(£4.0m)	(£4.4m)	(£4.5m)	(£0.5m)
Course Fees	£11.1m	£10.7m	£10.3m	£9.8m
Commercial Fees	£4.0m	£3.8m	£3.9m	£3.1m
Education Contracts	£1.7m	£1.9m	£2.0m	£2.1m
Overseas Fees	£1.9m	£1.7m	£2.0m	£2.1m
Staff Costs	£47.5m	£47.6m	£44.8m	£41.5m
Operating Expenses	£31.9m	£32.5m	£33.4m	£17.1m
Transfer to Foundation	£0m	£0m	£0m	£0m
Underlying Operating Surplus	£0.0m	£0.6m	£0.4m	£1.3m
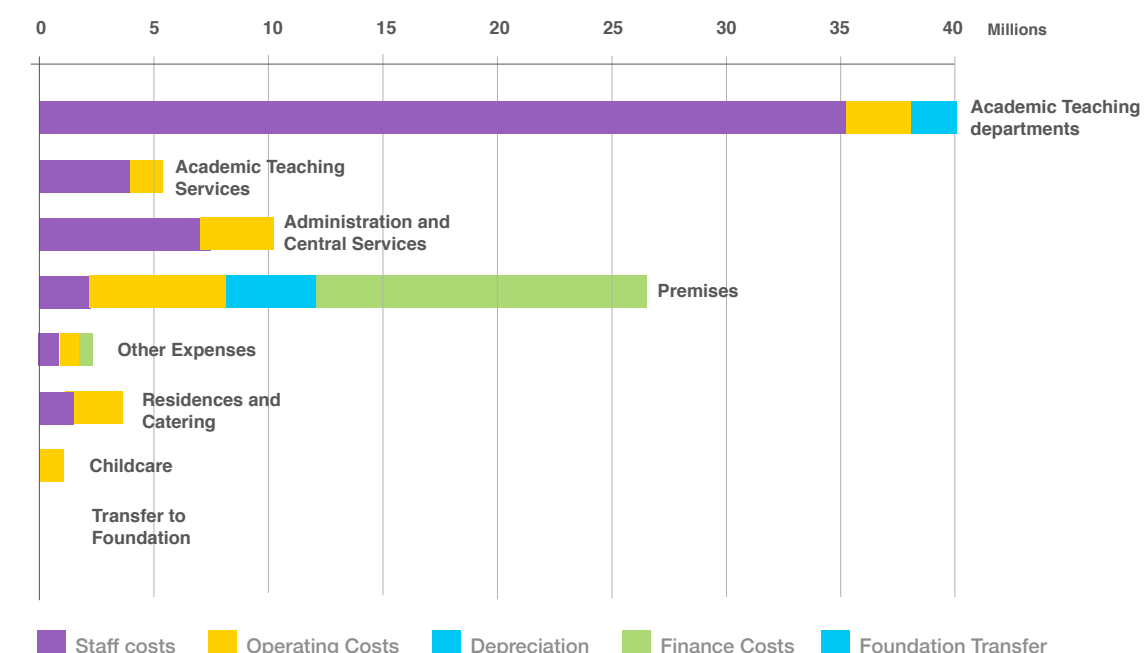
Actual 2017-18 Income Analysis

- SFC Grant
- Tuition Fees
- Other Income
- Donations

£18.1m, 20% £6.3m, 7% £2.9m, 3% £62.8m, 70%

Actual 2017-18 Expenditure Analysis

- Staff Costs
- Operating Costs
- Depreciation
- Finance Costs
- Foundation Transfer

£14.9m, 16% 0, 0% £10.0m, 11% £17.6m, 19% £49.8m, 54%

Actual 2017-18 Expenditure Analysis

0 5 10 15 20 25 30 35 40 Millions

Academic Teaching departments
Academic Teaching Services
Administration and Central Services
Premises
Other Expenses
Residences and Catering
Childcare
Transfer to Foundation

- Staff costs
- Operating Costs
- Depreciation
- Finance Costs
- Foundation Transfer

Underlying operating position:

Revenue	2017-18 £'000	2016-17 £'000
(Deficit) before other gains & losses	(2,298)	(3,495)
Add back:		
Depreciation (net of deferred capital grant release) on both government funded and privately funded assets including NPD assets	6,520	5,604
Exceptional non-restructuring costs (e.g. impairment)	0	843
Non-cash pension adjustment – Net service cost	1,714	1,107
Non-cash pension adjustment – Net interest cost	363	312
Non-cash pension adjustment – Early retirement provision	(764)	0
Donation to Arms-Length Foundation (ALF)	0	0
Deduct:		
Non-Government capital grants (e.g. ALF capital grant)	(848)	(1,437)
Exceptional income (if disclosed as exceptional in accounts)	0	0
CBP allocated to loan repayments and other capital items	0	0
NPD income applied to reduce NPD balance sheet debt	(4,043)	(2,592)
Adjusted operating surplus	644	342

Development

Convener
George Black

College Strategic Priority 4:
To be a valued partner of the city region, supporting the national economy, and the international learning community

College Strategic Priority 8:
To secure diversity of income and sustainable development

Governance Responsibilities

The Development Committee has a primary focus upon the College's commercial and international activities, ensuring the alignment of such activity with the Colleges strategic priorities, and monitoring the development of new business. To this end, the Committee receives regular reports enabling the Committee to assess the business risks to the College, as well as the opportunities for significant investment and development opportunities.

The College Strategic Plan 2017-18 includes a key priority "To secure diversity of income and sustainable development" which represents a significant strategic development for the College. This brings with it a revised perspective on risk appetite and tolerance in respect of new developments that may enhance the College's progress towards realising this strategic priority.

The Committee therefore has a key strategic role in College governance - considering, instigating, and co-ordinating policy and strategy development or change, and any related decisions which may be of relevance to more than one Board Committee. The Committee reports to the Board on all such matters, as well as any development related matters of unusual or special interest not within the remit of another Board Committee.

It is also a key task of the Committee to consider the environmental and policy context for College development, to ensure that the College's strategic direction is informed, up to date, proactive and responsive to external priorities

Committee Review of 2017-18

Standing Items
The priorities of the Committee throughout 2017-18 were represented in the Committee's agenda standing items through the session, which were:

- Performance against targets for Commercial and International activity.
- Industry Academies (progress vs targets).
- Overseas Project updates.
- Reputational and Fraud risks relating to International Operations (annual).
- Strategic Risk Review.

The Committee's commercial development focus was represented in the Corporate Development Strategy.

Corporate Development Strategy
The Corporate Development Strategy was substantially redeveloped in for the period 2017-25, with the oversight of the Development Committee. The Strategy will continue to support the Glasgow Region and Scotland's social and economic success, by better equipping individuals for the workforce, diversifying our corporate offering, as well as providing a more financially sustainable future for the College as a whole.

A core purpose of the strategy is to increase non-government funded income through business international and European partnership activity, and diversification of services, to allow the College to further invest in its learners, staff and infrastructure.

The award winning Industry Academy model at City of Glasgow College ensures that an employability-focussed curriculum is delivered, addressing the skills and knowledge that employers need, while supporting learners into sustainable employment. The Committee was provided with an overview of various Industry Academy developments, with a particular emphasis upon entrepreneurial and innovating partnerships with business partners and schools. Presentations were received from the Faculties of Business, Creative Industries,

The purpose of the Development Strategy may be summarised thus:

- To provide clear direction for business and international developments
- To create a framework for an Innovation and Research Academy
- To provide clear organizational goals promoting accountability and responsibility
- To identify stakeholders and set working partnership goals
- To deliver the needs of employers and businesses at regional, national and international level
- To promote consistency and a shared vision of good practice and innovation across the College

The Committee recognizes that the City of Glasgow College is inseparable from its city locations, connecting both Glasgow and Scotland with the international community. This strategy strives to take forward new initiatives, diversify activity and create strategic partnerships nationally and internationally.

International Projects
At each of its meetings the Committee was provided with a detailed update on the key international project activity currently being undertaken by the College, including development activity at various stages from scoping, inception, development, implementation, and expansion. Among the international partners with which the College is working are:

- Zhejiang Technical Institute of Economics (ZJTIE), China
- Management Development Institute of Singapore (MDIS)
- Nigeria – Lagos Deep Offshore Logistics Base (LADOL)
- Hong Kong – Vocational Training Centre (VTC)

Travel: Cost vs Benefits and Risk
Recognising the need to ensure best value for money, especially in the current climate of restricted public funding, the Committee have been careful to ensure an appropriate balance between investment in potential development opportunities on the international stage for the benefit of the College overall, with ensuring best value and risk analysis. To this end, the Committee received regular reports on the planned international travel undertaken by College staff, with a cost vs benefits analysis.

The Committee recognised that the benefits of such overseas trips may take time to develop a return, and that current reported growth in international activity was often a consequence of informal initial contacts made in past years.

The Committee noted that trips are only approved subject to completion of appropriate Risk Assessments, which are completed by the relevant member of staff undertaking the trip. Reference is made to up to date travel advice near the date of travel.

Innovation
The Committee was provided with a detailed account of the recent innovation activity across the College. CoGC leads the sector in terms of innovation, and the Committee was pleased to note specific project examples under each of the strategic innovation priorities. The Committee also reviewed plans to further develop the Scottish Institution of Innovation and Knowledge Exchange, refresh the College Innovation Strategy, expand innovation and applied research activity as well as deliver existing project outputs.

Performance
The Committee considered the College's performance against the agreed commercial and international income targets, in the context of the new College Strategic Plan with its heightened emphasis of securing non-grant-funded income streams. The Committee reviewed a three-year Faculty income trend analysis, specifically in relation to the targets set.

Flexible Workforce Development
The Flexible Workforce Development Fund (FWDF) was launched in 2017, with a sector allocation of £10m, of which CoGC received £488,165 in 2017-18. The Committee received updates on the College's activity and employer engagement in relation to this initiative.

Strategic Risk Review
Through the session the Committee received updates via the strategic risk management plans of the key high-level risks under the Committee's areas of responsibility, including new campus project programme completion, reputational risks, and failure to achieve performance and development targets.

Audit

College Strategic Priority 6:
To be efficient, effective, innovating, and vigilant

Governance Responsibilities

The Board of Management is accountable for the stewardship of funds under its control, and is therefore responsible for:

- Safeguarding assets and ensuring the regularity of transactions by establishing adequate systems of internal control;
- Maintaining proper accounting records;
- Preparing financial statements which show a true and fair view and comply with relevant accounting standards;
- Taking reasonable steps for the prevention and detection of fraud and other irregularities;
- Managing its affairs to secure the economic, efficient and effective use of resources.

The Audit Committee has the unique role among all Board and College committees and other fora, of maintaining a degree of independent overview of the effectiveness of financial and other internal control systems and functions. This relates to all aspects of College activity, and the Committee's priority is to ensure that the College's systems and processes operate efficiently, and economically, as well as effectively.

To assist the Committee in this task, the Committee has responsibility for selecting and recommending to the Board both an Internal and an External Auditor. The Committee plans and oversees the planning and operation of the auditors' work, monitoring its effectiveness, and receives their reports on the agreed scope of their reviews. These may cover any aspect of College operation, and is designed to provide the Board of Management, the Principal and

other managers with assurance on the adequacy of the College's arrangements for:

- Risk Management
- Corporate Governance, and
- Internal Control

The Committee has a specific responsibility to consider the College's annual financial statements, after review by the Finance Committee and prior to submission to the Board. Any changes to accounting policy, major decision matters, or significant audit adjustments, are closely scrutinised by the Committee. Compliance with accounting standards, and the Funding Council's Financial Memorandum, is also a priority. Where any significant losses are identified these would be fully investigated and reported through the appropriate channels by the Committee. The Audit Committee maintains oversight of the management of Data Protection, and in the past academic session has particularly focused upon the requirements and duties placed upon the College under the General Data Protection Regulations (GDPR). The Committee also scrutinises matters relating to potential fraud and cybersecurity breaches.

In 2017-18 the College's External Auditors were Scott-Moncreiff. The College's Internal Auditors were BDO LLP to July 2017, and, following a tender process Henderson Loggie were appointed Internal Auditors for four years from August 2017.

Committee Review of 2017-18

Internal Audit

The College's Internal Auditors were Henderson Loggie, who have been contracted to undertake this role from 1st August 2016 to 31 July 2020. The role of the internal auditor is to provide an independent, objective assurance and consulting activity designed to add value and improve the College's operations. The auditor's approach is to help the College accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

In March 2017, Henderson Loggie had provided the Committee with an Audit Needs Assessment (ANA), including a proposed internal Audit Plan covering the period 2016 – 2020. The ANA was prepared following a review of previous internal and external audits and related documents, and in consultation with a number of College managers. This assessment informed the Internal Audit plan which specified audits of particular areas of College activity throughout the period of the plan.

In their Annual Report for 2017-18 Henderson Loggie reported that:

All work conducted in 2017/18 assessed systems as either 'Good' or 'Satisfactory', or provided an unqualified audit opinion on College returns, and there were therefore no significant issues identifying major internal control weaknesses arising from our internal audit work. In general, procedures were operating well in the areas selected, but a few areas for further strengthening were identified and action plans have been agreed to address these issues.

and,

In our opinion the College has adequate and effective arrangements for risk management, control and governance. Proper arrangements are in place to promote and secure Value for Money. This opinion has been arrived at taking into consideration the work we have undertaken during 2017/18. This included follow-up of recommendations made by the College's previous internal auditors."

The Internal Auditors reported on the following areas in the course of 2017-18:

Internal Audit Report and Recommendations	High	Medium	Low	Overall
Planned Maintenance	0	0	4	Satisfactory
Budgetary Control	0	0	0	Good
IT Network Arrangements / Security	0	0	4	Satisfactory
Student Admissions (Business process review)	n/a	n/a	n/a	Satisfactory
Corporate Planning	0	0	7	Satisfactory
Student Welfare	0	0	3	Satisfactory
2016-17 Student Activity Data (Mandatory review)	n/a	n/a	n/a	Satisfactory
Teaching Staff Utilisation / Timetabling	0	0	3	Satisfactory
Student Engagement / Students' Association	0	0	0	Good
Business Development / International Activities	0	0	13	Satisfactory
Data Protection / Freedom of Information	0	0	6	Satisfactory
Totals	0	0	40	

Ref: Internal Audit Report to the Audit Committee 2017-18

External Audit

The College's External Auditors are Scott-Moncrieff, having been appointed by the Auditor General for Scotland for the five-year period 2016-17 to 2020-21. In summary, the responsibilities of the College's external auditors are:

- To provide an opinion on the financial statements of the College, including an opinion on the regularity of transactions.
- To review and report on the College's corporate governance arrangements as they relate to its systems of internal control, the prevention and detection of fraud and irregularity, standards of conduct, prevention and detection of corruption and financial position.
- To review and report, as far as required by the Auditor General for Scotland, on aspects of the College's arrangements to manage its performance, as they relate to economy, efficiency and effectiveness in the use of resources.

The External Auditor's report was presented to the Committee in November 2017, for the year ended 31 July 2017, and was included in the College's Annual Report 2016-17. The report provided an unqualified audit opinion on the financial statements, and on the regularity of transactions, as required under the Public Finance and Accountability (Scotland) Act 2000.

In terms of financial sustainability, the report stated that:

"The College has effective arrangements in place for financial planning and monitoring." and "There is recognition at the College that there are significant challenges ahead to bridge the budget gap and work is underway to identify savings options."

Ref: City of Glasgow College Annual Audit Report 2015-16; Scott-Moncreiff Nov 1017

The report included two recommendations (rated 3 – comprising moderate risk) both of which were accepted.

External Audit 2017-18

The external auditor has provided an unqualified audit opinion on the College's Annual Report and Accounts for 2017-18, as well as an unqualified opinion on regularity and other prescribed matters.

Other Audit Committee Activities

In addition to the work of the Internal and External Auditors, the Committee considered a range of other matters including:

GDPR

The Senior Management Team provided assurances to the Audit Committee, at an early stage prior to implementation in May 2018, that the implications of changes to legislation were considered, with appropriate action being taken. The Committee reviewed and approved a new Policy - fully revised to comply with the new data protection legislation.

With reference to marketing information, College clients were contacted to confirm continuation of information received from CoGC. A dedicated website was created on the College website to publish all relevant Data Protection information, including a new set of Privacy Notices, for students, staff, and Board members.

Freedom of Information

The Committee received an an overview of the Freedom of Information (Scotland) Act 2002 (FOISA) Report 2017-18 which provides information on the nature and volume of requests received in relation to FOISA and Environmental Information (Scotland) Regulations (EIRs). The following points were particularly noted:

- The volume of requests has increased significantly over the last three academic years.
- Complexity of requests continue to increase with a significant amount of in-house legal expertise now being provided.
- The percentage of responses met within the specified 20-day timescale to date is 93 % (a continuing improvement against previous years).

ESF Project – Repayment Request

The College successfully challenged a request from the Scottish Government for the repayment of historic ESF Project grant funding, during the period 2018-10. While this represented a significant potential loss to the College (£1m+) the Committee received assurances that all necessary work had been undertaken to rectify any identified issues, and the College's appeal was upheld prior to submission of the College Accounts for 2016-17 within an extended deadline.

Annual Report and Accounts 2016-17

The Committee had oversight of the development and completion of the College Annual Report and Accounts for 2016-17, which included an extended narrative of College successes throughout the session, for publication as the College Annual Review 2016-17. The College's accounts showed an underlying operating surplus position.

National Fraud Initiative

Voluntary participation was undertaken by the College.

Departmental Expenditure Limits

An update on the Departmental Expenditure Limits as stated in the College Financial Regulations for the Year 2016-17 were noted, and specific details of certain expenditure areas relating to public relations, overseas travel, hospitality/entertainment, and external consultancy were discussed. The Committee agreed that the College would completely eliminate all non-compliant procurement expenditure.

Business Continuity

An external review of Business Continuity Management (BCM) was undertaken at the College during March 2018 by Ashton Resilience for the College's insurers, UMAL. The review looked at the activities and operations of the College, its current recovery capability and the degree to which the BCM has been implemented. The detailed findings and
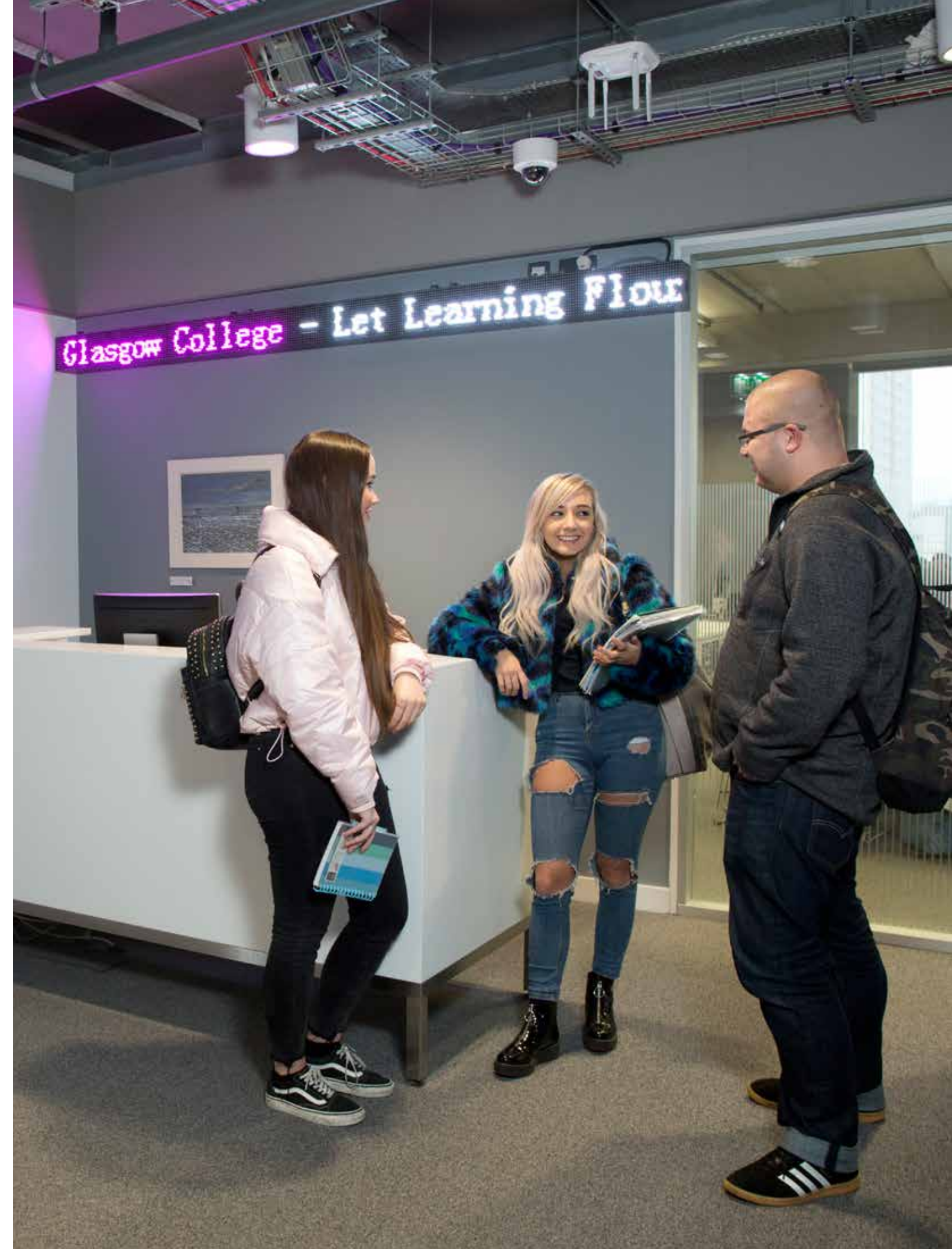
recommendations were reviewed by the Committee.

It was noted that whilst all elements of incident management were graded as 'Good', the Business Recovery Plans, previously developed for former College campus sites, would need to be developed for the new campuses. It was agreed that, as a consequence, the Strategic Risk associated with Business Continuity be scored high, until this work was completed.

Risk Management

The College Risk Management strategy is embodied in the following Documents:

- Risk Management Policy
- Risk Management Procedure
- Risk Management Guidance
- Risk Register
- Risk Management Action Plans

The College Risk Management Policy outlines its approach to risk management and internal control, and the roles of the Board of Management and senior management, while the Risk Management Procedure outlines how this is delivered.

The Committee had received a Risk Management Maturity Assessment from the Internal Auditors (BDO) in 2014-15, which reviewed risk management at the College under the five main areas of: Risk Governance, Risk Identification and Assessment, Risk Mitigation and Treatment, Reporting and Review and Continuous Improvement. While some enhancements to the current approach were suggested, the report indicated that risk management at the College "demonstrates high performance in comparison to with comparative organisations". (Paper 150527 AC4-C).

One suggested improvement from this Assessment had been the adoption of a 5x5 as opposed to the current 3x3 likelihood vs Impact Risk Scoring matrix. Following a pilot in 2016, this revised matrix was rolled out to the full College Risk Register in session 2016-17, and the Committee reviewed the Colleges Strategic Risks accordingly. The Risk score RAG rating was adjusted as follows: risk score 1 to 5 = Green, 6 to 12 = Amber, and 15 to 25 = Red.

The concept of Risk Tolerance has also been introduced to all Risk Management documents, and explained in detail within the Risk Management Guidance.

Further strategic risks were added to the College Risk Register in 2017-18:

- Risk 23: "Failure to agree a sustainable model and level of grant funding within Glasgow Region" - this risk combined and summarised two previous strategic risks;
- Risk 24: "Failure of Compliance with the General Data Protection Regulations (GDPR)"
- Risk 25: "Failure of IT system security"

The Risk associated with the completion of the new campus project was removed, while the risk relating to ONS reclassification of colleges was downgraded to a Level 2 risk.

The Committee received regular reports from the regular senior management Risk Management reviews in 2017-17. All significant changes to risk assessment or management were highlighted and discussed by the Committee, via the individual Risk Management Action Plans, as well as the College Risk Register.

The impact of the national bargaining agreement between the Colleges (via Colleges Scotland) and EIS was closely monitored and discussed, specifically as the cost to the College sector of the emerging settlement became apparent.

Towards the end of session 2016-17, EIS initiated strike action, and as a consequence, a number of strategic risks relating to student success, performance, and finance were re-scored by the Committee, resulting in a greater number of risks scored Amber and Red than at any time since the Risk Register was developed in its current form. As these risks were managed, the corresponding risk scores diminished.

The table below summarises the key Strategic Risks which the College managed, and which the Audit Committee monitored throughout 2017-18: (as approved by the Board of Management - June 2018).

It should be noted that Risk 23: Failure to agree a sustainable model and level of grant funding within Glasgow Region, has since been re-scored downwards to an Amber rating reflecting the mitigation measures of robust curriculum planning and continued close involvement with GCRB.

Strategic Theme	Risk	RAG
Students	• Failure to support student success	A
	• Failure to establish optimal pedagogical model	G
	• Failure to achieve good student outcome/progression levels	A
	• Failure of the College's Duty of Care to Students	G
Growth & Development	• Failure to realise planned benefits of Regionalisation	A
	• Negative impact upon College reputation	A
	• Failure to achieve improved business development performance with stakeholders	A
	• Failure to achieve improved performance	A
	• Failure to attract, engage, and retain suitable staff	G
Processes and Performance	• Negative impact of statutory compliance failure	A
	• Failure of Compliance with the General Data Protection Regulations (GDPR)	A
	• Failure of Corporate Governance	G
	• Failure of Business Continuity	R
	• Failure of IT system security	A
	• Failure to manage performance	G
	• Negative impact of Industrial Action	A
Finance	• Failure to achieve operating surplus via control of costs and achievement of income targets.	A
	• Failure to maximise income via diversification	A
	• Failure to obtain funds from College Foundation	G
	• Negative impact of Brexit	A
	• Failure to agree a sustainable model and level of grant funding within Glasgow Region	R

Closed Session

In recognition of the need for furtherance of good governance practice in line with the Code of Good Governance 2016, the Committee had instigated in 2016-17 a yearly meeting with the External and Internal Auditors in a private session, at which management is not present. However, in 2017-18 the Committee agreed that this be retained as a standing item for each meeting, to be taken at the conclusion of the agenda as appropriate without management presence.

This private session provides the Audit Committee with an opportunity to ask questions on matters that might not have been specifically addressed as part of the governance of Audit, and is designed to facilitate the provision of candid, often confidential, comments to the Audit Committee on such matters from the Internal and External Auditors.

Guidance on conducting the closed session was prepared with sample questions, and has been circulated to Committee members. The Areas for discussion are set out thus:

Attitudes – management's attitude toward financial reporting, internal controls and the Internal and External Auditors.

Resources – the adequacy of people and other resources in the financial management area and the internal audit function.

Relationships – the nature of the relationship between the External Auditor, management and the Internal Auditor.

Other issues – other issues of concern to the Audit Committee or the Auditor.

In session 2017-18, members did not identify any particular items they wished to raise with the auditors in private session.

Board Evaluation 2018

External Review of Governance Effectiveness
The Code of Good Governance for Scotland's Colleges (2016) requires that:

"D.23 The board must keep its effectiveness under annual review and have in place a robust self-evaluation process. There should also be an externally validated evaluation of its effectiveness at least every three years."

It is universally considered to be a requirement of good governance practice for Boards of Management to undertake some form of self-evaluation on a regular basis, to identify areas for improvement and related development, and thereby enhance performance. This is embedded within the Good Governance Standard for Public Services as "Developing the capacity and capability of the governing body to be effective", and is a recommendation of the UK Corporate Governance Code for FTSE 350 companies.

The Code of Good Governance for Scotland's Colleges has been developed and is owned by the college sector. It establishes standards of good governance practice for all boards, and provides the essential foundations for compliance within the legislative framework. The Code of Good Governance provides direction on the key principles of governance, under the headings of:

A. Leadership and Strategy

B. Quality of the Student Experience

C. Accountability

D. Effectiveness

E. Relationships and Collaboration

Following the Board's highly positive external review in 2017, a self-evaluation was conducted in 2018, with a concluding report to the Board Performance and Nominations Committee. The format of this process comprised an evaluation of the activities of the Board of Management by each Board member individually, structured around the Code using the above headings. Board members were asked to express a level of agreement with a series of statements representing good governance practice, to indicate areas of strength and future development for the Board.

The results of the self-evaluation showed high scoring across all areas, and given the nature of the self-evaluation, this at least expresses a confidence within the Board that it is discharging its responsibilities to a high standard. Nevertheless, the Board differentiated some areas of governance activity as better than others, enabling focused Board member development. While improvement will be sought across all areas in pursuit of excellence in governance, a particular focus will be on those lower scoring areas.

The highest scoring areas were in the areas of Leadership and Strategy, Accountability/ Reportage, and Governance. as well as recruitment, induction and development. The lowest scoring areas related to Relationships, Collaboration, Management of Staff, and Oversight of the Student Experience. These findings informed the further development of the Board Development Plan, and provided an evidence base for future focus.

Internal Auditor's Report

The Internal Auditor has provided an Annual Report for 2017-18 which states that:

"All work conducted in 2017/18 assessed systems as either 'Good' or 'Satisfactory', or provided an unqualified audit opinion on College returns, and there were therefore no significant issues identifying major internal control weaknesses arising from our internal audit work. In general, procedures were operating well in the areas selected, but a few areas for further strengthening were identified and action plans have been agreed to address these issues.

and,

In our opinion the College has adequate and effective arrangements for risk management, control and governance. Proper arrangements are in place to promote and secure Value for Money. This opinion has been arrived at taking into consideration the work we have undertaken during 2017/18. This included follow-up of recommendations made by the College's previous internal auditors."

Responsibilities of the Board of Management and its Committees

The responsibilities of the Board of Management Committees are outlined at the beginning of each Committee section of this report, on pages 16, 43, 51, 75, 77, 86, and 90. A summary of the Board of Management's responsibilities, and those delegated to the respective Committees, is provided under the Governance Statement below.

Director's Report

The membership of the Board of Management is detailed at Section 13 below, and includes all Board members who served for part or the whole of the reporting period. The respective Registers of Interest for these members is available on the College Website at:

https://www.cityofglasgowcollege.ac.uk/about-us/board-and-governance

The Executive Leadership Team serving in 2017-18

Paul Little	Principal and Chief Executive Officer
Janis Carson	Acting Depute Principal (to September 2017)
Dr Sheila Lodge	Depute Principal (from April 2018)
Joanna McGillivray	Vice Principal Student Experience
Fares Samara	Vice Principal Infrastructure
Stuart Thompson	Vice Principal Finance and HR
Roy Gardner	Executive Director Corporate Development & Innovation

The Register of Interests for the current Executive Leadership Team is available on the College Website at:

https://www.cityofglasgowcollege.ac.uk/about-us/executive-team

Details of the Board of Management membership and committees served is at section 16 below.

Introduction

This governance statement is provided to summarise the operation, responsibilities, structure and functions of the College Board of Management and its Committees, with approaches employed to ensure effectiveness and improvement. Due cognizance has been given to the guidance set out in the Governance Statement section of the Scottish Public Finance Manual (SPFM).

The arrangements for strategic development are included, as are those for the identification, evaluation, and management of organizational risks, and the monitoring of internal controls. The statement concludes with a confirmation of the College as a going concern.

The College was incorporated in 1993 by the Further and Higher Education (Scotland) Act 1992, in accordance with which the Board is responsible for the administration and management of the College's affairs, including ensuring an effective system of internal control, and is required to present audited financial statements for each financial year.

The College is a registered charity (Scottish Charity Number SC036198) for the purposes of the Charities and Trustee Investment (Scotland) Act 2005.

The College was assigned to the Regional Board for Glasgow Colleges on 1 August 2014 by the Assigned Colleges (Scotland) Order 2014, SSI 2014/80.

The Board comprises the Principal, independent members, two nominated student members, one elected teaching staff member and one elected support staff member. The roles of Chair and Vice Chair are distinct from the role of Chief Executive, the Principal.

Statement of Board of Management's Responsibilities

The Board is responsible for:

- Leading the College.
- Supporting the Principal and the Executive team.
- Demonstrating independence, integrity, and accountability.
- Bringing fresh and innovative perspectives.
- Seeking full information and questioning.
- Holding management to account and challenging appropriately.
- Ensuring it is diverse and has a good balance of skills and backgrounds.
- Ensuring delivery of the College's responsibilities under the Regional Outcome Agreement (ROA).
- Preparing the College's financial statements under the

Further and Higher Education (Scotland) Act 1992 (as amended).

The External Auditors have been informed of all relevant details pertinent to the audit. The Board of Management accepts responsibility for the Annual Report and Accounts being fair, balanced and understandable.

The Board of Management governance framework sets out the roles, accountabilities and expectations for board members, board committees, staff and students. The Board of Management Articles of Governance are publicly available via the College website (About Us/Governance)

In 2017-18 the Board maintained its additional responsibility from 2013-14, i.e. to provide to the Scottish Funding Council an annual report on the College-led review of the preceding academic year, together with an annual statement of assurance on quality during that year. This responsibility is ongoing on a yearly basis.

Board of Management Committees

The Board and its committees play a vital role in the oversight of College business and hold management accountable for performance against targets and performance indicators. The Board met six times in 2017-18, in addition to meetings of its committees whose key responsibilities are set out below:

Audit Committee:

Responsible for monitoring the integrity of financial statements, risk management, instructing internal audits and reviewing internal controls and governance systems.

Development Committee:

Provides ongoing strategic review of commercial and international activities and considers new opportunities, ensuring alignment with the College's Strategic Plan.

Finance and Physical Resources Committee:

Responsible for the review of financial planning, monitoring the use of funds for student welfare, carrying out duties set out by the Board and assigned in the Financial Regulations, and for receiving and approving the annual budget and final accounts for recommendation to the Board. This Committee also considers, approves and monitors plans for the management and development of College estate and facilities. A key focus has been the procurement process for our new campus, and commensurate disposals.

Learning and Teaching Committee:

Provides reports and advice to the Board on academic policies and procedures, on matters relating to the curriculum, quality and learning, teaching and support, and on the role of the Academic Board.

Performance, Remuneration and Nominations Committee:
Monitors performance across the College with reference to the strategic plan and considers efficiency. This Committee also manages the recruitment of Board members, oversees their personal development and evaluation, determines the remuneration of the Principal and the Executive team, and helps identify candidates for senior positions in the College.

During session 2017-18 the PRNC divided into two separate Committees – the Performance and Nominations Committee, and the Remuneration Committee.

Students, Staffing and Equalities Committee:
Considers and approves employee and student- focused strategies and policies, monitors relationships between trade unions and employees, and has a special responsibility for Equalities matters.

The Art Foundation:
Following its inaugual year as a Committee of the Board of Management in 2016-17, the College Art Foundation continued in 2017-18 with its remit to advance the charitable purpose of the City of Glasgow College to include the advancement of education in the arts, by making grants and providing support for educational projects, activities, and initiatives being carried out by and supported by City of Glasgow College. This includes the promotion and provision of exhibitions, and the collection and display of works of art and design to complement and enhance the public space and learning and teaching environment of the City of Glasgow College and surrounding civic landscape.

Operation of the Board of Management
During its eighth year the Board of Management maintained a constant membership, although with new student members. Following the conclusion of the sector transition period in July 2016, by which time all Board members and Board Chairs were required to be appointed to the new Boards of Management, there has been a period of stability in terms of Board membership at City of Glasgow College. The Board Chair was also appointed in 2016, and along with the other non-executive Board members appointed by the Glasgow Colleges Regional Board, assumed office on 1 August 2016. No recruitment process was undertaken in 2017-18, although it is anticipated that the Board will recruit again in 2018/2019.

Following the Board's externally directed Review of Governance Effectiveness in 2016-17, the Board undertook a self-evaluation in 2017-18, the format and results of which are detailed in the Board Evaluation section of this Report above. The review framework was completely revised and restructured around the Code of Good Governance for Scotland's Colleges for the 2017-18 evaluation.

The Board Chair, in consultation with Board members, reviewed the membership and Convenership of all Board Committees, to include new Board members and co-opted Committee members. The skills base of the Board was referenced to ensure optimum deployment of Board members across the Board Committees.

All Board Committees reviewed their respective Terms of Reference through 2017-18, which were approved by the Board in June 2018.

Compliance with Best Practice
The Board of Management has formally endorsed and adopted, in its entirety, the Code of Good Governance for Scotland's Colleges 2014, and subsequently the revised Code of 2016, along with the Code of Conduct, forms a key instrument of guidance and probity for Board members. I can confirm, therefore, that the Board seeks to comply fully with the Code of Good Governance 2016, and associated guidance, without exception, as well as the Corporate Governance Code so far as its provisions apply to the college sector.

Corporate Strategy
The matters reserved to the Scottish Funding Council for decision are set out in the Financial Memoranda issued by the Council. The Board is responsible for the strategic direction of the College, approval of major developments and policy changes, and for the review and commissioning of regular reports from the SMT on the day-to-day operations of its business.

The College Strategic Plan 2013-17, and its successor Strategic Plan 2017-25, provided the planning and review framework for the Board of Management, which held two all-day Planning Seminars in 2017-18. These seminars included a final review of progress against measures and targets set out in the 2013-17 Strategic Plan, and a review of the College's strategic context and direction.

Risk Management
The College Risk Management strategy is embodied in the following Documents:

- Risk Management Policy
- Risk Management Procedure
- Risk Management Guidance
- Risk Register
- Risk Management Action Plans

The College Risk Management Policy outlines the College's approach to risk management and internal control, and the roles of the Board of Management and senior management, while the Risk Management Procedure outlines how this is delivered.

The Audit Committee received regular reports from the senior management Risk Management reviews in 2017-18. All significant changes to risk assessment or management were highlighted and discussed by the Committee, via the individual Risk Management Action Plans (Risk MAPs) and the College Risk Register. The Board Committees (above) regularly reviewed the strategic risks associated with their areas of responsibility throughout the session. The Risk Register is set out under the Strategic Themes underpinning the College Strategic Plan and associated planning documents, ensuring alignment of risk management with strategy.

In 2015, the College's Risk Management arrangements were subject to an internal audit and assessed against the IA's Risk Management Maturity Assessment Model, and concluded that the College's Risk Management maturity: "demonstrates high performance in comparison with comparative organisations" (BDO Internal Audit Report: Risk Management, 2015). Further recommendations from this report were implemented in 2016-17 including the adoption of a 5x5 Risk Score Matrix. The Risk Management strategy was further enhanced in 2016-17 by the introduction of consideration of Risk Tolerance as well as the existing Risk Appetite consideration. In 2017-18 both these elements were included in the Risk MAPs and Risk Management Guidance documents.

In November 2016, the Board of Mangement approved a revised Risk Management Policy and Risk Management Procedure, which included reference to Risk Tolerance as well as Risk Appetite. The respective definitions employed are set out in the Policy thus:

"In broad terms, appetite relates to the willingness to seek potential benefits, while tolerance sets limits on acceptable loss in pursuit of these benefits, with reference to the organisation's strength and resilience. The Institute of Risk Management states that: "While risk appetite is about the pursuit of risk, risk tolerance is about what an organisation can actually cope with."5 In short, the terms relate to whether an organisation is respectively "willing" and "able" to take the risk, or sustain the potential consequences of the risk.

These are the definitions of the respective terms understood in all College documents relating to Risk Management." (CoGC Risk Mangement Policy p 5).

The College recognises that its appetite and tolerance for risk vary according to the activity undertaken, and that the College's acceptance of risk is always subject to ensuring that potential benefits and risks are fully understood before developments are authorised, and that appropriate measures to mitigate risk are established.

The College's position with regard to risk across seven categories is described in the Policy in a series of statements for each category as follows:

- Reputation
- Compliance
- Financial
- Student Experience
- Major Change or Development Activities
- Environment and Socila Responsibility
- People and Culture
- Business Continuity

Risk tolerance varies from Low, e.g. in the case of College Reputation and Compliance, where no potential gain may be accrued as a consequence of accepting such risk, to Medium, such as in the case of development activities, where potential gains may be such that a degree of

sustainable risk is acceptable, with commensurate risk score. This represents a development in the Board's perception and management of risk, in the light of the new College Strategic Plan with its new Strategic Priority 8: "To secure diversity of income and sustainable development" (CoGC Strategic Plan 2017-25).

The College Risk Management Procedure outlines key aspects of the risk management process, and identifies the main reporting procedures. In addition, it describes the process the Board of Management will use to evaluate the effectiveness of the Colleges' internal control procedures.

Details of significant risk-reported matters are outlined under the Audit section within the report narrative above.

Data Related Incidents
There were no data-related incidents in 2017-18.

Financial Responsibilities and Control
The Board must keep accounting records that disclose the financial position of the College and ensure the financial statements are prepared in accordance with the Statement of Recommended Practice (2015).

In addition, the Board, through its designated office holder, and within the terms and conditions of the Financial Memorandum agreed with the Scottish Funding Council (SFC), must prepare financial statements for each financial year that give a true and fair view of the College's state of affairs and of the surplus or deficit and cash flows for that year. In causing the financial statements to be prepared, the Board has ensured:

- Suitable accounting policies are selected and applied consistently.
- Reasonable and prudent estimates and judgements have been made.
- Applicable accounting standards have been followed, subject to any material departures explained in the financial statements.
- Ensure SFC funds are used only for the given purposes and in accordance with the memorandum with the SFC and any other conditions the SFC may prescribe.
- Financial statements are prepared on the going concern basis unless it is inappropriate to presume the College will continue in operation.
- The Board is satisfied that it has adequate resources to continue in operation for the foreseeable future. Therefore, the going concern basis continues to be adopted in the preparation of the financial statements.

The Board has taken reasonable steps to:

- Ensure there are appropriate financial and management controls in place to safeguard public funds and funds from other sources.
- Safeguard the assets of the College and prevent and detect fraud.

- Secure the economical and effective management of the College's resources and expenditure.
- The key elements of the College's system of internal financial control, which is designed to discharge the responsibilities set out above, include:
- Clear definitions of the responsibilities of, and the authority delegated to senior managers
- A comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash-flow budgets
- Regular reviews of key performance indicators and business risks and quarterly reviews of financial results involving variance reporting and updates of forecast outturns;
- Clearly defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review within approval levels set by the Board.
- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the Audit Committee and Finance Committee.

The Board of Management (via the Audit Committee) has appointed a professional Internal Audit team, whose annual programme is approved by the Audit Committee, and whose head provides the Board with a report on internal audit activity within the College and an opinion on the adequacy and effectiveness of the College's system of internal control, including internal financial control. Any system of internal financial control can only provide reasonable but not absolute assurance against material misstatement or loss.

Student Accommodation Service
The College operates 2 sites offering student accommodation. One site is owned by the College and is located at the Riverside campus. The other site is a rented accommodation close to the Riverside campus. The aim is to deliver a high quality and safe environment to students at competitive rental and the College generate a surplus.

The vast majority of the surplus is generated by the College accommodation.

2017-18 (£)

	INCOME	EXPENDITURE	SURPLUS
TOTAL	2,252,485	1,619,136	633,349

Catering Service
The College awarded a 4-year contract to Baxter Storey in May 2017 after a competitive tender process, the start date of the contract being 1st August 2017. The tender was prepared based on professional advice, balancing the quality of food and service with the cost of delivery. The aim within the tender was to deliver a high quality service and at no cost to the College.

2017-18 (£)

	INCOME	EXPENDITURE	SURPLUS
TOTAL	1,714,454	1,722,394	7,940

Statement of Internal Control
The Board of Management is responsible for the College's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate risk of failure to achieve business objectives, and can only provide reasonable, not absolute, assurance against misstatement or loss.

The Senior Management Team (SMT) receives regular reports setting out key performance and risk indicators, and considers possible control issues brought to their attention by early warning mechanisms embedded with the operational units. Each Board Committee regularly reviews the Risk Management Action Plans (Risk MAPs) relating to the Strategic Risks within their areas of responsibility.

The Audit Committee's role in internal control is confined to a high level review of the arrangements for internal financial and other control systems. The Board agenda regularly includes consideration of risk management and all reports to the Board and its Committees must include a risk analysis. The Board Committees all receive regular updates to the Risk Management Action Plans for the strategic risks within their areas of responsibility.

The SMT and a range of Board Committees receive regular reports from our internal auditors, and health and safety and environmental monitoring functions, which include recommendations for improvement.

The Board has a process for identifying, evaluating and managing the College's risks that has been in place for the year ending 31 July 2018, up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Board and accords with the internal control guidance as applicable to the further education sector.

The system of internal financial control is based on a framework of regular management information, financial regulations and administrative procedures including the segregation of duties. In particular, it includes:

- Comprehensive budgeting systems with an annual budget approved by the Board
- Regular reviews by the Finance Committee of quarterly and annual financial reports that indicate financial performance against the forecasts
- Setting targets to measure financial and other performance measures
- Procedures for the Board to review and agree the budgets
- Clearly defined capital investment control guidelines

The College has an internal audit service, the focus of which is on key activities determined by an analysis of the areas of greatest risk and in accordance with the annual internal audit plan approved by the Board.

The internal auditors report to the Audit Committee on a regular basis and have direct access to the Chair of the Audit Committee.

The internal auditors have issued an annual report, which gives an opinion of the adequacy, reliability and effectiveness of the College's internal control system.

The Board's review of the effectiveness of the system of internal financial control is thus conducted through the work of the internal auditors, the Board, and the Audit Committee.

The Board of Management has also provided all information to the External Auditors upon request.

The Board members who held office at the date of approval of this report confirm that there is no relevant audit information of which the College's auditors are unaware; and each Board member has taken all necessary steps to be aware of any relevant audit information and to establish the auditors are aware of that information.

Estates Strategy
The College's Estates Strategy comprised the delivery of the new Campus, completion of the external environment (including the landscaping work at Bell's Park to the West of City Campus), as well as the maintenance and disposal of the existing estate, both overseen by the Finance and Physical Resources Committee (see Finance and Estates Section above).

Remuneration and Staff Report

Remuneration policy
The College has a Performance and Remuneration Committee and within the terms of reference is a responsibility to consider senior and executive staff pay levels. The Committee has agreed a process by which these could be benchmarked against the sector, as well as against equivalent Colleges elsewhere in the UK. The Committee agreed an approach with Colleges Scotland which it was noted would be of benefit to all colleges in Scotland, as senior staff pay levels were considered across the sector in future.

The Committee recognised the importance of establishing a clear audit trail of due consideration of VS matters, and senior staff pay, by the PRNC.

Remuneration including salary and pension entitlements

Salary entitlements
The following table provides detail of the remuneration and pension interests of senior management. The figures have been audited by Scott Moncrieff.

	Actual 12 months to 31 July 2018			Actual 12 months to 31 July 2017		
	SALARY	PENSION	TOTAL	TOTAL	PENSION	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Paul Little	155-160	20	175-180	165-170	47	210-215
Janis Carson	10-15	0	10-15	100-105	134	235-240
Stuart Thompson	90-95	39	130-135	80-85	61	145-150
Fares Samara	85-90	8	90-95	80-85	85	165-170
Joanna Campbell	80-85	26	105-110	75-80	33	105-110
Roy Gardner	80-85	31	110-115	70-75	74	145-150
Shelia Lodge	25-30	7	30-35	N/A	N/A	N/A

Note: J Carson was employed for a short period within the reporting year – i.e. to September 2017.

Principal's Salary
The Principal received a salary of £158,000 during the year 2017-18.

Median remuneration
Based on the 12 months' equivalent figure above the banded remuneration of the highest paid official in the organisation in the financial year 2017-18 was £155,000 to £160,000 (2016-17 £165,000-£170,000). This was 4.3 times (2016-17 4.6 times) the median remuneration of the workforce, £36,282 (2016-17 £35,814). These figures have been audited by Scott Moncrieff.

Accrued Pension Benefits
Pension benefits for employees are provided through the Scottish Teacher's Superannuation Scheme (STSS) a defined benefit scheme, which is notionally funded and contracted out of State Earnings Related Pension Scheme and the Local Government Pension Scheme (LGPS) Both STSS and LGPS are final salary pension schemes. This means that pension benefits are based on the final year's pay and the number of years that the person has been a member of the scheme. The scheme's normal retirement age is 65. Contribution rates are set annually for all employees and can be found in note 22. There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to the limit set by the Finance Act 2004. The accrual rate guarantees a pension based on final pensionable salary and years of pensionable service.

Senior Officials Pension
Pension benefits are provided to senior officials on the same basis of all other staff. The accrued pension benefits for senior officials are set out in the table below, together with the pension contributions made by the College.

	Accrued pension at pension age at 31 July 2018	Accrued lump sum at pension age at 31 July 2018	Real increase in pension 1 August 2017 to 31 July 2018	Real increase in lump sum 1 August 2017 to 31 July 2018
	£'000	£'000	£'000	£'000
Paul Little	25-30	0-5	0-2.5	0-2.5
Janis Carson	25-30	85-90	0-2.5	0-2.5
Stuart Thompson	30-35	50-55	0-2.5	0-2.5
Fares Samara	30-35	95-100	0-2.5	2.5-5
Joanna Campbell	15-20	30-35	0-2.5	0-2.5
Roy Gardner	15-20	10-15	0-2.5	0-2.5
Shelia Lodge	0-5	0-5	0-2.5	0-2.5

	CETV at 31 July 2018	CETV at 31 July 2017	Real Increase in CETV
	£'000	£'000	£'000
Paul Little	419	382	37
Janis Carson	617	617	0
Stuart Thompson	488	460	27
Fares Samara	782	741	31
Joanna Campbell	237	209	29
Roy Gardner	214	190	25
Shelia Lodge	8	0	8

Cash Equivalent Transfer Value (CETV)
A cash equivalent transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The value of the accrued benefits has has been calculated on the basis of the age at which the person will first become entitled to receive a pension on retirement without reduction on account of its payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation.

The pension figures shown relate to the benefits that the person has accrued as a consequence of their total Local Government or STSS service and not just their current appointment.

In considering the accrued pension benefits figures the following contextual information should be taken into account:

The figures for pension and lump sum are illustrative only in light of the assumptions set out above and do not necessarily reflect the actual benefits that any individual may receive upon retirement.

Real increase in CETV
This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Staff Costs for Permanent and temporary contracts:

	12 months ended 31 July 2018	12 months ended 31 July 2017
	£000	£000
Employment costs for staff on permanent contracts	45,301	39,586
Employment costs for staff on short term and temporary contracts	4,520	5,126
TOTAL STAFF COST	**49,821**	**44,712**

	Number	Number
Employee numbers for staff on permanent contracts	983	929
Employee numbers for staff on short term and temporary contracts	140	162
TOTAL STAFF FTE	**1,123**	**1,091**

The analysis of staff numbers and costs have been audited by Scott Moncrieff.

Trade Union Facility Time

Number of employees who were relevant union officials during the relevant period:	Full-time equivalent employee numbers:
12	2.8

Percentage of time spent on facility time	Number of employees
0%	
1-50%	10
51-99%	2
100%	0

Percentage of pay bill spent on facility time	
Total cost of facility time:	£128,537
Total pay bill:	£46,617,000
Percentage of the total pay bill spent on facility time:	0.3%

Paid trade union activities	
Time spent on trade union activities as a percentage of total paid facility time hours:	0.3%

Gender

The following chart shows the split of College staff by gender 2017-18

COLLEGE STAFF GENDER 2017/18 (HEAD COUNT)

FEMALE 736 55%   MALE 613 45%
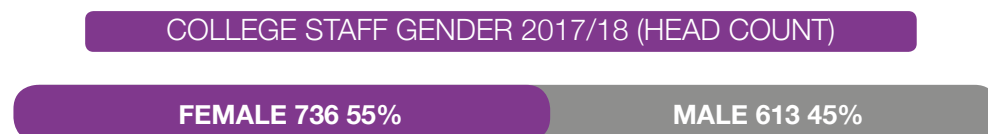
The gender split of the Executive Leadership Team during 2017-18 was 4 male and 3 female members.

Equality, Diversity & Inclusion (ED&I)

The College has an ED&I Policy, which presents our Mainstreaming Vision:

"To nurture an environment in which the equality, diversity and inclusion of students, staff and visitors from all backgrounds are routinely anticipated, expertly accommodated and positively celebrated."

As detailed by the College's ED&I Initiative 2017-2025 , key aspects of effectively mainstreaming the Public Sector Equality Duty across College functions are:

- Strategic management and operations.
- Evidence consideration.
- Student, staff and community engagement and involvement.

The College is committed to developing a diverse workforce which reflects the communities we serve. As such, we will appoint, develop and promote on the basis of merit and ability alone and strive to ensure fairness, advance opportunities and foster respect for all our applicants and staff.

In relation to disabled applicants in particular, we will consider all applications for employment, bearing in mind the aptitudes of the individuals concerned. Where an existing employee becomes disabled every effort is made to ensure that their employment with the College continues. The College's policy is to provide training, career development and opportunities for promotion to disabled staff which are, as far as possible, identical to those for other employees. In support of this, the College has committed to achieving Disability Confident status.

As an Investors in Diversity accredited college, we also understand that it is essential to develop a supportive organisational culture which values people from all sections of society and the contribution each individual can make. In short, we will never discriminate because of:

- Age.
- Disability.
- Gender identity and reassignment.
- Marriage and civil partnership.
- Pregnancy and maternity.
- Race.
- Religion or belief.
- Sex.
- Sexual orientation.

We strive to ensure that all our staff policies, procedures, practices and benefits are inclusive across all these protected characteristics. All Colleges policies, procedures and decisions will undergo an Equality Impact Assessment (EqIA). Please see the ED&I section of the College website for more details.

Voluntary Severance

The College approved 41 staff to leave during the year receiving a voluntary severance packages, the total cost of which was £2,254,000. These figures have been audited by Scott Moncrieff.

The table below summarises the exit package by cost band:

Exit package cost band	Number of Compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
£0-£25,000	0	2	2
£25,000-£50,000	0	10	10
£50,000-£100,000	0	28	28
£100,000-£150,000	0	1	1
Total number of exit packages	0	41	41
Total cost	**£0**	**£2,254,000**	**£2,254,000**

Absence

The proportion of staff absence during 2017-18 was 5.4%.

Consultancies

In 2017-18 the College had approved consultancy expenditure of £255,000.

Approved by order of the members of the Board on 6th December 2017 and signed on its behalf by:

_____Date_____05.12.18_____

Alisdair Barron MBE, Chairman, Board of Management

_____Date_____05.12.18_____

Paul Little, Principal and Chief Executive

Independent Auditor's Report

Independent auditor's report to the members of the Board of Management of the City of Glasgow College, the Auditor General for Scotland and the Scottish Parliament

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Auditor General for Scotland, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements
Opinion on financial statements
We have audited the financial statements in the annual report and accounts of the City of Glasgow College for the year ended 31 July 2018 under the Further and Higher Education (Scotland) Act 1992 and section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Comprehensive Income, Statement of Changes in Reserves, Balance Sheet, and Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the accompanying financial statements:

- give a true and fair view in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council of the state of the college's affairs as at 31 July 2018 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 14 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis of opinion
We conducted our audit in accordance with applicable law and International Standards on Auditing in the UK (ISAs (UK)). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the college in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the college has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about its ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Responsibilities of the Board of Management for the financial statements
As explained more fully in the Statement of the Board of Management's Responsibilities, the Board of Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Board of Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Management is responsible for assessing the college's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

Auditor's responsibilities for the audit of the financial statements
Our objectives
Our objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other information in the annual report and accounts
The Board of Management is responsible for the other information in the annual report and accounts. The other information comprises the information other than the financial statements, audited part of the remuneration and staff report, and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon except on matters prescribed by the Auditor General for Scotland to the extent explicitly stated later in this report.

In connection with our audit of the financial statements in accordance with ISAs (UK), our responsibility is to read all the other information in the annual report and accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Report on regularity of expenditure and income
Opinion on regularity
In our opinion in all material respects the expenditure and income in the financial statements were incurred or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Responsibilities for regularity
The Board of Management is responsible for ensuring the regularity of expenditure and income. We are responsible for expressing an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Report on other requirements
Opinions on other matters prescribed by the Auditor General for Scotland
In our opinion, the audited part of the Remuneration and Staff Report has been properly prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council.

In our opinion, based on the work undertaken in the course of the audit

- the information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council; and
- the information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council.

Matters on which we are required to report by exception
We are required by The Charities Accounts (Scotland) Regulations 2006 to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements and the audited part of the Remuneration and Staff Report are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

_____Date___December 2018_____

Gary Devlin, (for and on behalf of Scott-Moncrieff)

Scott-Moncrieff
Exchange Place 3
Semple Street
Edinburgh, EH3 8BL

Gary Devlin is eligible to act as an auditor in terms of section 21 of the Public Finance and Accountability (Scotland) Act 2000.

Board of Management

Jack McAllister, Anne Peters, George Galloway, Tracey Howe, Megan Cartwright, Graham Mitchell,Principal Paul Little, Paul Clark (College Secretary), Alisdair Barron (Chair), Colin McMurray, Karen Kelly, Jim Gallacher,

Left to right: George Black, David Eaton, Stuart Patrick, Lesley Woolfries (Vice Chair), Robert Morrison, Eric Tottman-Trayner

City of Glasgow College Board of Management 2017-18

Name	Position	Appointed	Reappointed	Resigned/ Tenure Concluded	Committee(s) Served 2017-18
Alisdair Barron (Chair)	CE, Children in Distress	Sept 2010	Dec 2012: July 2015		Students, Staff & Equalities (C), Performance, Remuneration & Nominations, Art Foundation
George Black	Former Chief Executive, Glasgow City Council	June 2015			Audit, Development (C), Performance, Remuneration & Nominations
Megan Cartwright	Student President	July 2017		31 July 2018	Students, Staff & Equalities; Learning & Teaching
David Eaton	Teaching Staff Member	Sept 2010	July 2015		Learning & Teaching
Jim Gallacher	Emeritus Professor of Lifelong Learning, Glasgow Caledonian University	Sept 2010	August 2012: July 2015		Learning & Teaching (C), Performance, Remuneration & Nominations
George Galloway	Owner/Director, GLG Consultancy Ltd	August 2016			Students, Staff & Equalities, Development
Tracey Howe	Professor of Rehabilitation Science, Glasgow Caledonian University	August 2016		.	Learning and Teaching; Finance & Physical Resources
Karen Kelly	Consultant: Financial Management, Governance Programme Oversight and Assurance	June 2015			Finance & Physical Resources (C), Development, Performance, Remuneration & Nominations
Paul Little	Ex Officio; Principal & CEO	Sept 2010			Finance & Physical Resources, Students, Staff & Equalities, Learning & Teaching, Development, PRNC, Art Foundation
Jack McAllister	Student Vice-President	July 2017		31 July 2018	Learning & Teaching
Colin McMurray	Managing Director Clyde Marine Training	Sept 2010	May 2013: July 2015		Students, Staff & Equalities, Audit (C), Performance, Remuneration & Nominations
Graham Mitchell	Managing Director George Davie & Sons Ltd	June 2015			Audit, Students, Staff & Equalities
Robert Morrison	Support Staff Member	July 2015		August 2018	Finance & Physical Resources; Students, Staff and Equalities
Stuart Patrick	Chief Executive, Glasgow Chamber of Commerce	August 2016			Finance & Physical Resources, Development
Anne Peters	Hotel Group Owner & Developer	August 2016			Audit, Development
Eric Tottman-Trayner	Business Development Director, Siempelkamp Nuclear Technology UK	Sept 2010	July 2015		Audit
Lesley Woolfries (Vice Chair)	Capital Project Manager, West Dunbartonshire Council	Jan. 2011	January 2015		Finance & Physical Resources, Performance, Nominations & Remuneration (C)

Financial Statements

16   Financial Statements

<u>CITY OF GLASGOW COLLEGE</u>

<u>STATEMENT OF COMPREHENSIVE INCOME</u>

<u>FOR THE 12 MONTHS ENDED 31 JULY 2018</u>

	Notes	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Income			
Scottish Funding Council grants	5	62,761	59,019
Tuition fees & education contracts	6	18,072	18,248
Other income	7	6,274	4,955
Investment income	8	26	34
Total income before endowments and donations		**87,133**	82,256
Endowments and donations	9	**2,911**	2,410
Total Income		**90,044**	84,666
Expenditure			
Staff costs	10	47,567	44,737
Exceptional Staff costs	10	2,254	110
Other operating expenses	12	17,602	18,245
Transfer to Arms Length Foundation	12	-	-
Depreciation	14,15	10,004	9,528
Exceptional Impairment	15	-	429
Interest and other finance costs	13	14,915	15,112
Total expenditure		**92,342**	88,161
(Deficit) before other gains and losses		(2,298)	(3,495)
Taxation		-	-
(Deficit) for the year		**(2,298)**	(3,495)

The Statement of Comprehensive Income is in respect of continuing activities.

<u>CITY OF GLASGOW COLLEGE</u>

<u>STATEMENTS OF COMPREHENSIVE INCOME</u>

<u>FOR THE 12 MONTHS ENDED 31 JULY 2018</u>

	Notes	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
(Deficit) for the year		(2,298)	(3,495)
Actuarial Gains in respect of pension scheme	22	16,092	1,269
Total Comprehensive Income for the year		**13,794**	(2,226)

<u>CITY OF GLASGOW COLLEGE</u>

<u>STATEMENT OF CHANGES IN RESERVES</u>

<u>FOR THE 12 MONTHS ENDED 31 JULY 2018</u>

	Notes	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Income and Expenditure Reserve			
Opening Balance as at 1 August		(2,039)	(465)
Total Comprehensive Income for the year		13,794	(2,226)
Transfer from the Revaluation Reserve	22	188	652
Closing balance at year end		**11,943**	(2,039)
Restricted Reserve		**483**	510
Revaluation Reserve			
Opening Balance as at 1 August		15,175	10,489
Transfer between revaluation and income and expenditure reserve		(188)	(652)
Revaluation		-	5,338
Closing balance at year end		**14,987**	15,175
Total Reserves		**27,413**	13,646

CITY OF GLASGOW COLLEGE

BALANCE SHEET

AS AT 31 JULY 2018

	Notes	As At 31 July 2018 £000	As At 31 July 2017 £000
Fixed assets			
Intangible assets	14	117	175
Tangible assets	15	187,636	196,307
Investments	16	4	4
Total Fixed assets		187,757	196,486
Current assets			
Stock		22	28
Debtors	17	6,632	4,937
Cash at bank and in hand		7,048	6,093
Total Current assets		13,702	11,058
Creditors - amounts falling due within one year	18	(18,140)	(15,573)
Net current (liabilities)		(4,438)	(4,515)
Total assets less current liabilities		183,319	191,971
Creditors - amounts falling due after one year	19	(9,119)	(12,096)
Provision for Liabilities and Charges	21	(3,929)	(4,990)
Finance Liability		(144,249)	(148,615)
Net assets before pension asset/(liability)		26,022	26,270
Pension asset/(liability)	23	1,391	(12,624)
Total Net Assets		27,413	13,646
Income and Expenditure Reserve	22	11,943	(2,039)
Restricted reserves	22	483	510
Revaluation reserve	22	14,987	15,175
Total Reserves		27,413	13,646

The financial statements on pages 88 to 119 were authorised for issue by the Board of Management on 5th December 2018 and signed on its behalf by:

Alisdair Barron
Chairman

Paul Little
Principal & Chief Executive

CITY OF GLASGOW COLLEGE

STATEMENT OF CASH FLOWS

	Notes	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Cash inflow from operating activities			
Surplus for the year		(2,298)	(3,495)
Adjusting for Non cash items			
Depreciation	15	10,004	9,528
Revaluation		-	429
Impairment	15	12	-
Disposals		-	919
(Increase)/Decrease in stock		6	(4)
(Increase)/Decrease in debtors	17	(1,695)	809
Increase/(Decrease) in creditors	18	2,325	(22)
Increase in provisions	21	(1,061)	52
(Decrease) in Restricted Reserve		(27)	-
Net return on pension liability	22	2,077	1,419
Adjusting for Investing or Financing			
Capital Grants Income		(3,484)	(3,615)
Interest receivable		-	-
Interest payable	13	14,915	15,112
Net cash inflow from operating activities		**20,774**	21,132
Cash flows from investing activities			
Cash payments made to acquire tangible fixed assets	15	(1,287)	(130,580)
Capital grants received		426	8,558
Cash flows from financing activities			
Interest paid		(363)	(312)
Interest element of finance lease and services concession payments		(14,552)	(14,800)
Finance lease creditor	15	-	119,846
Capital element of finance lease and services concession payments	15	(4,043)	(2,592)
Net cash inflow from investments & financing activities		**(19,819)**	(19,880)
Increase in cash and cash equivalents for the year		**955**	1,252
Cash and cash equivalents at start of year		6,093	4,841
Cash and cash equivalents at end of year		**7,048**	6,093

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE 12 MONTHS ENDED 31 JULY 2018

1   GENERAL INFORMATION

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the College's transactions are denominated.

City of Glasgow College is a registered charity (SC036198), incorporated in the United Kingdom. The principal place of business is 190 Cathedral Street Glasgow.

2   STATEMENT OF COMPLIANCE

The financial statements are the College's first statements prepared in accordance with Financial reporting standard 102 'the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' issued by the Financial Reporting Council and the Companies Act 2006. The College's date of transition to FRS 102 is 1 April 2014.

City of Glasgow College meets the definition of a public benefit entity under FRS 102.

Before 2014 the financial statements were prepared in accordance with UK GAAP applicable prior to the adoption of FRS 102, as issued by the Financial Reporting Council and referred to below as 'previous UK GAAP'. Information of the impact of FRS 102 is given in note 30 to these financial statements.

3   STATEMENT OF ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

These financial statements have been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and the Accounts Direction issued thereunder by the Scottish Funding Council which requires compliance with the Statement Of Recommended Practice: Accounting for Further and Higher Education (2015). They conform to guidance published by the Scottish Funding Council.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE 12 MONTHS ENDED 31 JULY 2018

3   STATEMENT OF ACCOUNTING POLICIES

Basis of Accounting

The financial statements are prepared in accordance with the historical cost convention modified by the revaluation of certain fixed assets.

Going Concern

The Board of Management is satisfied that it has adequate resources to continue in operation for the foreseeable future, for this reason the going concern basis continues to be adopted in the preparation of the financial statements.

Recognition of Income

Income from tuition fees and from short-term deposits are credited to the Statement of Comprehensive Income in the period in which they are earned. Income from specific endowments and donations is included to the extent of the relevant expenditure incurred during the period, together with any related contributions towards overhead costs.

Income from contracts and other services rendered is included to the extent of completion of the contract or service concerned. This is generally equivalent to the sum of the relevant expenditure incurred during the period and any related contributions towards overhead costs.

Grant Funding

Government revenue grants including the funding council block grant are recognised in income over the periods in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and more than one year as appropriate.

Grants from non government sources are recognised in income when the College is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Maintenance of Premises

The cost of planned and routine corrective maintenance of the College estate is charged to the Statement of Comprehensive Income as incurred.

Tangible Fixed Assets

a.   Land and buildings

The College's land & buildings are valued on the most appropriate basis depending on their planned future use. The basis of valuation was Depreciated Replacement Cost for the City, Riverside and Townhead buildings as these sites are not planned to be sold. The land at Allan Glen's and St David's has been valued on an existing use valuation basis. The buildings which the College intends to sell have all been valued at open market value. Where the College has undertaken specific capital improvement works on its buildings exceeding £10,000, these have been added to Land and depreciated over a useful economic life equivalent to the remaining life of the whole building. These works are included within the periodic valuations obtained by the College.

Finance costs which are directly attributable to the construction of land and buildings are not capitalised as part of the cost of those assets.

Buildings under construction are accounted for at cost, based on the value of architect's certificates and other direct costs incurred to the year end.

Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College of between 20 and 125 years, as identified by the valuer, except where the valuer has identified that they should be depreciated over a useful economic life equivalent to the remaining life of the whole building. Building improvements are depreciated over a useful economic life equivalent to the remaining life of the whole building.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying amount of the fixed asset may not be recoverable. In the event an impairment adjustment is required the College would recalculate the useful economic life of the asset, charge accelerated depreciation and deferred grant to the Statement of Comprehensive Income.

Where land and buildings are acquired with the aid of specific grants they are capitalised and depreciated as above.

Where land and buildings are funded by government grants, the grants are recognised as income over the period in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it is recognised as deferred income with creditors and allocated between creditors due within one year and due after more than one year as appropriate.

a.   Land and buildings

Where land and buildings are funded by grants from non government sources, the grants are recognised in income when the College is entitled to the income and performance related conditions have been. Income received in advance of performance conditions being met is recognised as deferred income with creditors on the balance sheet and released to income when performance conditions have been met.

b.   Equipment

Equipment costing less than £10,000 is written off to the Statement of Comprehensive Income in the period of acquisition. All other equipment is capitalised at cost. Capitalised equipment is depreciated over its useful economic life of four years; except for specialised Engineering and Nautical equipemnt which is depreciated over 20 years.

Where equipment is acquired with the aid of specific grants it is capitalised and depreciated in accordance with the above policy.

Where equipment is funded by government grants, the grants are recognised as income over the period in which the College recognises the related costs for which the grant is intended to compensate. Where part of a government grant is deferred it is recognised as deferred income with creditors and allocated between creditors due within one year and due after more than one year as appropriate.

Where equipment is funded by grants from non government sources, the grants are recognised in income when the College is entitled to the income and performance related conditions have been. Income received in advance of performance conditions being met is recognised as deferred income with creditors on the balance sheet and released to income when performance conditions have been met.

Intangible Fixed Assets

When expenditure the recognition creteria for capitalisation as set out in FRS 102 18.4 and 18.8H, the asset will be depreciated on a straight line basis over its useful economic life.

Leased assets

Assets which are held under hire purchase contracts which have the characteristics of finance leases are depreciated over their useful lives.

Investments

Fixed asset investments that are not listed on a recognised stock exchange are carried at historical cost less any provision for impairment in their value.

Current asset investments are included at the lower of their cost and net realisable value.

Stocks

Stocks are stated at the lower of their cost and net realisable value. Where necessary, provision is made for obsolete, slow moving and defective stocks.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE 12 MONTHS ENDED 31 JULY 2018

Taxation

The College is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the College is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The College is partially exempt in respect of Value Added Tax, so that it can only recover a minor element of VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

Provisions

Provisions are recognised when the College has a present legal or constructive obligation as a result of a past event, it is probable that a transfer of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Agency arrangements

The College acts as an agent in the collection and payment of certain Student Support Funds. These funds are excluded from the Statement of Comprehensive Income, and movements have been disclosed in the notes to the accounts. Where the College has more discretion in the manner in which specific funds are disbursed, and those funds do not meet the definition of agency funds, the income and expenditure relating to those funds are shown in the College Income and Expenditure Account.

Pension Schemes

The College participates in two multi-employer defined benefit pension schemes. Teaching staff may join the Scottish Teachers' Superannuation Scheme (STSS), which is administered by the Scottish Public Pensions Agency. The College is unable to identify its share of the underlying assets and liabilities of the STSS on a consistent and reasonable basis and therefore, as required by FRS 102, accounts for its participation in the STSS as if it were a defined contribution scheme. As a result, contributions are charged to the Statement of Comprehensive Income as they arise. This is expected to result in the pension cost being a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of periodic valuations using the projected unit basis.

Administrative and support staff may join the Strathclyde Pension Fund, which is administered by Glasgow City Council and which requires contributions to be made to its number 1 fund. The Fund is a defined benefit pension scheme, providing benefits based on final pensionable pay, which is contracted out of the State Earnings-Related Pension Fund. Assets and liabilities of the Fund are held separately from those of the College. Fund assets are measured using market values. For quoted securities the current bid price is taken as market value. Fund liabilities are measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE 12 MONTHS ENDED 31 JULY 2018

Pension Schemes

Contributions to the Fund are calculated so as to spread the cost of pensions over employees' working lives with the College. The contributions are determined by an actuary on the basis of triennial valuations using the Age Attained Method. The actuaries also review the progress of the scheme in each of the intervening years. Variations from regular cost are spread over the expected average remaining working lifetime of members of the Fund, after making allowances for future withdrawals. The expected cost of providing staff pensions to employees contributing to the Fund is recognised in the income and expenditure account on a systematic basis over the expected average remaining lives of members of the funds in accordance with FRS102 and recognises retirement benefits as the benefits are earned and not when they are due to be paid.

Full provision is made in these financial statements for future pension contributions in respect of employees who have been permitted to take early retirement without any reduction in their pension entitlements.

Employee Benefits

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employee render service to the College. Any unused benefits are accrued and measured as the additional amount the College expects to pay as a result of the unused entitlement.

Employee termination benefits must be in accordance with the Glasgow Colleges Regional Board policy. Costs are recognised as an expense when the liability is contractually incurred.

Liquid resources

Liquid resources included sums on short term deposits with recognised banks.

Financial Instruments

The College does not hold any complex financial instruments. The only financial instruments included in the financial statements are financial assets in the form of cash and cash equivalents as well as trade payables and other current assets and financial liabilities in the form of trade receivables and other current liabilities.

All material amounts of trade receivables and other current assets due at 31 July 2018 have been brought into the Statement of Comprehensive income irrespective of when actual payments were received.

All material amounts of trade payables and other current liabilities outstanding at 31 July 2018 have been brought into the Statement of Comprehensive income irrespective of when actual payments were made.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE 12 MONTHS ENDED 31 JULY 2018

4   CRITICAL JUDGEMENTS AND ESTIMATES

In preparing the financial statements, the Board of Management make estimates and assumptions which affect reported results, financial position and disclosure of contingencies. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future may differ from such estimates.

Revaluation of Land and Buildings

The College carries its land and buildings at fair value, with changes in fair value being recognised in profit and loss. The College engaged independent valuation specialists to determine fair value at 31 August 2016 for the City campus. The valuer used a valuation technique based on a depreciated replacement cost. The key assumptions used to determine the fair value of land and buildings are further explained in note 14.

Pension and other employment costs

The present value of the defined benefit pension and other post-employment benefit obligations depends on a number of assumptions. The assumptions used in determining net cost (income) for pension and other post employment benefits include the discount rate. Any changes in these assumptions will have an effect on the carrying amount of pension and other post employment benefits.

After taking appropriate professional advice, the Board of Management determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations.

In determining the appropriate discount rate, consideration is given to the interest rates of high quality corporate bonds that are denominated in the currency in which the benefits are to be paid and that have terms to maturity approximating the terms of related pension liability.

Other key assumptions relevant to the defined benefit pension and other post employment benefit obligations are based on current market conditions. Additional disclosures concerning these obligations are given in note 22.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
5 SFC GRANTS		
Recurrent grant (includes fee waiver grant)	33,880	32,628
Specific grants		
Childcare Funds	932	1,011
Estates	1,190	450
ESF	2,580	1,901
New Campus Glasgow	20,064	18,792
Other	631	622
Release of deferred capital grants		
Buildings	213	571
Equipment	3,271	3,044
	62,761	59,019
6 TUITION FEES AND EDUCATION CONTRACTS		
Higher education - Home and EU	9,343	9,141
Further education - Home and EU	1,335	1,163
Commercial income generating activities	3,806	3,909
Non EU students	1,727	1,964
	16,211	16,177
Education contracts	1,861	2,071
	18,072	18,248
7 OTHER INCOME		
Residences & Catering	3,968	3,506
Other income	2,306	1,449
	6,274	4,955
8 INVESTMENT INCOME		
Investment Income	26	34
Net return on pension (liability)	-	-
	26	34
9 DONATIONS AND ENDOWMENTS		
College Foundation	**2,911**	2,410
	2,911	2,410

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
10 STAFF COSTS		
Recurring Staff Costs:		
Wages and Salaries	37,169	34,853
Social Security Costs	3,708	3,365
Other Pension Costs	5,740	5,108
Pension fund adjustment (Note 22)	1,714	1,107
Pension Provision (Note 21)	(764)	304
	47,567	44,737
Exceptional Staff Costs:		
Severance	**2,254**	110
Total Staff Costs	**49,821**	44,847

All severance costs were approved by the Executive Leadership Team.

Split as follows:

Academic Teaching departments	35,477	31,155
Academic Teaching services	3,766	3,079
Administration and central services	6,752	6,872
Premises	1,863	1,818
Other expenditure	695	965
Catering & Residencies	1,268	958
Total Staff Costs	**49,821**	44,847

Staff Numbers:

The average number of persons (including senior post holders) employed by the College during the period, as expressed as a full-time equivalent, was:

	Number	Number
Academic Teaching departments	745	697
Academic Teaching services	98	109
Administration and central services	136	137
Premises	71	82
Other	19	23
Residencies & Catering	54	43
	1,123	1,091

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
10 STAFF COSTS		
Employment costs for staff on permanent contracts	45,301	39,721
Employment costs for staff on short term and temporary contracts	4,520	5,126
	49,821	44,847
	Number	Number
Employee numbers for staff on permanent contracts	983	929
Employee numbers for staff on short term and temporary contracts	140	162
	1,123	1,091

The number of higher paid staff, including the Principal, who received emoluments including benefits in kind and excluding pension contributions in the following range.

	12 Months Ended 31 July 2018 No. Of Higher Paid Staff Inc Severance	12 Months Ended 31 July 2018 No. Of Higher Paid Staff	12 months ended 31 July 2017 No. Of Higher Paid Staff
£60,000 to £69,999	9	11	9
£70,000 to £79,999	3	2	3
£80,000 to £89,999	6	3	3
£90,000 to £99,999	14	1	-
£100,000 to £109,999	3	-	1
£110,000 to £119,999	8	-	-
£150,000 to £159,999	1	1	-
£160,000 to £169,999	4	-	1
£190,000 to £199,999	1	-	-

A consolidated pay award of £425 or 1% was made with effect from 1 April 2017 to all support and management staff. The payrise for 2018 has yet to be agreed. The teachers payrise has yet to be agreed for 2017 and 2018.

The number of senior management staff who received emoluments including benefits in kind and excluding pension contributions in the following range.

	12 Months Ended 31 July 2018 No. Of Higher Paid Staff	12 months ended 31 July 2017 No. Of Higher Paid Staff
£70,000 to £79,999	1	2
£80,000 to £89,999	2	2
£90,000 to £99,999	1	-
£100,000 to £109,999	-	1
£150,000 to £159,999	1	-
£160,000 to £169,999	-	1

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018	12 months ended 31 July 2017
11 SENIOR POST- HOLDERS' EMOLUMENTS		
	Number	Number
The number of senior post-holders including the Principal:	6	6
Senior post-holders' emoluments are made up are follows:		
	£000	£000
Salaries	540	584
Benefits in kind	-	-
Severance	111	110
Pension contributions	98	103
Total emoluments	749	797
Emoluments of the principal:		
Salary	158	165
Bonus	-	-
Benefits in kind	-	-
	158	165
Pension contributions	27	27

The Principal received a consolidated pay award with effect from 1 April 2017 of 1% .The 2018 payrise has still to be agreed.

The members of the Board of Management other than the principal and the staff members did not receive any payments from the institution other than travel and subsistence expenses incurred in the course of their duties.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

12   ANALYSIS OF EXPENDITURE

	Staff Costs £000	Other Operating Expenses £000	Depr'n £000	Interest & Finance £000	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Academic Teaching departments	35,477	2,600	6,348	-	44,425	39,725
Academic Teaching services	3,766	1,293	-	-	5,059	4,331
Administration and central services	6,752	3,567	-	-	10,319	11,280
Premises	1,863	6,475	3,656	14,552	26,546	26,983
Other expenses	695	523	-	363	1,581	1,949
Residences & Catering	1,268	2,212	-	-	3,480	2,882
Childcare	-	932	-	-	932	1,011
Transfer to Foundation	-	-	-	-	-	-
	49,821	17,602	10,004	14,915	92,342	88,161

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Other Operating Expenses include:		
Auditor's Remuneration (including irrecoverable VAT)		
- internal audit	36	33
- external audit	38	40
- other services - external auditors	5	4
- other services - internal auditors	-	-
Agency staff costs	287	648

13   INTEREST AND OTHER FINANCE COSTS

NPD contract	14,552	14,800
Net pension financing cost	363	312
	14,915	15,112

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	*12 months ended 31 July 2017 £000*
14 INTANGIBLE FIXED ASSETS		
	£000	*£000*
Cost or Valuation		
At 1 August 2017	230	-
Additions	-	230
At 31 July 2018	**230**	**230**
Depreciation		
At 1 August 2017	55	-
Charge for period	58	55
At 31 July 2018	**113**	**55**
Net book value at 31 July 2018	**117**	**175**
Net book value at 1 August 2017	175	-
Represented by:		
Inherited	-	-
Financed by capital grant	-	-
Other	117	175
At 31 July 2018	**117**	**175**

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

15   TANGIBLE FIXED ASSETS

	Assets under Construction £000	Land and Buildings £000	Equipment £000	Total £000
Cost or Valuation				
At 1 August 2017	-	182,385	27,531	209,916
Additions	-	306	981	1,287
Disposals	-	-	(718)	(718)
Transfer to Assets	-	-	-	-
Impairment		-	(22)	(22)
Revaluation	-	-	-	-
At 31 July 2018	**-**	**182,691**	**27,772**	**210,463**
Depreciation				
At 1 August 2017	-	4,545	9,064	13,609
Charge for period	-	3,656	6,290	9,946
Disposals	-	-	(718)	(718)
Impairment		-	(10)	(10)
Written back on revaluation	-	-	-	-
At 31 July 2018	**-**	**8,201**	**14,626**	**22,827**
Net book value at 31 July 2018	**-**	**174,490**	**13,146**	**187,636**
Net book value at 1 August 2017	-	177,840	18,467	196,307
Represented by:				
Inherited	-	12,295	-	12,295
Financed by capital grant	-	6,540	5,886	12,426
Other	-	155,655	7,260	162,915
At 31 July 2018	**-**	**174,490**	**13,146**	**187,636**

The College's land and buildings were subject to an independent valuation performed by James Barr, Chartered Surveyors at 31 July 2013 for all the old campuses, on 31 July 2016 for the Riverside campus and 31 August 2016 for the city campus by GVA Grimley. The basis of valuation identified in the full valuation was Depreciated Replacement Cost (as defined by the Statements of Asset Valuation Practice and Guidance notes issued by the Royal Institution of Chartered Surveyors). Allan Glen's and St David's land has been valued on an existing use valuation basis. The buildings which the College intends to sell have been valued at open market value.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
15 TANGIBLE FIXED ASSETS		
Depreciation based on cost	9,816	9,394
Depreciation based on valuation	188	563
	10,004	9,957

If inherited land and buildings had not been valued they would have been included at £NIL (2017: £NIL).

Land and buildings with a net book value of £12,295,000 have been funded from local authority sources. These assets may not be disposed of without the prior approval of the Scottish Funding Council (SFC) and the College would have to use the sale proceeds with the instructions of the SFC.

Included within land and buildings is £38,000 of leasehold land, the remainder is classed as freehold land and buildings.

New Campus

The College procured its new campus buildings (Riverside & City campus) using the Scottish Futures Trust's Non-Profit Distributing (NPD) model. The buildings were handed over to the College in August 2015 and August 2016 in time for the start of the academic sessions. The buildings design combines an inspirational external appearance with a technologically advanced and functional fit-out to cater for the College's broad FE and HE curricula.

The new NPD assets have been capitalised and are included as fixed assets under land and buildings. The buildings will be depreciated over their expected useful lives of 50 years on a straight line basis. As required by FRS102 the NPD assets are stated at fair value; they were valued by GVA Grimley, Chartered Surveyors using the UKGN2 Depreciated Replacement Cost method of valuation as at 31st July 2016 and 22nd August 2016.

The related debt is included in the balance sheet as a creditor and is repaid over a 25 year term. The College makes monthly unitary charge payments which include the capital element of the loan together with interest, facilities management and building lifecycle costs which are reported in the Statement of Comprehensive Income. The Scottish Funding Council provides the College with grants to fund the unitary charge payments with the exception of the facilities management costs and 50% of the building lifecycle costs.

The amounts disclosed last year as Assets Under Construction related to the City Campus have now been duly transferred to the main Land and Buildings category and form part of the overall value of the New Campus and are depreciated as part of the whole.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
15 TANGIBLE FIXED ASSETS		

The New campus was completed in August 2016, the element of the building and equipment held under a service concession arrangement at the balance sheet date is as follows :

Cost	156,318	156,318
Depreciation	(10,920)	(5,662)
Revaluation	(1,319)	(1,319)
Net Book Value as at 31 July 2018	**144,079**	149,337

Included in the above is the element of the exceptional impairment that relates to the asset held under the service concession arrangement.

The value of the liabilities resulting from the service concession arrangement at the balance sheet date is as follows:

Initial Liability	152,658	35,404
Addition during year	0	119,846
Repayments in year	(4,043)	(2,592)
Net Book Value as at 31 July 2018	**148,615**	152,658

The following table analyses the College's future payments in relation to the service concession arrangement :

	Payable in 1 year £000	Payable in 2-5 years £000	Payable later than 5 years £000	Total £000
Liability repayments	4,366	20,429	123,820	148,615
Finance charge	14,167	52,205	126,078	192,450
Service arrangements	3,360	14,939	140,338	158,637
	21,893	**87,573**	**390,236**	**499,702**

16 INVESTMENTS

INVESTMENTS

Government stock at cost	**4**	4

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	*12 months ended 31 July 2017 £000*
17 DEBTORS		
Trade Debtors	2,445	2,553
Prepayments and accrued income	4,187	2,384
	6,632	4,937

Trade Debtors are shown after the deduction of a bad debt provision.

18   CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

Trade creditors	1,313	1,748
Other taxation and social security	1,207	966
Deferred Income - Government Capital Grants	3,327	3,408
Accruals & deferred Income	7,927	5,408
Finance liability	4,366	4,043
	18,140	15,573

19   CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

Deferred Income - Government Capital Grants	**9,119**	12,096
TOTAL	**9,119**	12,096

20   FINANCIAL INSTRUMENTS

Financial assets

Financial assets measured at amortised cost	**12,866**	9,861

Financial liabilities

Financial liabilities measured at amortised cost	**155,647**	159,570

Financial assets measured at amortised cost comprise trade debtors and accrued income.

Financial liabilities measured at amortised cost comprise trade creditors and other creditors and accruals.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

21   PROVISION FOR LIABILITIES AND CHARGES

The provision is for future pension liabilities arising from staff early retirements and the equalisation of pension contributions under the Strathclyde Pension Fund (SPF) and Scottish Teachers Superannuation Scheme (STSS) pension schemes.

The value of the provision has been calculated based on actuarial tables produced by the Government Actuary Department on behalf on SFC. The College has used 0.0% Net Interest Rate when applying the actuarial tables.

Pension Provision	**2018 £000**	**2017 £000**
Balance at beginning of period	4,990	4,938
Expenditure in the period	(297)	(253)
Transferred from income and expenditure account	(764)	305
Balance at end of period	**3,929**	4,990

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
22 RESERVES		
General Reserves		
Opening balance at 1 August 2017	(2,039)	(465)
(Deficit) on continuing operations after depreciation of assets at valuation	(2,298)	(3,495)
Transfer from revaluation reserve	188	652
Actuarial gain in pension scheme	16,092	1,269
At 31 July 2018	**11,943**	(2,039)
Represented by:		
Income & Expenditure Reserve		
Balance at 1 August 2017	10,585	12,009
(Deficit) on continuing operations after depreciation of assets at valuation	(2,298)	(3,495)
Transfer from pension reserve	2,077	1,419
Transfer from revaluation reserve	188	652
At 31 July 2018	**10,552**	10,585
Pension Reserve		
Balance at 1 August 2017	(12,624)	(12,474)
Current service cost	(3,626)	(2,634)
Curtailments	-	-
Employer contributions	1,912	1,527
Net return on (liabilities)	(363)	(312)
Transfer (to) income & expenditure account	(2,077)	(1,419)
Actuarial Gain	16,092	1,269
At 31 July 2018	**1,391**	(12,624)
Reconciliation		
Income & Expenditure Reserve	10,552	10,585
Pension Reserve	1,391	(12,624)
At 31 July 2018	**11,943**	(2,039)

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
22 RESERVES		
Restricted Reserves		
Balance at 1 August 2017	510	510
Movement on restricted funds	(27)	-
At 31 July 2018	483	510
Revaluation Reserve		
Balance at 1 August 2016	15,175	10,489
Transfer to income & expenditure account	(188)	(652)
Revaluation in year	-	5,338
At 31 July 2018	14,987	15,175

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000

23   PENSION COMMITMENTS

The College's employees belong to one of the two principal pension schemes, the Scottish Teachers Superannuation Scheme (STSS) and the Strathclyde Pension Fund (SPF).

College Pension Costs

SPF	2,078	1,712
STSS	3,662	3,396
Unfunded Pensions	(764)	304
Pension Charge	1,714	1,107
Total Pension Costs	**6,690**	6,519

Scottish Teachers' Superannuation Scheme (STSS)

The STSS is a multi-employer pension scheme and the Scottish Public Pensions Agency have indicated that at the moment they are not able to identify the net share of underlying assets and liabilities for each employer on a "consistent and reasonable basis". Therefore in accordance with FRS 102, contributions to the scheme are accounted for as if it were a defined contribution scheme.

The Scottish Teachers' Superannuation Scheme is an unfunded defined benefit scheme. Contributions on a pay as you go basis are credited to the Exchequer under arrangements governed by the Superannuation Act 1972. A notional asset value is ascribed to the Scheme for the purpose of determining contribution rates.

The pension cost is assessed every four years in accordance with the advice of the government. The valuation as at 31 March 2016 was not yet complete at the balance sheet date.

Valuation date	31 March 2012
Valuation method	Project Unit
Value of notional assets	£19,600 million
Rate of Return (Discount rate)	5.1%
Salary scale increases per annum	CPI inflation plus 2.75%
Pension increases per annum	2.0%

A valuation of the STSS scheme was carried out as at 31st March 2012. Employer contribution rates are reviewed every four years following a scheme valuation from the Government actuary, with further changes made as a result of interim reviews. The employer's contribution rate was 14.9% of pensionable pay from 1 August 2015 but rose to 17.2% from 1 September 2015.

For the period 1 August 2018 to 31 July 2019, the employee contribution rate was 6.4% to 12.4% dependant on salary.

The pension costs are assessed in accordance with the advice of independent qualified actuaries.

CITY OF GLASGOW COLLEGE

NOTES TO THE FINANCIAL STATEMENTS

23   PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

The Strathclyde Pension Fund (SPF) is a funded defined benefit scheme and has its assets held in separate trustee administered funds.

The pension cost is assessed every three years in accordance with the advice of a qualified independent actuary. The assumptions and other data that have the most significant effect on the determination of the contribution levels are as follows:

Valuation date		31-Mar-14
Valuation method		Projected Unit
Market value of assets		£19,699 million
Actuarial assumptions	- pre-retirement discount rate	3.7%
	- post retirement discount rate	3.3%
	- salary increase rate	3.6%
	- pension increase rate	2.4%

For the purposes of FRS 102 an actuarial valuation was calculated by the actuary as at 31 July 2018.

The major assumptions used by the actuary and agreed by the College Board were:

Financial Assumptions	31-Jul-18	31-Jul-17
Pension Increase Rate	2.4%	2.5%
Salary Increase Rate	3.6%	4.5%
Discount Rate	2.8%	2.7%

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2012 model assuming current rates of improvements have peaked and will converge to a long term rate of 1.5% p.a. for males and 1.25% p.a. for females. Based on these assumptions, average future life expectancies at age 65 are summarised below:

	Male	Female
Current Pensioners	21.4	23.7
Future Pensioners	23.4	25.8

23   PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

The assets in the scheme and the expected rate of return at the last actuarial review date were:

	Value at 31-Jul-18	Value at 31-Jul-17
	£000	£000
Equities	46,268	46,524
Bonds	15,904	9,174
Property	7,952	7,208
Cash	1,446	2,621
Total	**72,293**	**65,527**

Commutation

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2009 service and 75% of the maximum tax-free cash for post-April 2009 service.

The following amounts represent the College's share of the scheme at 31 July 2018 and were measured in accordance with the requirements of FRS 102:

	31-Jul-18 £000	31-Jul-17 £000
Fair value of employer assets	72,293	65,527
Present value of defined benefit obligations (liabilities)	(70,902)	(78,151)
Net (under) funding in Funded Plans	1,391	(12,624)
Net pension (liability)	**1,391**	(12,624)

Amount charged to staff costs (Note 10)

Current service cost	3,626	2,634
Curtailments and settlements	-	-
Less: contributions paid	(1,912)	(1,527)
	1,714	1,107

Amount (credited) to investment income

Interest cost	2,147	1,689
Expected return on pension scheme assets	(1,784)	(1,377)
	363	312
Net revenue account income	**2,077**	1,419

	2018 £000	2017 £000
Movement in (deficit) during the year		
(Deficit) in scheme at beginning of the year	**(12,624)**	(12,474)
Movement in year:		
Total Service cost	**(3,626)**	(2,634)
Total net interest	**(363)**	(312)
Employer Contributions	**1,912**	1,527
Remeasurements	**16,092**	1,269
(Deficit) in scheme at end of the year	**1,391**	(12,624)

Reconciliation of defined benefit obligations (liabilities)

Opening defined benefit obligation (liabilities)	78,151	69,544
Current service cost	3,626	2,634
Interest cost	2,147	1,689
Contributions by members	603	483
Remeasurements	(12,281)	5,138
Benefits paid	(1,344)	(1,337)
	70,902	78,151

23   PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

Reconciliation of fair value of employer assets	2018	2017
	£000	£000
Opening fair value of employer assets	65,527	57,070
Interest on plan assets	1,784	1,377
Contributions by members	603	483
Contributions by employer	1,912	1,527
Return on assets	3,811	6,407
Benefits paid	(1,344)	(1,337)
	72,293	65,527

The contribution rates are set by the scheme actuaries.

	Employer rates	Employee contribution rates (based on employee pensionable pay)
1st August 2017 to 31st July 2018	19.30%	5.5% - 12%
1st August 2018 to 31st July 2019	19.30%	5.5% - 12%

The actuary of the SPF scheme has set higher employer contribution rates to recover the scheme net liability. The fund has sufficient assets to cover all of the benefits that had accrued to members after allowing for future increases in earnings.

The employer contributions for the year to 31 July 2018 will be approximately £1,912,000.

An amount of £3,929,000 is included in provisions (note 21), which represents future pension costs arising from early retirements.

24   ANALYSIS OF CHANGES IN NET FUNDS

	At 1 Aug 2017 £000	Cash Flow £000	Other Non-Cash Changes £000	At 31 July 2018 £000
Short Term Investments	-	-	-	-
Cash	6,093	955	-	7,048
Total	**6,093**	**955**	**-**	**7,048**

25   CAPITAL COMMITMENTS

	12 months ended 31 July 2018 £000	12 months ended 31 July 2017 £000
Authorised but not contracted for at the year end	**550**	-
Authorised and contracted for at the year end	**342**	754

The new campus for the College cost £228 million. The College contribution to the new campus is £19 million and the balance remaining to be spent is included in the future authorised capital commitments. The NPD contract for the new campus was awarded to Glasgow Learning Quarter Consortium in August 2013.

26 STUDENT SUPPORT FUNDS

	12 months ended 31 July 2018				*12 months ended 31 July 2017*
	£000	*£000*	*£000*	*£000*	*£000*
	Bursary Funds	EMA	Other	**Total**	**Total**
Balance b/fwd	-	(38)	-	(38)	31
Allocation received in year	6,698	390	1,991	9,079	8,050
Expenditure	(6,698)	(376)	(1,905)	(8,979)	(8,119)
Repaid as clawback	-	-	-	-	-
Virements	-	-	-	-	-
Balance c/fwd	**-**	**(24)**	**86**	**62**	**(38)**

Represented by:

Repayable to Funding Council as clawback	-	-	86	-	31

These grants are available solely for student support payments and therefore are excluded from the Statement of Comprehensive Income.

	12 months ended 31 July 2018	*12 months ended 31 July 2017*
FE and HE Childcare Fund	*£000*	*£000*
Balance b/fwd	-	-
Allocation received in year	932	1,011
Expenditure	(932)	(1,011)
Virements	-	-
Balance c/fwd	**-**	**-**

27 CONTINGENT LIABILITIES

The College has no contingent liabilities to disclose.

28 POST BALANCE SHEET EVENTS

There were no material post balance sheet events.

29 RELATED PARTY TRANSACTIONS

SFC is regarded as a related party. During the period City of Glasgow College had various material transactions with SFC and with other entities for which SFC is regarded as the sponsor Department via: Student Awards Agency for Scotland, Scottish Enterprise and a number of other colleges and higher education institutions.

Glasgow Colleges' Regional Board (GCRB) is also regarded as a related party. As GCRB is not yet a fundable body during the year the College acting as a paying agent for GCRB. As the transactions relate to GCRB they are not included within the Statement of Comprehensive Income.

All transactions involving organisations in which a member of the Board of Management may have an interest are conducted at arm's length and in accordance with normal project and procurement procedures. The College had transactions during the period, or worked in partnership with, the following publicly funded or representative bodies in which a member of the College Board of Management has an interest and which in aggregate exceeded £20,000.

		£000	
Clyde Marine	Sales	1,696	C McMurray Director
Glasgow Caledonian University	Sales	860	J Gallacher Emeritus Professor - Lifelong Learning
Glasgow Chamber of Commerce	Purchases	20	S Patrick Chief Executive

The balance due to the College by the above organisations at 31 July 2018 which is included within trade debtors is £886,000.

CITY OF GLASGOW COLLEGE

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