

CITY OF GLASGOW
COLLEGE

Annual Report 2014-15



Believe it. Achieve it.



CONTENTS

Introduction	4
Mission, Vision, Values and Behaviours.....	6
Chairman's Statement	7
Principal's Statement	8
Learning and Teaching.....	10
Performance, Remuneration and Nominations...	22
Students, Staffing and Equalities	30
Finance and Physical Resources	44
Development	54
Audit.....	56
Board Evaluation	62
Statements:	
Responsibilities, Governance, Internal Control ...	64
Independent Auditor's Report	70
Board of Management	72
Financial Statements	76

Introduction

At the centre of Scotland's historic industrial City of Glasgow, and on the banks of the celebrated River Clyde, City of Glasgow College is one of the country's major education providers. Around 1.2m people live in the Greater Glasgow area, and almost twice that number, around 40% of Scotland's population, live in the regional conurbation. Approximately 45% of our students are from Glasgow, the rest come from other parts of Scotland, the UK, and from many other countries across the world. In 2014-15 we welcomed students from almost 130 different countries, helping to create a diverse and vibrant student population of which the College is very proud. As stated in the College's Equality, Diversity and Inclusion Mainstreaming Vision, our commitment is:

"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."

The College offers a wide range of educational and training opportunities at levels ranging from foundation courses through to Higher National Diplomas, as well as a number of degree programmes with our Higher Education partners. There are opportunities at the College to study at a level that encourages success and progression, enabling our students to reach their full potential and improve their life chances, regardless of background or protected characteristic.

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

- Business
- Leisure and Lifestyle
- Building, Engineering and Energy
- Education and Society
- Nautical Studies
- Creative Industries

The College maintains a commitment to innovation in learning and teaching, and ensures that its students benefit from industry-relevant learning, so that the skills that are gained are those skills valued by employers. Our students can leave the College confident that the project based approach to learning provided by the College has prepared them with the skills to enter the world of industry with success.

2014-15 was a landmark year for the College, as the new Riverside Campus was completed for students and staff returning for the new session. The new City Centre Campus is due for completion by August 2016, with the campus development fully completed in 2017. This development represents a £228m investment, to create custom-designed, industry-standard, creative learning and working environments in the heart of the City.





Annual Report 2014-15

This Annual Report provides a balanced view of the activities and performance of the College in the period 2014-15. 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 redesigned its Annual Report to reflect the strategic focus of the individual Board Committees, thereby providing a more rounded, account of the College’s activities, functions, and responsibilities. This report follows that structure. Each Board Committee worked to a planned work schedule, developed for the first time in 2014-15, and the committee annual reports provided a basis for reporting the committees’ activities within this report.

The aim is “to produce a report to stakeholders that gives a complete picture of a company’s financial and non-financial profiles in such a way that the report is holistic and reliable ¹”.

The Board of Management acknowledges that the best interests of the College equate 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 celebrates the success of the College through that of our students, staff, and partnerships, in helping to fulfill aspirations, support industry, build communities, and in doing so, enhancing people’s lives.

¹ (Ref. “King’s Counsel” Executive Guide to King III; PriceWaterhouseCoopers, (PWC) 2009).



OUR MISSION

We will deliver world class learning for individuals and enterprises, for Glasgow, Scotland, and the International community.

OUR VISION

As a world class institution of the future, we seek to redefine the learners' experience of a college education. Our staff, clustered in Schools of national expertise, will pioneer new ways of learning, with seamless learning support opportunities.

Our curriculum and international partnership sharing will encourage individual learners to flourish, amidst an inclusive and diverse learning community.

Our vision is to be a positive catalyst for change via our centres of excellence, and, in partnership with other civic institutions, to regenerate and renew Glasgow City Centre and the riverside.

OUR VALUES

- The individual.
- Equality, diversity and inclusiveness.
- Integrity, honesty and transparency.
- Excellence and achievement.
- Partnership.
- Innovation and enterprise.

OUR BEHAVIOURS

Values reflect core beliefs and ethics. Behaviours display attitude and approach. Together they are key to the way we learn and work at City of Glasgow College.



Chairman's Statement

It is with a sense of considerable privilege that I preface this report as Chair of the Board of Management for 2014-15. It has been a great pleasure to work with a team of Board members who give so willingly and freely of their time, their expertise, and their experience, and I am grateful for the support they have given to me this past year. The College is indeed fortunate to have a Board with such a breadth and depth of talent, with able Conveners driving the work of the Board Committees. I am especially gratified to welcome some new Board members to the team this year, who bring new skills and strengths to the Board. I am certain that with renewed vigour, the Board will continue to guide the College effectively and maintain its focus upon enriching and enhancing the student experience at City of Glasgow College.

These continue to be challenging times for the College sector, yet with such challenge comes opportunity, and I am pleased to report that the College has once again taken considerable strides in advancing its strategic priorities. I am fortunate to have worked alongside a talented team of energetic professionals, led with such vision, insight, and courage by the Principal, Paul Little. It is through the excellent leadership and diligence of the Principal that the Board can reflect with pride on another successful year in the life of the College, and look forward with confidence to even greater success in the future.

With the new governance arrangements for Colleges in Scotland coming into effect, we have been working more closely than ever with our sector colleagues in the City, the Regional Board, and the Funding Council, to ensure a systematic, considered approach to delivering a curriculum for Glasgow.

The City continues to face long standing problems associated with concentrations of poverty and exclusion, leading to unacceptable levels of social and economic disadvantage, in particular youth unemployment. At City of Glasgow College we are committed to working with our colleagues and partners in the city and the region, to ensure that we maximise the potential and meet the aspirations of all our learners, to reinvigorate the national and local economy, and build and renew communities.

While maintaining the clear priority of the continued success of our students in 2014-15, we have been concentrating upon ensuring successful completion of, and migration to, the new Riverside Campus for the beginning of the new session in August 2015. This first stage of our £228m twin-site campus development was achieved within budget, and on time. The project has been expertly led and managed, and huge credit is due to the staff of the College, led by the senior team, and to our partner companies and organisations.

The Riverside location on the banks of the world-renowned River Clyde reflects our College's long maritime tradition, and our developing international links. As we look forward to the completion of the new City Campus in 2016, already a feature of the City skyline, we can also look forward to providing our students with a world-class learning experience in spectacular locations.

The City of Glasgow College Board of Management, and staff, are rightly proud of the historic industry connections, which have shaped the College's provision of skills for life and work across many specialist curriculum areas. These relationships have been established with local



Douglas Baillie
Chairman of the Board

and national partners, and also with many international organisations. The College is eager to maintain and develop these relationships, as we continue to ensure all our learners, and the industries we serve, benefit from innovative and industry-relevant learning opportunities.

The Board of Management will continue to challenge the College's leadership team to achieve the ambitious strategic aims within the priority areas set out in the College's Strategic Plan, and the strategic priorities and targets agreed with the Glasgow Colleges' Regional Board. We seek new approaches to meet the increasing expectations of our students and partners, to extend our ambition, to excel as a College, and to inspire our students and stakeholders. City of Glasgow College will continue to fulfill its role as an agent of regeneration and renewal, and as a beacon of excellence, innovation, and opportunity, for present and future generations.

October 2015.



Principal's Statement

Welcome to our Annual Report. Despite the challenges facing the College sector as a whole, City of Glasgow College is forging positively ahead, building its world-class reputation amongst staff, students, partners and stakeholders.

I am delighted to report that this has been yet another truly momentous year for City of Glasgow College. Our college team has worked extraordinarily hard since merger five years ago to redefine and shape a new era of college education. August saw the Topping Out of our magnificent City Campus, a tradition in preparing a building to become a landmark of Glasgow's city centre and a beacon in Scotland's college sector.

This summer we also took possession – on time and within budget – of our world class Riverside Campus. The sheer volume of activity carried out by staff during the migration to the site has been truly remarkable.

The transition to the first phase of our new home has been seamless and colleagues are already enjoying the world class learning environment and custom designed facilities on offer.

It is early days, but wonderful to see how our new state of the art environment and technology is already working for us – creating more opportunities to widen collaboration and share knowledge. Looking ahead, I am excited by the prospect of the implementation of our New Campus New Learning strategy (now City Learning) and the widespread adoption of innovative practices that will enhance learners' experience and help us achieve our mission.

The Riverside Campus on the banks of the River Clyde represents a significant investment in Maritime Education and Training; Marine Engineering and Science; and Technology, Engineering and Mathematics. Incorporating some 100 learning spaces, it will be home to some 2000 Marine and Engineering students and 250 staff.

Later in 2015, the College enjoyed a hugely successful official opening ceremony by Scotland's First Minister.

I am a passionate champion of college education and I am more convinced than ever that the 21st century will see college education – with its focus firmly on professional and technical skills – held up as the first choice for employers and students alike.

The world we are preparing our graduates to thrive in is rapidly changing. This technology-saturated and interactive world offers multiple and rapidly changing careers and the pace of social change is rapidly rising.

That is why Riverside Campus is the most modern, most technologically advanced, most future-proofed maritime campus of all 230 such colleges around the world.

With care and support from industry and partners I believe we have created the best maritime college ever. I am convinced it will make a major contribution to the renaissance of Glasgow's maritime and engineering heritage. In fact with developments elsewhere in the UK and Internationally, it will not have gone unnoticed by our major Shipping companies that this new City of Glasgow College - replacing as it does our legacy - Glasgow

College of Nautical Studies - is making a bold statement of intent to lead the global maritime college community.

Our College aim to redefine college education will also redefine the sector's contribution to the economy, the community, and society.

Once our City Campus is completed in 2016, the overall campus footprint will be the size of 10 football pitches. I believe that the scale of our £228 million twin super campus is inspiring. Accommodating 40,000 students each year (with six million due to pass through its doors over the course of its lifetime), it has been meticulously designed and equipped to ensure that each and every individual student is prepared with relevant and work-ready skills.

That world of work may indeed take our students across the world. We therefore ensure that the very skills that we teach are industry-linked and our 1,500 industry partnerships are pivotal to that.

In emerging global markets, City of Glasgow College continues to expand our international footprint with over 40 academic partnerships in the EU and nine campus partners world-wide.

I am thrilled to report on a new partnership with the Zhejiang Technical Institute of Economics - a designated United Nations Educational, Scientific and Cultural Organisation, in the Hangzhou region, south of Shanghai. Our staff will teach a new Procurement programme in China which offers an excellent commercial venture and, more importantly, will also provide development opportunities for our staff.

This year, I am also delighted that

our first cadet officers in deck and engineering arrived from the first Maritime Training Centre in Angola, south west Africa, established in collaboration with two of the world's largest shipping companies. Many of the new recruits are now completing their second year at our new world class Riverside Campus.

At City of Glasgow College, we are also leading the way in ensuring we tap into and utilise our full talent pool, by encouraging more female students into our exciting marine and engineering sectors. This year we will welcome a full class of engineering students to our pioneering female-only engineering class - the first to be offered in the UK.

As Principal, I get most satisfaction out of watching my accomplished staff and students do well. I too share in the enormous pride felt by our teaching faculties and industry partners – all of whom have played their unique part in supporting our students through their particular learning journey.

Our students and staff make our college and in the next pages you will read of the many successes they have enjoyed this year.

A particular highlight was the honour received by City of Glasgow graduate Engineering Officer Caera Kimmit. One of the maritime sector's most Prestigious awards, The Nautilus International 2015 Bevis Minter Award was bestowed upon Caera as the top cadet officer from all 700 officers graduating throughout the UK, an outstanding achievement.

Another outstanding achievement by college Patisserie and Confectionery student, Mikaela Wright, was a medallion of excellence from the prestigious WorldSkills Competition



Paul Little
Principal & CEO

in Brazil. Mikaela has been fully supported by the WorldSkills Immersion Programme at City of Glasgow College, with support from our industry experts, and she has gone on to employment with one of Scotland's top hotels. The successful Excellence model is being replicated across all of our skills areas currently.

I firmly believe that the theoretical and practical skills that we teach, together with the excellent reputation we enjoy world-wide, will ensure that City of Glasgow College students continue to be fully equipped with the hard and soft skills that they will need to make an impact, from day one, as they enter the world of employment.

As ever, my personal thanks go to all the staff and Board of Management who continue to strive to ensure the success of City of Glasgow College. Under the leadership of our Chairman, their expertise and guidance has made an invaluable contribution to this College year.

This has been another exceptional year. Looking forward, I am excited by the opportunities that our new Super campus will no doubt bring as we continue to reshape college education for Scotland. The establishment of a new world class learning quarter right in the heart of Glasgow will make City of Glasgow College second to none.

Learning and Teaching

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 learning, teaching and support, and specifically, 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 priority for the Committee, which includes approaches to learning and teaching, resourcing - including the use of ICT, as well as student outcomes and complaints handling. Student support and discipline also falls within its scope, as does the conduct of the academic appeals process.

The Committee also considers new and innovative developments in all aspects of pedagogy, 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. Feedback from student engagement, such as surveys and academic fora, is considered by the Committee, and an overview of academic quality and improvement is maintained.

The College Academic Board, comprising staff and students from across the curriculum areas of the College, was once again reconstituted and became active in 2014-15, following a period of re-organisation for the College. The Academic Board reports to the Committee, which noted that the Board's focus was upon three key components:

- Technologies
- Research
- Innovation



Convener: Jim Gallacher

Strategic Plan 2013-17

PRIORITY 1

Engage and inspire all our students with world-class learning and teaching.



Review of 2014-15

Strategy and Curriculum

Following the internal audit review of the College's Industry Academies (IAs), the Committee received reports on the updating of the College Learning and Teaching Strategy from the Depute Principal, in alignment with the College Corporate Development Strategy. It was noted that the "New Campus New Learning" approach re-branded as City Learning would be fully embedded by August 2016.

The Committee noted that the IAs had received high-level attention at regional and national level. This recognition had come notably from the Scottish Government, who had invited the College to present the IA model to the Holyrood 2015 Conference. In addition, the Scottish Funding Council (SFC) commended the initiative as a model for future developments in the sector.

Throughout 2014-15 the Committee received reports at each of its meetings on progress in developing a curriculum and estates plan for Glasgow. In May 2015, the Committee noted that the latest Regional Outcome Agreement (ROA) had been agreed and signed, and that the College was now working towards the ROA targets.

The Committee welcomed the success of the Education Scotland Aspect Review on Curriculum for Excellence, with recognition on the part of Education Scotland that "New Campus New Learning" had embedded Curriculum for Excellence in the College's curriculum.

The Curriculum Performance Report was presented to the Committee, following the first two rounds of the performance Reviews for Academic Year 2014-15. It was noted that management of the curriculum would include taking notice of courses with a long-term performance trend (3 yrs) below the sector benchmark, although there would be no courses removed prior to AY 2016-17.

Developing Scotland's Young Workforce

This key Government priority was considered closely by the Committee, and a report on the work of the College in this context, both internally and regionally, was discussed. The Committee was pleased to note that all six Faculties were to be involved in the schools-college programme, and that there were important opportunities for the College to become involved in the developing Advanced Modern Apprenticeships. In particular the Committee considered a number of areas where there exist skills shortages, which the College is well-placed to address, (e.g. bricklaying and construction generally) and that some of this work had been underway in the College for some time, while some had been a direct response to the Wood Commission report: Developing Scotland's Young Workforce.

Performance Indicators

The College's student PI data was considered by the Committee, placed in the context of recent published SFC data. As well as noting the successful PIs for 2013-14, which had been recognised externally by HMI among others, the data considered by the Committee included current indicative data prior to audit, to give the Committee early sign of expected performance across the modes of delivery (part/full-time, HE and FE). It was recognised that funding is now linked to performance, specifically student success, and that this would increasingly be a focus for the Committee and for the Board of Management as a whole.

With regard to the audited PIs, significant improvements were noted over the period 2012-14, within both FE and HE provision. The Committee was pleased to note that the College was ranked 3rd in Scotland, and that for further progress to be achieved, performance improvement in FE is required. Reports early in the session included improvement action plans focusing on particular areas of comparative weakness. The work of the Faculty Directors in addressing such matters was also recognised.

In terms of evaluating the Committee's own performance, a self-evaluation exercise was undertaken in 2014-15, with a full report including key findings and recommended actions approved by the Committee.

Student Feedback

The Committee noted that 92% of students were "overall satisfied with the arrangements for Learning and Teaching" (ref. First Impressions Questionnaire).

The Learning and Teaching Questionnaire was noted as containing many positives; however, the areas for improvement were noted as: Appeals, WiFi provision, absence reporting, and guidance. It was also noted that only 45% of respondents reported that they had been contacted if absent from the College. The new "Finger on the Pulse" initiative had received very positive comments from students.

Risk Management

The Committee conducted a regular review of the strategic Risk Management Action Plans of those risks most closely associated with the Committee's responsibilities to students, and to Learning and Teaching provision generally. The key strategic risks reviewed by the Committee are therefore set out under the strategic theme of Students, one of the four quadrants within the College's planning framework (see Audit Committee report below at page 54).

Successes in 2014-15

Accounting

Nazia Akhtar has been recognised by Glasgow's International Financial Services District (IFSD) for her performance on the HND Accounting course at the City of Glasgow College. At an awards ceremony for the IFSD Glasgow Student Awards 2015, Nazia was one of seven students, representing each university and college in Glasgow, to be presented with a certificate and £250 to mark their achievements. Nazia spent her younger years caring full-time for her terminally ill mother before attending college. She is now looking forward to furthering her studies on a degree course at the University of Strathclyde, commencing in September.

The awards programme was established by the IFSD Partnership to highlight the wealth of talented graduates emerging from Glasgow's universities and colleges, prepared for careers in financial services.

Administration and Law

The "Act Now" initiative is a practical exercise including role-playing where students undertake the role of journalists. In one example held at the College, Police Scotland anti-terrorism officers came into the classroom and delivered a presentation on a fictitious emergency situation that had arisen in a town within the UK. The purpose of the initiative is to ensure students are aware of their surroundings and the behaviour of other people towards them and others. The message being delivered is all about protection but delivered in a way that involves students and the police in a situation where both can build relationships.

Excellent community education engagement was evidenced by the 100% positive feedback received verbally from students.

The presentation will eventually be rolled out to every educational establishment in Scotland, with the College leading the initiative, thanks to our ongoing productive relationship with Police Scotland.

Business

The Business Industry Academy has been active in creating new careers. Following the development of new

relationships with local legal firms, the first two Legal Services students undertook placements with Brodies Solicitors, Glasgow, each receiving exemplary reports. Also through the Business Industry Academy, new careers were opened up to Legal Services graduates, as CMS Cameron McKenna recruited four graduates into their new Legal Services Unit in Glasgow.

The Procurement Academy have been awarded a second Skills Development Scotland (SDS) contract - Modern Apprenticeships in Procurement - following their first successful year of delivery, helping to support employer needs in this area of skills shortages. The Academy has also signed a partnership agreement with a Chinese college, Zhejiang Technical Institute of Economics (ZTIE), to deliver five HN units on their HE Diploma in Supply Chain Management. This will be delivered in China in 2015-16 and 2016-17.

Applied Computing Technology

Students in computing achieved great success at the Worldskills Scottish regional finals in June 2015 with the following awards:

Gold, Silver, Bronze

Gold, Bronze

Gold

Silver, Bronze

IT Solutions for Business

IT Support Technician

Network Server Administrator

Network Infrastructure Technician

Digital Technologies

Through a partnership with Doosan Babcock, a large engineering company, 3D computer animation students developed 3D models and flythroughs of the historic buildings on Babcock's Erskine site, capturing the evolution of the site over time within the context of the local community. Having the materials in a digital format will make them accessible and provide a stimulating resource for the company and its stakeholders. The students are motivated by contributing to a real, live project, which shows the application of the skills they have developed to industry needs. In addition, interactive media students captured some of Babcock's archival material, film, photographs and documents, in a web-based format.



Computing student at Worlskills



Worldskills Awards



Nazia Akhtar receiving her award

ScotHot



Mikeala Wright - chocolate display



Chefs Canapé competition



Scottish Colleges Culinary Challenge

Marketing and Retail

The following case study was highlighted by Education Scotland as an example of Excellent Practice during the Annual Engagement Visit in May 2015:

The Scottish Association for Mental Health (SAMH) are to launch a retail outlet in Glasgow, and required assistance in forming decisions regarding location, branding, target customer groups, product/service decisions and marketing communications. Students on the NQ Fashion Merchandising and NC Advertising & PR courses designed and carried out field research with vintage and charity competitors around the city. HNC Retail Management students carried out primary/field research to identify the best location and type of retail outlet. This included target decisions, buyer behaviour, visual merchandising, product stock.

HND Advertising & PR students developed a retail brand identity and logo - LOLA (Loved Once Loved Again), an exclusive fashion up - cycled product line, and designed a marketing and communications strategy with exemplars. This included digital marketing, public relations and advertising campaigns. A fundraising Fashion Show launching the LOLA brand will be sponsored by John Lewis, Glengoyne Whisky and Celtic Football Club. The HN students held a business meeting/presentation for SAMH decision makers for feedback and evaluation.

This was a collaborative project across several courses that developed students' employability skills by working directly with a client and following a real brief.

Food and Hospitality

The College has a long tradition of national and international recognition for Food and Hospitality provision, and again in 2014-15 teams and individual students from the College achieved success in a range of activities, as winners of:

- The Scottish Colleges Culinary Challenge and becoming the first Scottish College to go forward to defend the Nations Cup this coming year
- The Scottish Colleges Tapas Challenge
- The regional heats for the Nestle Toque d'Or – reaching the finals in London
- The 50th Anniversary of the Craft Guild of Chefs Canapé competition at Buckingham Palace. One HND student, Murray Alexander, was subsequently employed as a Demi Chef de Partie at the Palace, with the canapés served at St James's Palace
- Seven medals won by students at the SCOTHOT Biannual Culinary Awards

Patisserie student Mikeala Wright (pictured left, centre) has represented the College and Team UK for the past

2 years, and following bronze medal success at the 2013 Skills Show, Mikaela visited Stephane Klein in France. Mikaela continued her training with world pastry champion Ewald Notter at the Malaysia Pastry Forum, world chocolate master Christophe Morel, Master of Culinary Arts William Curley and UK chocolate Master Alistair Birt. Mikaela gained a Medallion for Excellence at the Worldskills Final, ranking 10th in the world from 21 final candidates.

Senior lecturer Gary Maclean was nominated and awarded Chef Lecturer of the Year at an Award Ceremony in London by the Craft Guild of Chefs, and in January 2015 Gary accompanied a group of students to the Boccuse D'or in Lyon, as part of their prize for winning the Nestlé Toque d'Or 2014. More staff success was celebrated when Curriculum Head of Food Willie McCurrach was nominated and shortlisted for a Catey Award, by The Caterer Magazine for the Education and Training Award. CoGC staff and students have made over 20 appearances on the STV Glasgow Riverside television programme demonstrating their skills and sharing good culinary practice.

Sustainability (Food)

Footprint is a leading source of information on responsible business and sustainability for the foodservice supply chain, enabling foodservice businesses to operate more sustainably and responsibly whilst enjoying greater commercial and reputational success. It was therefore a considerable honour for the College when HND Professional Cookery student Darren Seggie was invited to become the education ambassador for Footprint.

Tourism

As part of the college's JISC-funded CiT-eA project (Creating Innovative Technology- Enhanced Assessments), staff have developed an electronic learning and assessment tool for mapping and plotting international destinations. Instead of a paper map the students will complete this exercise onscreen, which will self-mark. This approach is intended to motivate students and also make the task more accessible for those with learning support needs as well as introducing efficiencies on the time spent marking assessments.

Languages

In a collaboration with Glasgow Caledonian University dating back to 2005, the College delivers language teaching to 420 GCU undergraduates, which in future will also include GCU staff and postgraduates. The languages offered are French, German, Spanish and Italian from Introductory level, through to Advanced and Introductory Mandarin and Portuguese. The College has also renewed contracts to deliver language teaching with our Spanish and Danish partners.

ESOL

For those wishing to study English as a second or other language, City of Glasgow College has a unique approach, ESOL Extras, involving a range of activities to support and encourage independent learning, citizenship and autonomy. These Extras are offered above and beyond the curriculum offerings and are organized by students, for students, with help and support from ESOL staff. Activities include: Job Club, Volunteering Club, ESOL Goes Green, Language Exchange, Oasis magazine, Study Group, Language Café, Interpreters and Mentors, Help Hub and Singing Group.

Community Learning

Project SEARCH is a one-year transition program which provides training and education leading to employment for individuals with disabilities. The College organised a very successful Project Search partnership where our students were placed as interns at Strathclyde University. With the support of the University, the College, Autism Network Scotland and City Council Supported Employment, the students worked full-time alongside university staff. Six of the students immediately went onto full-time employment while the remaining students will be supported for the next three years, until they also find permanent employment. Due to the success of this partnership the College is now looking to develop this model and become a host site for Project Search.

The College's partnership with Enable has ensured that 25 of our students had the opportunity to experience real life work placements covering a range of employment opportunities. This is an excellent opportunity to ensure students are work ready, and can demonstrate to future employers examples of industry-based work.

The College continues to operate the Townhead village café with local volunteers, integrating our students with the local community while ensuring our students develop skills that can lead to employment, and enhance independent living. The College's community project at Townhead Village Hall Community Garden was recognised with awards from the Royal Horticultural Society and Beautiful Scotland, as well as Craftex.

Fine Arts: The Big Draw

In October 2014 first year Illustration students collaborated to facilitate a series of workshops and drawing events as part of the International Drawing Festival, The Big Draw. The class worked for a month - creating teams, building themes, and planning and trialling their workshops. The theme for the Festival was 'It's Our World', and the students picked Rural, Urban and Coastal landscapes as starting points for their workshops. Staff, students and the public who took part were given the opportunity to try new techniques and to experiment with drawing. The pieces are now on display in the College at North Hanover Street.

Creative Studies: The Askew Mural

To celebrate the Commonwealth Games coming to Glasgow in 2014, Recoat were commissioned to curate a mural project across the city in the lead up to the Games and as part of Festival 2014. These pieces are to be permanent artworks. Among the world-renowned mural artists selected to contribute pieces to the project was New Zealand artist Elliot Askew, whose work is now on display on the south-facing side of the College's Townhead Campus.

Students from the Faculty of Creative Industries of the College took part in the development, realisation, and recording of the Townhead Mural, specifically students from Photography, Illustration, Graphic Design, Painting and Decorating, and TV/Journalism. The creation of this image exemplifies the College's commitment to active community partnership and support of the Arts.

Design: Colonsay Whisky Project

This was a live project involving students from across the Faculty of Creative Studies, who responded to a client brief from a prospective producer of whisky on the Isle of Colonsay. The design was to be modern, minimalist, and reflect the island's rich culture and history.

Students received professional guidance in their approach, and were provided with feedback on their work compared to industry standards.

Jewellery/silversmith students produced highly-crafted unique silver cork stoppers, utilising a range of techniques including stone setting, etching, casting, and 3D printing. Digital Media for Design and Print students worked in collaboration with the jewellery students and incorporated the design of the stopper into the graphics of the labels. Product design students produced laser cut display boxes incorporating the graphics, and small silver elements designed by the jewellers. NC and HND photography students photographed the finished bottles.

Construction

In partnership with the Princes Trust and Sir Robert McAlpine, 13 young people undertook a new "Get into Construction" course at the College, the first of its kind in Scotland. Participants experienced a range of construction training activities and also a two-week work placement at the College's new Riverside Campus site. On completion of the course all students managed to achieve a CSCS card, and 10 of the students gained employment opportunities with sub-contractors working on this site. In another partnership with the Princes Trust, this time with major homebuilders including CALA, CPG, and Taylor Wimpey providing work placements, 14 students were offered employment opportunities following completion of a "Get into Homebuilding" course.

Community Project: Townhead Village Hall Community Garden



The Askew Mural



Colonsay Whisky Project



The Big Draw

Engineering

In May 2015, student Vikram Dhama was selected for a Hammerman Guild award recognizing academic performance and engineering aptitude in metal trades. Vikram subsequently went on to win the Prince Philip award, ahead of all other college award winners from the West of Scotland.

To meet increasing demand the College now provides stand-alone day-release programmes, providing professional qualifications to those working in the electrical engineering industry. The College is now building on this development to enable progression to degree level study.

NATS is the UK's leading provider of air traffic control services, and the College has recently developed strong links with this new partner. Students were given a tour of facilities at Prestwick airport and a presentation by NATS, since which two of only three places on the NATS engineering technology course were awarded to City of Glasgow College electronics students.

Nautical

Working with the Thomas Lipton Foundation, the College welcomed 75 Children from two primary schools (Chirnsyde and St Monica's) to the Riverside Campus last session, over two "taster" days. Student cadets and college staff from the Nautical Faculty ensured the children had a memorable time at the College.

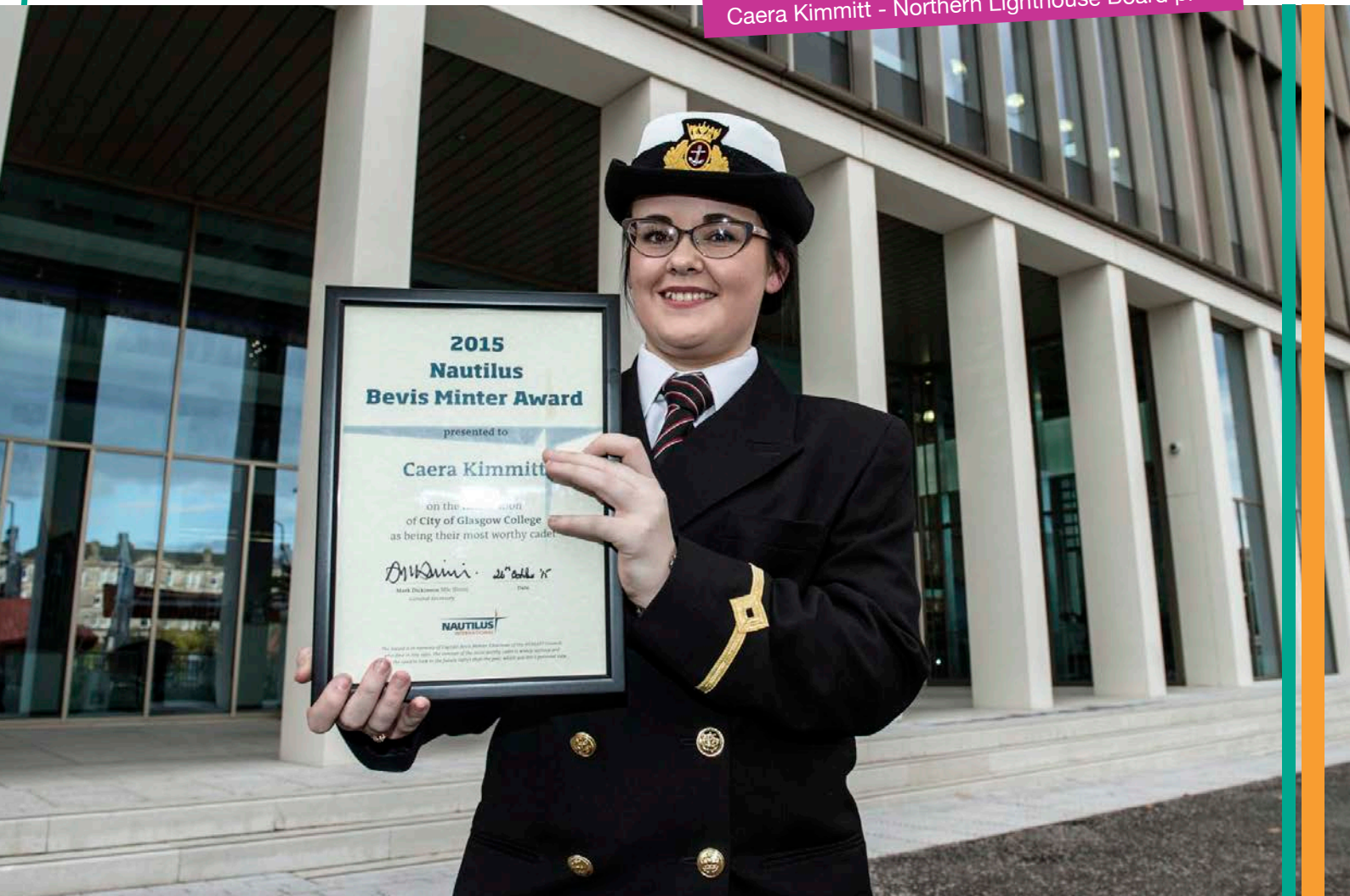
The reputation of the College for its marine expertise is recognized in many ways, and we continue to maintain and develop partnerships across the globe. In session 2014-15, staff and students from the Faculty attended the Merchant Navy Training Board in London, to discuss the strategic goals of the MNTB "futures" working group. Curriculum Head Deep Fotedar attended the International Maritime Organization (IMO) Sub-Committee on Human Element, Training, and Watchkeeping. Faculty Director Nicola Crawford attended the World Maritime University Symposium on Shaping the Future of Maritime & Oceans Education & Training in Malmo, and was also accompanied by the Principal in June to a meeting of the Stena Association of Maritime Institutes (STAMI) in Cork, attended by training institute and Industry representatives from around the world.

Northern Lighthouse Board prizes were awarded to two College students in 2014-15. Caera Kimmet (Engineering) and Katie Vann (Deck) were presented with their prizes by Mike Bullock Chief Executive Northern Lighthouse Board.



worldskillsuk

Caera Kimmitt - Northern Lighthouse Board prize



Worldskills

Worldskills has been described as “the Olympic Games of Skills” and as such, 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.

In 2014-15 the College progressed to 4th in the UK Worldskills League Table, from 7th in 2013-14, as our students achieve ever-greater successes. The number of skills areas that the College supports is developing year-on-year, and the table below shows how City of Glasgow College students have increasingly and consistently achieved national and international success in recent years.

Worldskills Competition Medals	2012/13	2013/14	2014/15	2015
Regional	12	15	32 (over 15 skills areas)	34 (over 17 skills areas)
National	2	4	5 (with 3 highly commended)	7
International			2 - Squad UK 1 – Team UK	1 Medallion of Excellence
UK League Table		7th	4th	1st

City of Glasgow College Regional Results 2015

Skill	Award Level		
	1st	2nd	3rd
Beauty	2	1	2
Fitness		2	
Health and Social Care		1	1
Inclusive Skill	2		
IT Solutions for Business	1	1	1
IT Support Technician	1		1
Network Server Administrator	1		
Network Infrastructure Technician		1	1
Games Development		1	
Cabinet making	1	1	
Construction Plastering (New and Senior)	1	2	1
Construction Wall and Floor Tiling	1	1	1
Food and Hospitality: Culinary Art	2		
Food and Hospitality: Patisserie	3	2	
Food and Hospitality: Front of House		1	

Articulation and Links to HEIs

The College continues to have very successful articulation pathways to Higher Education Institutions (HEIs) and strategic partnerships with Universities in Glasgow and Edinburgh. Students additionally progress to a comprehensive range of degree programmes throughout Scotland as well as to HEIs in the wider UK.

The College has a highly effective process supporting students to apply to degree programmes. For entry to 2014-15, 1,421 UCAS applications were made by the College's HN students, with 977 students successful in gaining places. While the number of places available is dependent upon the HEIs, and can fluctuate year-to-year, both the number of applications from the College, and success in gaining places, has increased each year over the last 3 academic years. The number of applicants demonstrates the readiness and appetite of students to progress to high-level qualifications.

The College also delivers the full curriculum programme for a number of degree courses at levels 9 and 10. These are awarded by Glasgow Caledonian University, the University of the West of Scotland, and Edinburgh's Napier University. These are highly successful programmes with a growing reputation within industry and with other Scottish Colleges, demonstrated by the number of applicants they attract. For example, the Contemporary Art Practice Degree and Photography Degrees each attracted more than 170 applications for 20 places. The number of students gaining First Class Honours degree awards is impressive - a total of 15 were awarded in 2014-15.

The College was highly successful in gaining a significant number of places under the SFC Funded Additional Articulation Scheme. This involved direct guaranteed places for the successfully completing students. This initiative is now well-established with UWS, Glasgow Caledonian University, and Strathclyde University, and numbers have grown to almost 300 students participating in the scheme during 2014-15.





**Strategic Plan
2013-17**

PRIORITY 2

Maximise student attainment and employability by enabling individuals to achieve their full potential.

Performance, Remuneration & Nominations



Convener: Eric Tottman-Trayner

Governance Responsibilities

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

With an increasing focus upon organizational performance outputs, the Committee also recognizes its role in ensuring the development of the College's senior staff.

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.

The Committee comprises the Conveners of the Board's Committees, and hence encompasses the broad range of Board responsibilities and skills.

Review of 2014-15

Performance: Strategy

The Committee received a Strategic Plan update report at the Board Planning Day, held in October 2014, at which the current College Strategic Plan was reviewed with specific reference to the achievement of targets. The Strategic Plan includes a set of targets relating to strategic aims for the current year of operation, enabling the Board to monitor and assess the College's progress in achieving its strategic aims and priorities within the College planning framework. As well as reviewing progress in 2013-14, the Committee agreed draft targets for 2014-15 and 2015-16 to be included in a revised Strategic Plan.

HND student Murray Alexander (far left) with College staff at St James's Palace



Performance: Students/Staff

Student Success and Performance Review

In terms of monitoring student success the Committee received reports on the Performance Review process held during the session, comprising a Round 1 review in November, a Round 2 review in February, and a third follow-up review in May (as necessary).

The Reviews focused upon:

- Curriculum review and student success indicators including student withdrawal, retention, and course completion
- The impact of the New Campus New Learning initiative on Learning and Teaching, and Industry Academy activity
- Financial Performance
- Student satisfaction across a range of measures, obtained via questionnaires, complaints and student input to Course Action and Development Meetings (CADMs)

The Committee maintained a strong focus upon student success Key Performance Indicators throughout 2014-15, and received a comprehensive Complaints Report in April 2014. Performance Indicators relating to student attainment for 2014-15 are provided later in this report.

Student Engagement

In Session 2014/15 students of the College were again encouraged to express their views in three centrally-conducted surveys. The extensive questionnaires were embraced by a significantly larger group of respondents than in recent years, resulting in the highest number of responses for each questionnaire obtained since merger in 2010.

This, in conjunction with the College's "Finger on the Pulse" initiative (which provides for coordinated face-to-face meetings between Faculty Directors and elected student representatives three times per academic year) confirms the College's determination to listen to its customers, and to act upon feedback received.

Executive Staff Development

Recognising the need for investment in executive staff development, and the potential benefits to the College, the Committee agreed to a proposal to facilitate development opportunities provided by Harvard Business School, for the Depute Principal and Principal. Accordingly, the Principal undertook the challenging, and world-renowned, Harvard "Advanced Management Program", while the Depute Principal undertook Harvard's "Leading with Impact" development course. Both of these development opportunities were completed successfully, and both the Principal and Depute have ensured that the learning obtained via these courses is passed on to College managers through a variety of development and planning approaches.



Performance: Recognition

EFQM

The College submitted an application for assessment against the requirements of the internationally acknowledged performance benchmark EFQM: Recognised for Excellence. The assessment was undertaken in January 2015 and City of Glasgow College secured "Recognised for Excellence 5 Star" status – the highest available award in this category. The report by the EFQM assessment team has provided the College with recommendations for further improvement, which have been included for action in the College's strategic and operational plans. Furthermore, this achievement provides an excellent foundation for the College's ambitions to secure the European Excellence Award.

Learning and Teaching

Education Scotland, the national body in Scotland responsible for supporting quality and improvement in learning and teaching, undertook three reviews in the College during 2014/15 (Engineering, Senior Phase Curriculum for Excellence, and Annual Engagement) and on each occasion provided the College with extremely positive reports.

The Scottish Qualifications Authority (SQA) undertook 51 External Verification activities across a representative sample of the College's qualifications provision during 2014/15, and was satisfied in each case that "assessing and verifying was found to be carried out to a high standard" at City of Glasgow College.

Customer Service Excellence

The College was audited by SGS, one of the world's leading independent assessment organisations in May 2015. The assessor met with staff across the College and the report highlighted that the College was "...found to have a deep understanding of and commitment to Customer Service Excellence...displayed from senior management levels through to operations and front line staff."

The report provided guidance on areas for development, and highlighted aspects of good practice, including three areas of "compliance plus" that reflects sector leading practice in the College.

ISO 9001:2008 Quality Management Standard

City of Glasgow College had 2 successful assessments of its Quality Management System undertaken by BSI in November 2014 and May 2015. The audit reports covered extensive areas of the College's operations, and satisfied the requirements of the ISO 9001:2008 standard. This provided confidence that the College's quality system is demonstrating the ability to support statutory and regulatory requirements, and that it supports achievement of its objectives.

Key Performance Indicators

The Board of Management and College Senior Management Team recognize that student attainment is at the heart of College performance assessment, and that this is the consequence of a wide range of activity throughout teaching and support areas, from which students benefit in terms of their achievements and overall experience of the College. The Board is therefore pleased to report that the College has further built upon the improvements in student success, reported in recent years, which indicates a significant increase in student success rates across all levels and modes of learning since 2012-13.

The College has improved its live data reportage using its management information system to report against sector benchmarks. This has enabled managers to scrutinize, more effectively, performance with their teams, and to focus attention on issues and action plans to improve success and withdrawal figures.

The Performance Review processes at the College include a priority to analyze improvement plans and results, encouraging the development of further good practice within curriculum areas. Whole College meetings are held with curriculum managers during the year to discuss performance and assist the implementation of the Learning and Teaching Strategy in the engagement of students in learning and assessment.

The Board is therefore confident that these ongoing interventions have produced the sustained improvement in student success performance indicators seen in recent years.

Strategic Plan 2013-17

PRIORITY 5

With a high performance focus,
be the best we can be in the
way we operate and work
together

SFC College Performance Indicators 2014/15					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	5%	16%	8%	72%
Further Education	Part time	5%	10%	8%	76%
Higher Education	Full time	2%	13%	9%	76%
Higher Education	Part time	4%	5%	9%	82%

As presented for SFC Audit

SFC College Performance Indicators 2013/14					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	5%	15%	10%	70%
Further Education	Part time	8%	10%	8%	74%
Higher Education	Full time	3%	11%	11%	75%
Higher Education	Part time	2%	4%	10%	84%

SFC College Performance Indicators 2012/13					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	13%	17%	10%	60%
Further Education	Part time	9%	11%	11%	68%
Higher Education	Full time	6%	13%	11%	70%
Higher Education	Part time	5%	4%	14%	76%

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

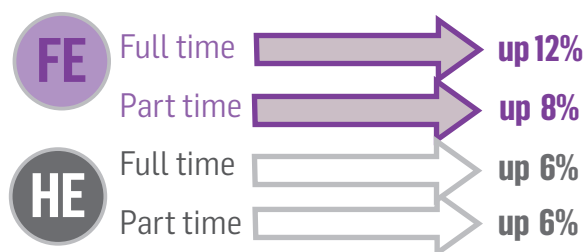
Further withdrawal: indicates that a student attended after the funding qualifying date but withdrew from their course prior to the end of the course.

Completed partial success: indicates that the student completed the 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.

STUDENT SUCCESS

From 2012-13 to 2014-15



Remuneration and Nominations

Remuneration

The Committee considered senior and executive staff pay levels, and agreed a process by which these could be benchmarked against the sector, as well as against equivalent Colleges elsewhere in the UK where appropriate.

Nominations

Following the assignment of the three Glasgow colleges to the Glasgow College Regional Board (GCRB) on 1 August 2014, under the new "Post-16" legislation, all appointments to College Boards became subject to approval by GCRB. Furthermore all such appointments were required to follow the published ministerial guidance. Under legislation, existing Board members wishing to continue beyond July 2015 were required to obtain an extension of tenure from GCRB. This was duly proposed for those Board members concerned, and each proposed extension was approved.

This left the Board with four vacancies to fill by the end of session 2014-15. A new and comprehensive recruitment and appointments process was developed, to facilitate the recruitment of new Board members in accordance with new legislation and associated ministerial guidance. This included the participation of student and staff Board members in the recruitment and selection process, and the active involvement of an independent person of suitable standing throughout the process.

Following successful implementation and subsequent recommendations to GCRB, four new Board members were appointed in June 2015, restoring the Board to its full complement. Elections and nominations for the two student and two staff Board members were also completed in May-June 2015.

Risk Management

The Committee conducted a regular review of strategic risks to the College, in particular those risks most closely associated with the Committee's responsibilities.

Remuneration Report including salary and pension entitlements

This report is a new additional reporting requirement of the SFC Financial Memorandum for Colleges to disclose salary and benefits details of the senior management team.

Salary entitlements

The tables on the right provide details of the remuneration and pension interests of senior management.



Burying the Time Capsule at the Riverside Campus site

	Annualised 2015			Annualised 2014		
	Salary £'000	Pension £'000	Total £'000	Total £'000	Pension £'000	Total £'000
Paul Little Principal & Chief Executive	150-155	33	185-190	150-155	30	180-185
Alex Craig Depute Principal	90-95	17	105-110	90-95	11	100-105
Janis Carson Vice Principal New Campus & Estates Development	75-80	15	90-95	75-80	10	85-90
Judy Keir Executive Director People & Culture	70-75	26	95-100	60-65	20	80-85
Fares Samara Executive Director Infrastructure	70-75	69	135-140	60-65	6	65-70
Stuart Thompson Executive Director Finance	70-75	69	135-140	60-65	24	80-85
Steven Watson* Vice Principal Finance & Resources				150-155		

	Actual 16 months to 31 July 2015			Actual 8 months to 31 March 2014		
	Salary £'000	Pension £'000	Total £'000	Total £'000	Pension £'000	Total £'000
Paul Little Principal & Chief Executive	200-205	44	245-250	100-105	21	120-125
Alex Craig Depute Principal	125-130	23	1150-155	60-65	9	65-70
Janis Carson Vice Principal New Campus & Estates Development	105-110	20	125-130	50-55	7	55-60
Judy Keir Executive Director People & Culture	90-95	34	125-130	40-45	13	50-55
Fares Samara Executive Director Infrastructure	90-95	92	185-190	40-45	5	45-50
Stuart Thompson Executive Director Finance	90-95	92	185-190	40-45	16	55-60
Steven Watson* Vice Principal Finance & Resources				150-155		

*-As Steven Watson had retired SPF could not provide pension figures for 2013-14

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 2014-15 was £150,000 to £155,000 (2013-14 £150,000-£155,000).

This was 4.2 times (2013-14 4.3 times) the median remuneration of the workforce.

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 17.

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 2015	Accrued lump sum at pension age at 31 July 2015	Real increase in pension 1 April 2014 to 31 July 2015	Real increase in lump sum 1 April 2014 to 31 July 2015
	£'000	£'000	£'000	£'000
Paul Little Principal & Chief Executive	15-20	0-5	2.5-5	0-2.5
Alex Craig Depute Principal	20-25	60-65	0-2.5	2.5-5
Janis Carson Vice Principal New Campus & Estates Development	20-25	60-65	0-2.5	2.5-5
Judy Keir Executive Director People & Culture	5-10	0-5	0-2.5	0-2.5
Fares Samara Executive Director Infrastructure	20-25	70-75	2.5-5	12.5-15
Stuart Thompson Executive Director Finance	20-25	40-45	2.5-5	5-7.5

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 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:

1) 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.

2) The accrued benefits figures are reflective of the pension contributions that both the employer and the scheme member have made over a period of time.

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.

	CETV AT 31 July 2015	CETV AT 31 March 2014	Real Increase in CETV
	£'000	£'000	£'000
Paul Little Principal & Chief Executive	221	168	28
Alex Craig Depute Principal	322	282	26
Janis Carson Vice Principal New Campus & Estates Development	310	273	25
Judy Keir Executive Director People & Culture	51	28	14
Fares Samara Executive Director Infrastructure	376	292	74
Stuart Thompson Executive Director Finance	316	247	56

Compensation for loss of Office

Steven Watson left under Voluntary exit terms on 31 March 2014. He received a total payment of £41,663.

Students, Staffing, and Equalities

Governance Responsibilities

The Students Staff and Equalities Committee, as its name suggests, has three distinct sets of responsibilities relating to each of these areas.

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, and the parameters for the negotiation of pay and conditions fall under the Committee's remit.

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.



Convener: Alisdair Barron

Review of 2014-15

Standing Items

The priorities of the Committee throughout 2014-15 were represented in the Committee's agenda standing items through the session, which were:

- The College's Change, Culture, and Communications Workstream
- Students' Association Update Report
- Staff HR Metrics Quarterly Report.
- Equality, Diversity & Inclusiveness Update Report
- Strategic Risk Review (every second meeting)
- Committee Self-evaluation (annual)

Student Matters

Information and Funding

The Committee received the 2013-14 Annual Report for Student information and Funding, noting that the volume of applications and offers made were approximately equal to 2012-13. The three colleges within the Glasgow Region continued to work towards a single application system for entry in 2016-17. The distribution of student funds at CoGC was equivalent to the previous year, totalling £6,868,327 broken down as illustrated below.

The following key items were highlighted:

- The pilot "Keeping Warm" initiative, comprising a number of events and approaches to engage with new applicants, proved highly successful, with increased conversion rates



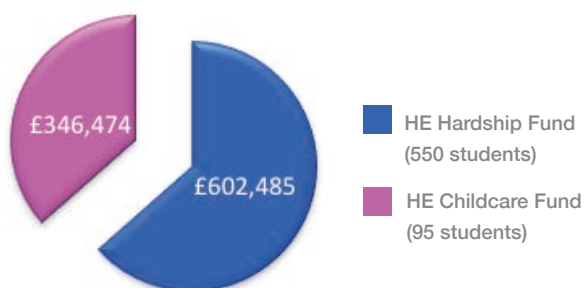
- Students considering future options for university progression were significantly increased from previous years
- 25 HNC/D Students applied successfully for new funding via the Glasgow Housing Association, with other possible funding sources being investigated
- The Committee maintained close scrutiny of the ongoing position with regard to applications and admissions alongside targets

Student Funding

The College supports students on Further Education (FE) courses with living and maintenance costs, travel expenses, course materials and childcare expenses. The College also has a Hardship Fund for emergency and crisis situations. Not all students will be eligible for support and must meet the UK residency criteria. Students who are lone parents are given priority for support from the childcare fund and 162 lone parents were supported in 2014/15. In 2014/15 the College expenditure was £6,363,024 in student funding support. See Table 1.

Table 1

A Higher Education (HE) Student Support 2014/15

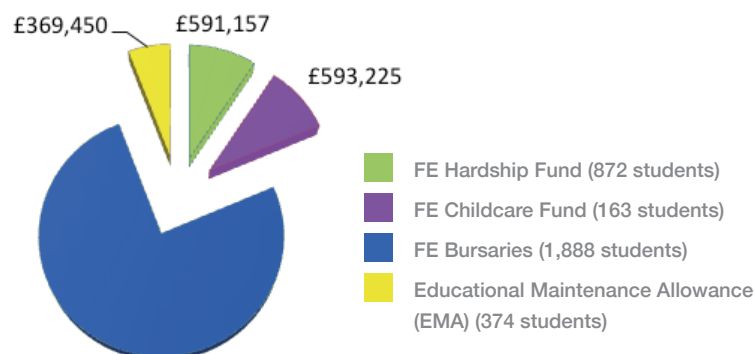


The main source of funding for students on Higher Education (HE) courses is a Student Loan from the Student Loans Company and Fees support from the Student Awards Agency for Scotland (SAAS). However, the College also has some funds to provide emergency Hardship support and for the cost of childcare expenses.

In 2014/15 the College expenditure for HE students was £948,959. See Table 2.

Table 2

Further Education (FE) Student Support 2014/15



Learning Support and Student Engagement

The Committee received reports on the activities of the Learning Support and Student Engagement teams, noting the ongoing range of initiatives and events, and key achievements.

The College is committed to supporting students to engage as full partners in the enrichment of their learning experience. To this end new Student Engagement Officers were recruited in 2014-15 to ensure that :

- Students feel part of a supportive institution
- Students Engage in the own learning
- Students work with their institution in shaping the direction of their learning
- There are formal mechanisms for quality and governance
- Our students influence the student experience at national level

The new team members are linked to specific Faculties to work alongside Student Class Representatives, engaging with student focus groups.”

The recruitment and training of class representatives was a noted success, with increasing numbers of reps involved (606 in 2012-13, 766 in 2013-14, and 800 in 2014-15).

The SE team further developed the ‘Finger on the Pulse’ feedback, working in partnership with the Performance Team, and facilitated consistent access to Faculty Directors. The system has drawn praise across the sector and has been presented to the Quality Development Network as an example of best practice.

A successful mentoring programme for the Students’ Association presidential team was also reported.

Students’ Association (City SA)

The Committee received regular reports on the activities of City SA, including an annual report which pointed to another very successful year for the Association. Student elections were held for executive positions, and two student Board members (President and VP) were nominated as members to the Board of Management. The Student President highlighted matters relating to the representation of students on the Glasgow Colleges’ Regional Board, in particular the number of places being limited to two, from three colleges.

Library and Learning Technologies

Developments in the virtual learning environment, My City, were reviewed, as were improvements to the College library service.

Staff Matters

Organisational Development Activity

The College worked towards Investors in People (IiP) accreditation throughout the session, with an assessment undertaken in March 2015. The Committee was pleased to note the success of the College in achieving the IiP Silver Award, as well as re-accreditation of the Healthy Working Lives Gold Award. Further recognition for the emphasis placed upon health and well-being by the College came with College Development Network Annual Winner's Award for Student & Staff Health and Well-Being Commitment.

The introduction of lunchtime walking clubs, free exercise classes and reduced cost gym membership, were examples of the work undertaken to promote a healthy workplace at CoGC. The cycle to work scheme, credit union and guidance on staying healthy and maintaining physical, mental and emotional well-being also contributed to this initiative. 'One City' also involved students participating in providing physical health checks, beauty treatment and relaxation events including reflexology and aromatherapy sessions. Graeme Obree, world champion cyclist, provided a moving presentation on mental health issues.

The College's health and wellbeing initiatives were also recognised by the Institute of Directors at their Annual awards Ceremony. The Executive Director for People and Culture was the recipient of the 'Director Award for a Healthy Carer-Positive Workplace' 2014. This provides further testimony to the College's commitment to the development of a healthy place for people to work and study.

The College progressed its culture change and transition agenda through various interventions. These included the creation of 'Our Behaviours' booklet and facilitation of 'Our Behaviours' awareness sessions. Sessions have been delivered to 35 groups since inception in 2014. Groups ranged from members of Faculty and Support Teams to the Board of Management.

The collective efforts of a number of cross-College groups, individuals and teams was recognised when the College won the Organisational Development Award of the Year 2014 at the prestigious HR Network Awards.

Staff Induction and the Personal Development Review process were revised in 2013-14.

The Committee monitored the successful implementation of the College's management restructuring, which was fully implemented in April 2014. The Leadership and Management Foundations Programme was developed to support and develop all managers following the restructure.

Further development was undertaken to develop and support managers in the College. The Leadership and Management Foundations Programme was extended to all managers, and included sessions on Self-Management, Developing Effective Teams, Leading Diverse Teams, Managing Effective Meetings and Effective Resource Management. The College also provided Emotional Intelligence and Resilience Sessions for managers and a Leadership Mastery Series targeted at Curriculum Heads and Senior Support staff.

Development sessions for the Board of Management included strategy and planning, as well as various aspects of governance, Values and Behaviours, the legal framework for College Boards, and leadership.

Ethical Performance

The College is working in partnership with Student Engagement, Faculty and Procurement colleagues, and students to drive the College "Fair Trade" agenda via a number of Fair Trade 'initiatives' or 'campaigns'. These included a Fair Trade Banquet, the 90 kg Rice Challenge, and a FairTrade Staff and Student Football Tournament.

People

The College's People Plan, focusing upon seven key people commitments, was developed and produced. The Committee also noted the results of the annual staff survey, in which 50% of the staff complement took part. The results were very positive, although a number of follow-up actions were considered by staff focus groups.

Voluntary Severance

The College's voluntary severance scheme was reviewed by the Committee in the light of the reform of janitorial services. The Committee noted that the Regional VS Scheme was under development, subject to the resolution of a number of associated matters, and was reassured to note that College staff would not be disadvantaged by the implementation of the College's scheme. A new College VS Policy was developed with guidance from the College's solicitors.



Staff Events

Big Picture

The College proudly premiered its New Campus Flythrough Film at Cineworld - Europe's largest cinema. The Chair of Regional Board, the College Principal and CEO, and Depute Principal shared plans for the future from a regional and College perspective with staff

Unlocking Potential

The College was delighted to work with the Winning Scotland Foundation and host the Unlocking Potential Event in September 2014, which featured several high-profile speakers including Professor Carol Dweck from Stanford University, and Carol Craig from Centre for Confidence. This event was filmed and the presentations are available on City Vision at:

<https://my.cityofglasgowcollege.ac.uk/cityvision/watch/unlockingpotential>

One City

This regular end of session CPD event is aimed at all staff, and is designed to promote a unified and integrated workforce, create a professional learning community ethos, and communicate College strategies internally and externally. Many of the events are delivered by College staff, alongside students and external stakeholders.

In 2015, two students from the College Event Management Programme were recruited on a paid internship. The interns helped to plan, prepare, design the programme and manage proceedings on the day alongside a number of other College students. The interns were able to apply many of the skills they had developed through their course programme and add a fresh dimension to event preparations.

Diversity and Equality

The Committee welcomed regular updates on Diversity and Equality priorities and activity throughout 2014-15. Among the key matters considered were the Equality Mainstreaming Report 2015, which presented a function-by-function analysis on mainstreaming delivery across the College. The Report was published in April 2015 as required.

Among the developments in 2014-15 were:

- Equality outcomes to be shared at Glasgow regional level
- A successful "Embracing Diversity" competition, with 80 entrants from across the College
- Development of a Diversity and Equalities staff development module
- College website, intranet, and VLEs supported by the "Browse Aloud" software package

The College was commended at the College Development Network Annual Awards for Equality Diversity and Inclusion.

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 associated with the following areas: student success, outcomes and progression, staff recruitment, retention and development, and statutory compliance matters.



Embracing Diversity Competition - Above: Depute Principal Alex Craig with two winners. Below: Competition judges





One City 2015



Student Statistics

Introduction

City of Glasgow College is committed to achieving its Regional Outcome Agreement (ROA) targets by enhancing access and inclusion through its curriculum portfolio and encouraging participation from all protected characteristic groups. The information shown here provides high-level data on College applications and enrolments for 2014/15 and concentrates on full time provision where entry to College is based on application and selection interview.

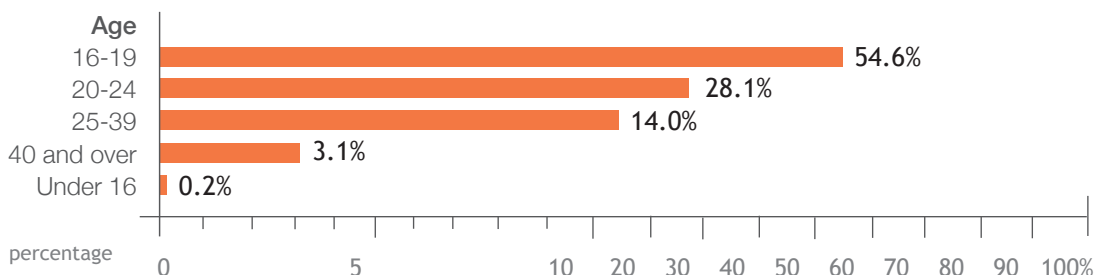
The College's admission policy guarantees that applicants who meet the entry criteria will receive an interview where there are course places available. Applications and enrolments are monitored to ensure that those who receive a place, and enrol, are representative of our application base data.

AGE

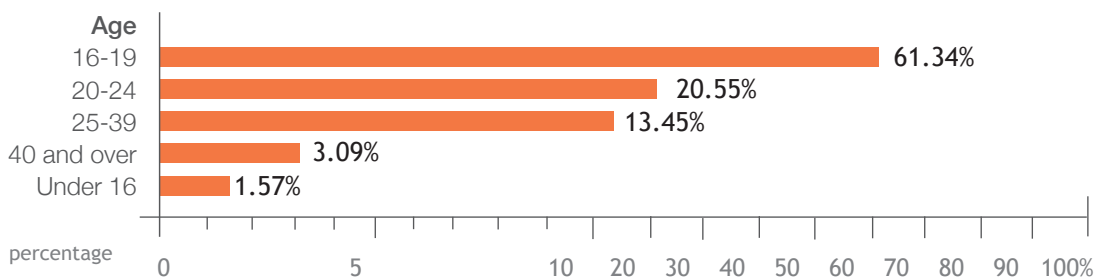
Opportunities for All is a key Scottish Government policy which seeks to offer a place in learning or training for all 16-19 year olds who are not already engaged in employment or training, and prioritisation of a place for those aged 20-24 years old. In 2014/15, 81.89% of those applying were between 16-24 years and 82.50% of this group were successful in securing a full time place at City of Glasgow College.

The variance between the 16-19 year old age group applying and those enrolling is due to the high proportion of 16-19 year olds who apply for courses for which they do not have the entry qualifications. This group are supported to ensure successful participation at a future date.

Enrolments 2014/15



Applications 2014/15 - Age

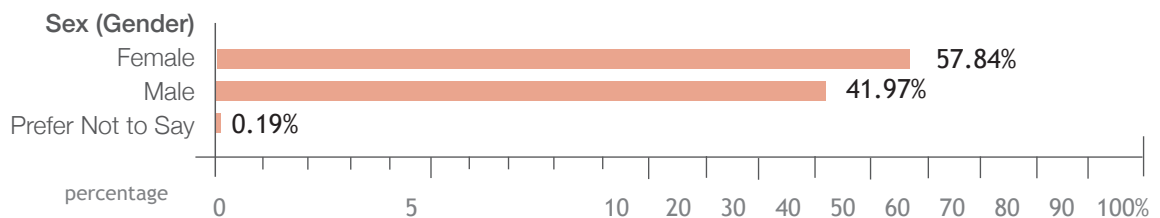


SEX

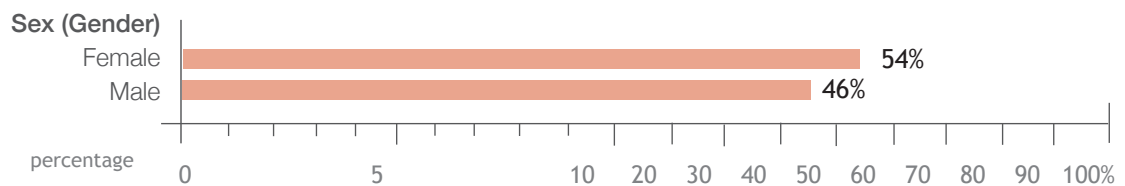
The Female/Male ratio at the application stage was 58%/42% and at enrolment stage 54%/46%. There is some evidence that Female applicants are marginally less likely to receive an offer of a place but this is mainly due to the high volume of female applicants applying in courses areas which are oversubscribed.

At course level, there is evidence that a gender imbalance exists in specific courses and positive action on how best to address these imbalances is currently under review.

Applications 2014/15 - Sex



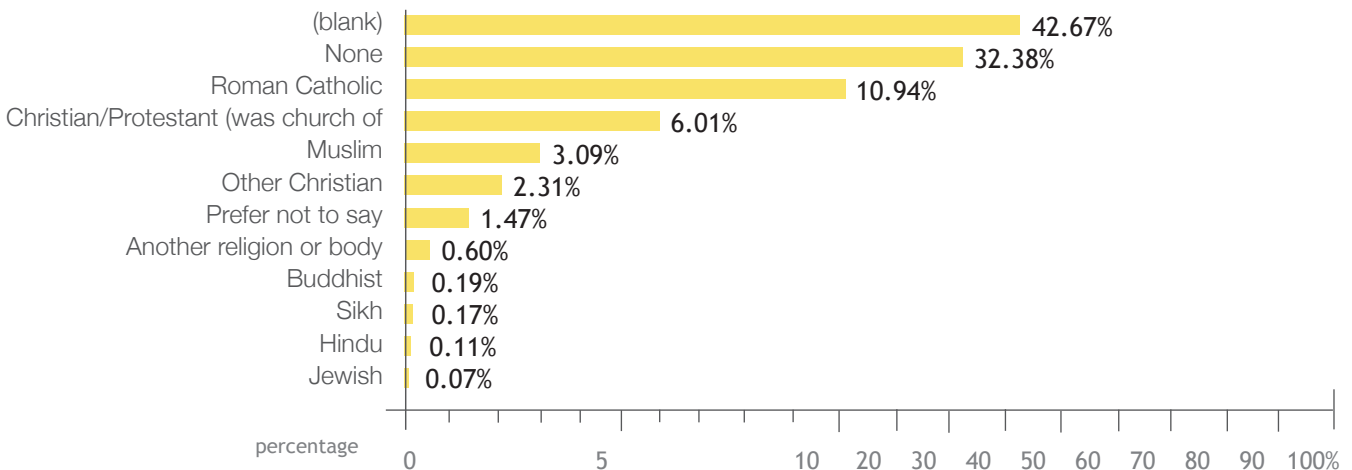
Enrolments 2014/15 - Sex



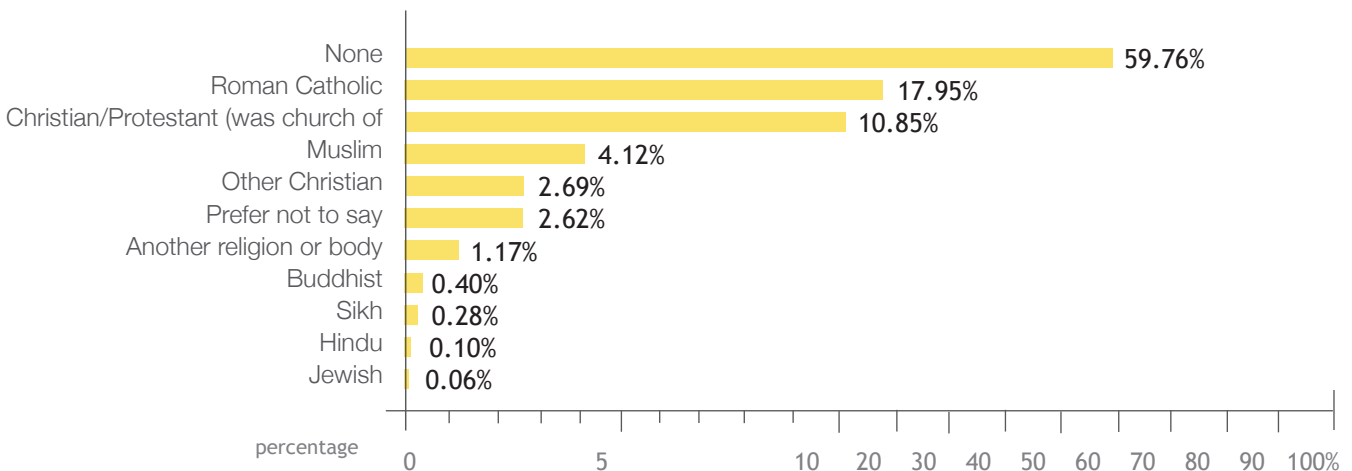
RELIGION

Collection of this data was introduced midway through the admissions process in April 2014 and the 'blank' category represents applicants for which this data was not collected which impedes a meaningful comparison. However, this will be approved for 2015/16 and the College is satisfied with current participation rates for this group.

Applications 2014/15 - Religion



Enrolment 2014/15 - Religion

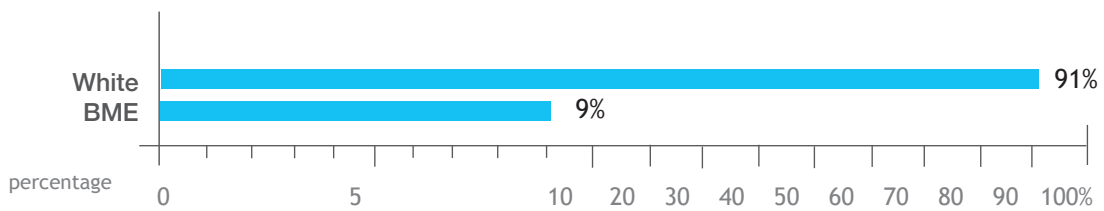


RACE

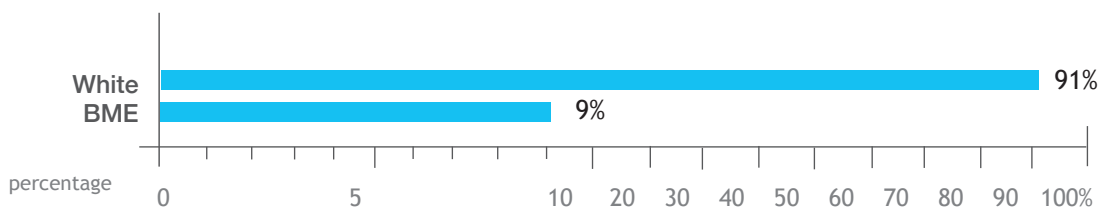
Information on race shows that the College is providing equality of opportunity to those applying from BME groups. This information is for full time applications and enrolments only, and therefore excludes ESOL groups which are part-time. When part-time groups are added, the College BME participation increases to 18%. The College is satisfied with current participation rates for this group.

This data should also be viewed together with data on Ethnic Origin to provide a fuller picture of the diverse student population at City of Glasgow College.

Applications 2014/15 - Race



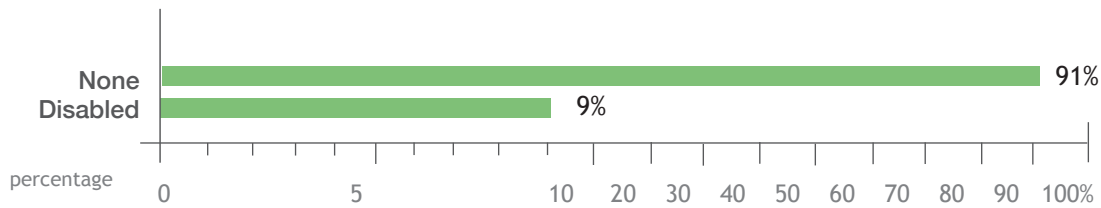
Enrolments 2014/15 - Race



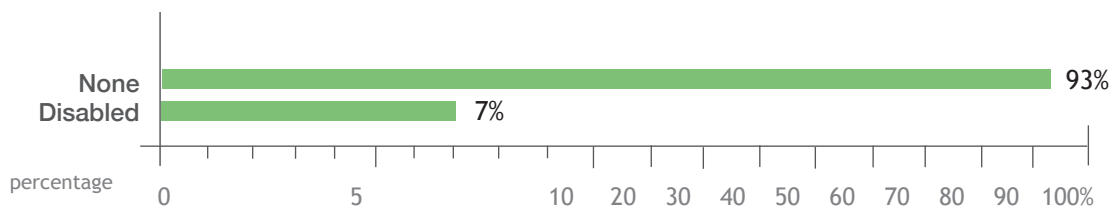
DISABILITY

The percentage of applicants with a disability who enrolled decreased by 2% compared with the percentage of applicants who applied. This was mainly due to a high number of applicants who had declared a disability, and who had applied for courses with substantial waiting lists, and as a result had been unsuccessful in obtaining an interview. In addition, this data set includes seven full-time supported learning courses which also have limited places and high demand.

Applications 2014/15 - Disability

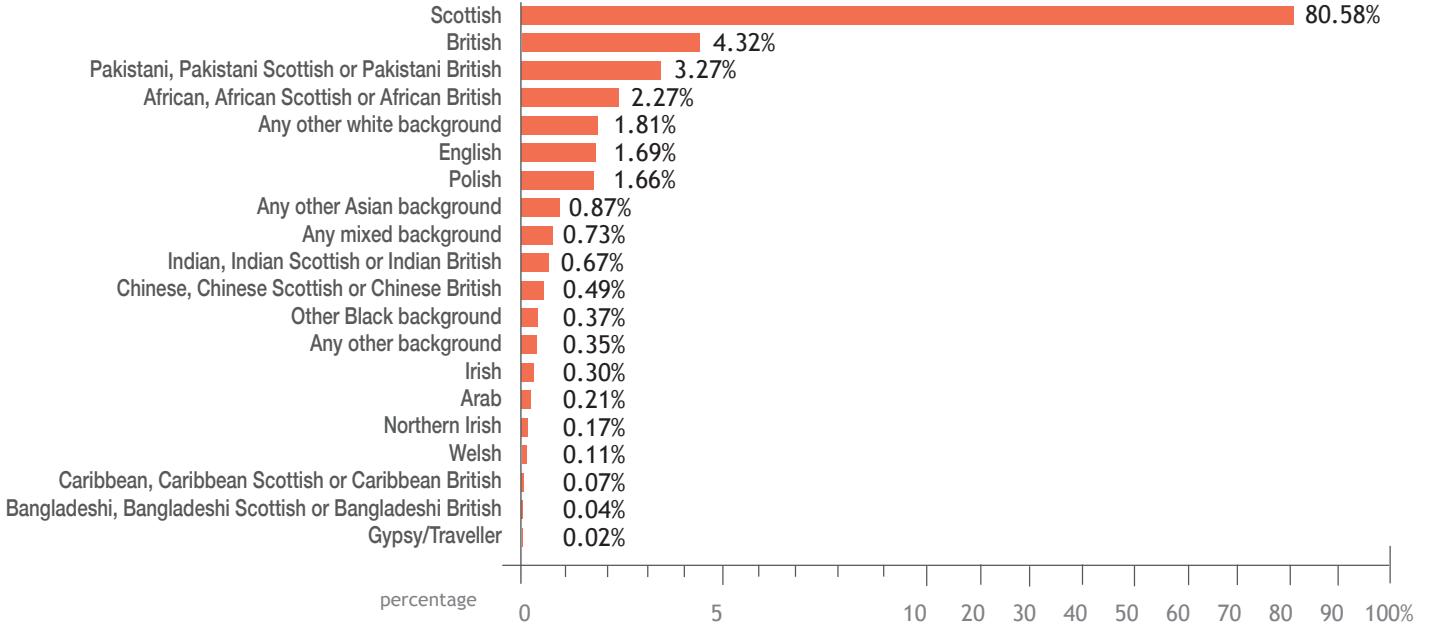


Enrolments 2014/15 - Disability

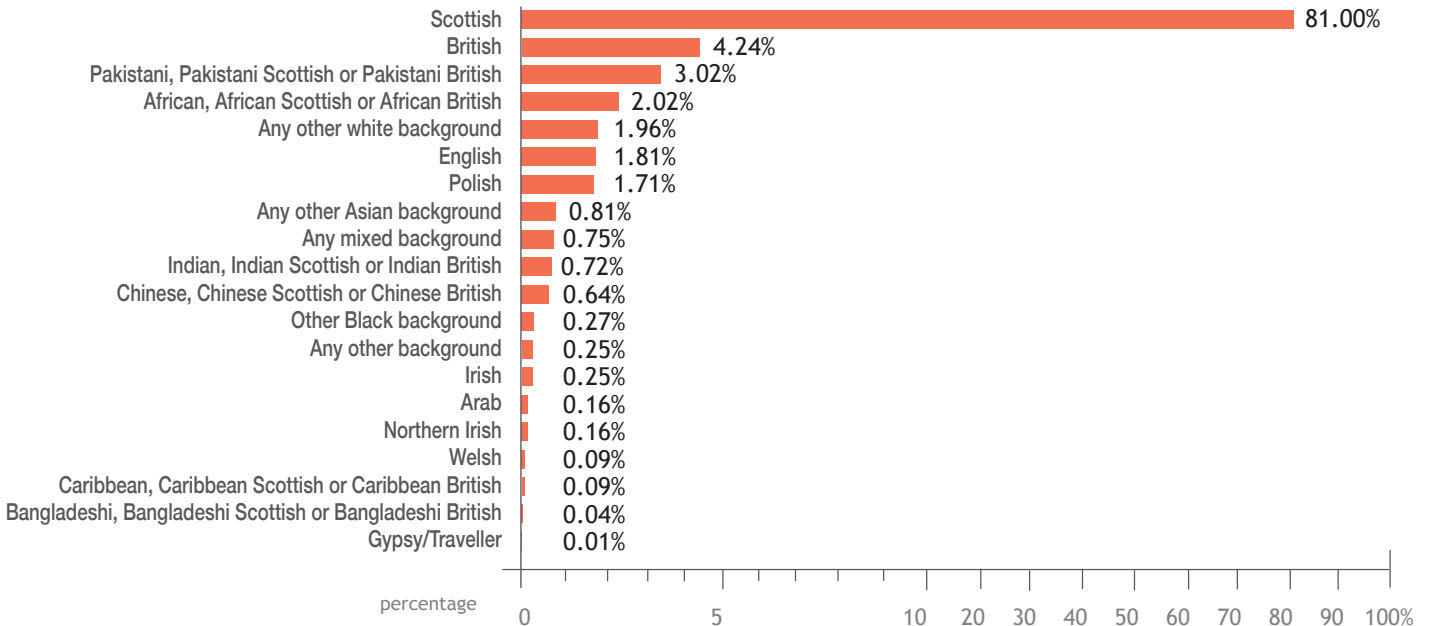


ETHNIC ORIGIN

Applications 2014/15 - Ethnicity



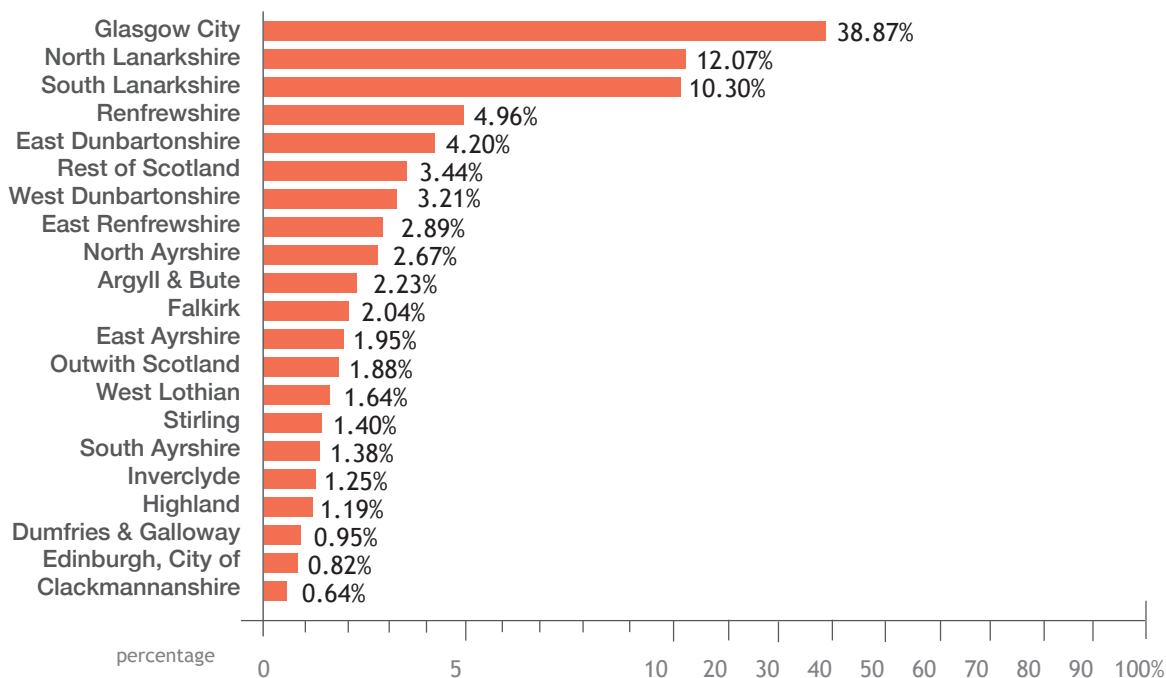
Enrolments 2014/15 - Ethnicity



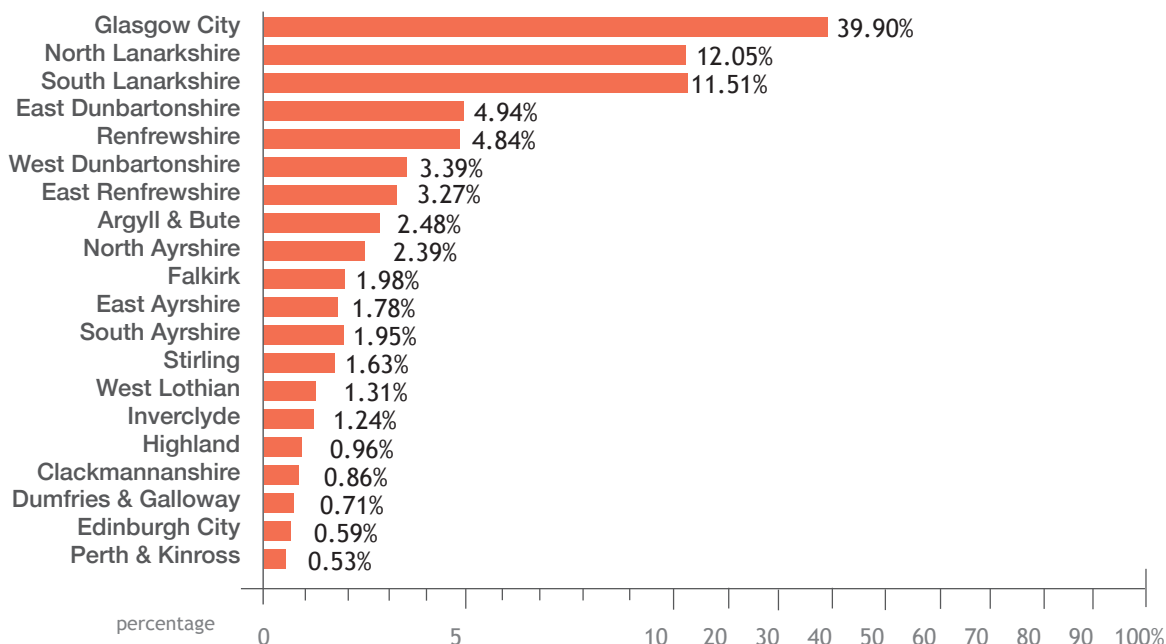
STUDENT HOME LOCATION

Due to the nature of its specialist curriculum the College has traditionally attracted students from beyond Glasgow City. The most significant variation between the home location of those applying and those enrolling was in the outwith Scotland category which will include students from England, Wales and Ireland as well as students from the European Economic Area. Figures under 0.5% not included below.

Applications 2014/15 - Home Location



Enrolments 2014/15 - Home Location





Finance and Physical Resources

Governance Responsibilities

The Finance and Physical Resources Committee 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, and to review approve and monitor financial plans, strategies and plans. Any emerging recommendations are 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. 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.



Convener: Debbie McNamara

Review of 2014-15

The College once again faced significant challenges in 2014-15, as the sector continued to respond to the Government's call for ever greater efficiency, and delivery of greater activity targets from a diminishing grant budget. However the Committee was pleased to oversee a delivery of 2.7% over grant target activity in 2013-14, while recognising that continued achievement of targets, and financial sustainability, in current and future years, would require continued strategic development and innovation.

2014-15 and 2015-16 Financial Planning

The 2014-15 Financial Plan was reviewed through drafting and completion, taking account of the transitional financial period as the sector returned to a financial year end of 31 July in 2015. To ensure appropriate monitoring, budgets for the 4-month, 16-month, and 24-month periods were considered, as were transfers to foundations. The Committee also considered a range of related issues including student fees (rest of UK and international), Student Halls Accommodation Charges, as

well as international and commercial income streams in the context of the College's growth strategy.

The Financial Budget 2015-16 was endorsed for approval by the Board, subject to agreement on the allocation of SFC capital/estates maintenance and SFC student support grants within the Glasgow region.

Performance Monitoring

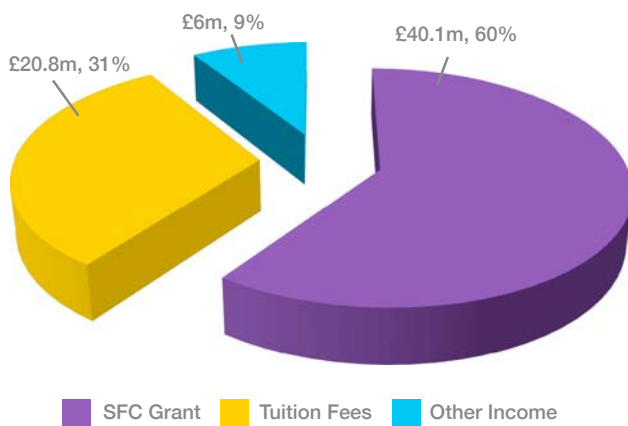
These reports provided the Committee with regular summaries of Income and Expenditure Accounts, Balance Sheets, and monthly cash balances throughout the session, while the College's investment strategy and performance was regularly updated via Treasury Management Reports.

Grant Funding

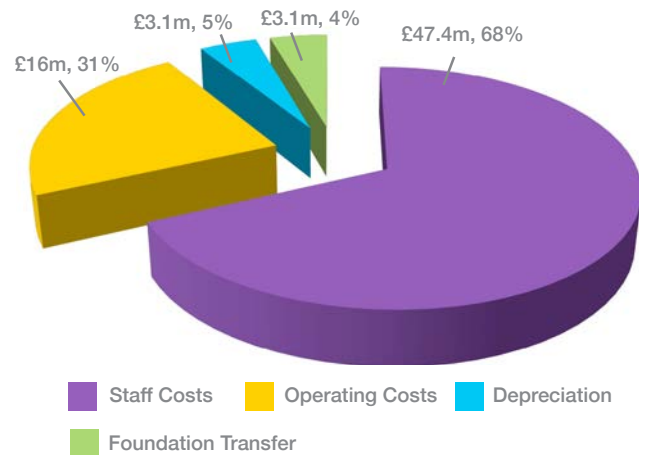
The Committee received reports on discussions within the Glasgow Region, and with SFC, regarding the intended delivery of 210,000 wSUMS by the College within the new campus sites. The anticipated figures, reported to the Committee in February 2014, included a mix of transfer and growth, and these figures pointed towards an increase year on year, reaching 209,000 wSUMS by 2017-18, and 210,000 wSUMS by 2018-19.

Performance Measure	City of Glasgow College 2014-15	City of Glasgow College 2013-14
Operating (deficit) / surplus as a % of total income	(4.1%)	(57.6%)
Historical cost surplus as a % of total income	(3.3%)	(57.0%)
Income & expenditure reserves as a % of total income (ex- pension reserve)	0.20%	6%
Ratio of Current assets to current liabilities	1.2 : 1	1.1 : 1
Days cash to total expenditure	39	42

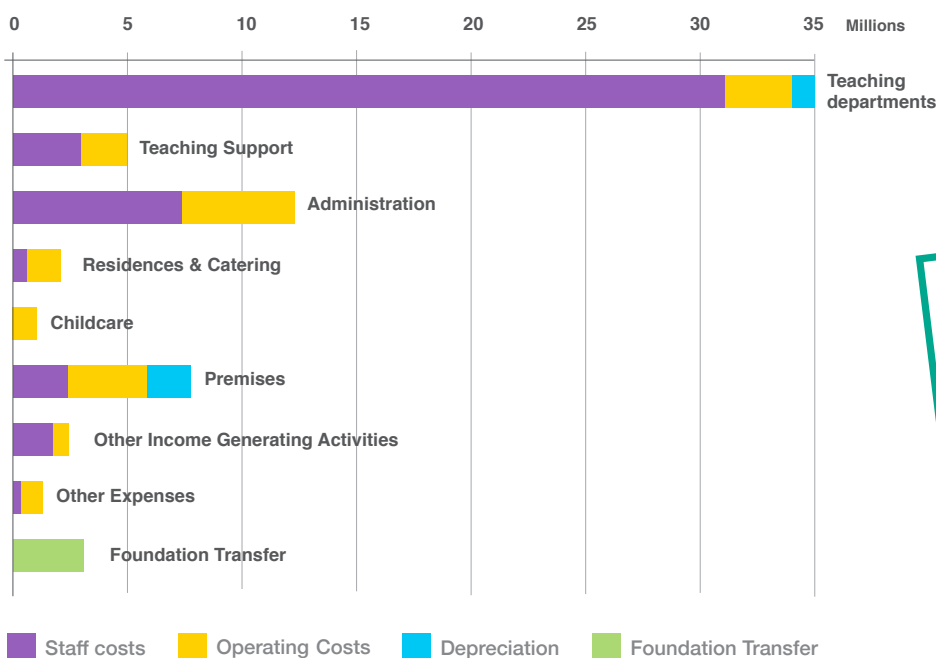
Actual 2014-15 Income Analysis



Actual 2014-15 Expenditure Analysis



Actual 2014-15 Expenditure Analysis



Strategic Plan 2013-17

PRIORITY 7
Maintain our long-term financial stability

Performance Measure	Target 2014-15	Actual 2014-15
Capital Expenditure	£9m	£8.8m
Net Current Assets	£1.7m	£1.3m
Course Fees	£11.0m	£11.2m
Commercial Fees	£4.0m	£4.1m
Education Contracts	£2.7m	£2.5m
Overseas Fees	£3.0m	£3.1m
Staff Costs	£47.0m	£47.4m
Operating Expenses	£16.2m	£16.1m
Transfer to Foundation	£3.0m	£3.1m
Operating (Deficit):	(£2.9m)	(£2.9m)

New Campus Development

The Committee received and considered regular updates on a range of matters relating to the development, construction, delivery of, and migration to the new campus sites. This was inevitably a highly complex project, involving multiple stakeholders, layers of responsibility, interdependencies, and complex organizational and delivery risks.

Associated matters which the Committee considered in detail included submission of grant applications to the College Foundation, changes to the Project Agreement to accommodate technical specifications and other issues relating to the installation of a Working Ship's Engine at Riverside, accelerated completion of the Halls of Residence, ongoing communications with internal and external stakeholders, and many other detailed matters including those highlighted by the Independent Tester monitoring building completion (Currie and Brown). The Community Benefits programme was also reviewed through the session.

The Committee received reportage on the status of the four Infrastructure Transition Projects – Workflow and Document Management, Printing Solution, Intelligent Building and Identity Management. The scope and current progress of each Project was provided in detail, and an emphasis placed upon communication of this information to staff and students.

Reportage on IT contingency planning was received, which included critical stage planning, and core system location and maintenance. The Committee noted that in future, core systems would be divided between City and Riverside campuses.

The Committee acknowledged the positive feedback following the Scottish Government Gateway Reviews.

The successful completion and entry to the Riverside Campus was a clear priority, given the entry date to Riverside of 17th August 2015. The delivery of the project within budget was dependent upon an assiduous attention to detail by the project team, rigorously overseen by the Committee.

The Riverside Campus was delivered on time, and within budget, with entry date achieved as planned. A summary review of the New Campus development is provided below.

Property Disposal Programme and Budget

The Committee provided oversight of the strategy and progress towards disposal of the existing College properties in the City Centre and east end of Glasgow. Due consideration of an appropriate disposal procedure and associated costs was undertaken, and of advice from the College's partner organisations, with due heed also taken of the terms of the Financial Memorandum.

Risk Management

The Committee received regular reports from the senior management Risk Management reviews in 2014-15. 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 and Matrix. The two highest scoring risks to the College, which were consistently identified through the session due to high impact and likelihood, were under the Finance Strategic Theme. Specifically, those risks associated with a failure to agree a transition plan for the delivery of 210,000 wSUMS by the College, as well as the continuing financial pressure resulting from funding restrictions to the sector.

Procurement and Prompt Payment of Suppliers

The Committee approved a new Procurement Strategy to improve the procurement framework within the three Glasgow colleges. This had been developed in collaboration with the Glasgow Regional Procurement Team, based on APUC guidance and a Procurement Capability Assessment,

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. The average creditor's payment period throughout 2014-15 was 41 days.



Looking to the Future

The ONS reclassification continues to have a significant impact on how the College operates, principally in terms of financial and business planning and reporting, and changes to accounting treatments, to fit with Scottish and UK government requirements.

The College moved to a financial year end of 31st March in 2014, and has now returned to a 31st July year end from 2015, resulting in these financial statements covering an initial 8-month accounting period followed by a 16-month accounting period. The new financial year is now aligned to the College's curriculum and business planning cycle and some major funding sources. The College is also required to report financial performance to SFC and the Scottish Government annually to the 31st March, with a balanced cash budget. A balanced cash budget to 31st March could result an operating deficit in the formal accounts to the 31st July.

For the 2015-16 annual report and accounts the College will comply with the new Statement of Recommended Practice Accounting for further and higher education (SORP) and Financial Reporting Standard (FRS) 102. There will be significant impact from the different categorisation of elements of income. Compliance with new income categorisation rules will increase the annual volatility of the College financial performance.

In common with many other Scottish colleges, the Board of Management created an 'Arms-Length Foundation' City of Glasgow College Foundation, in addition to the foundation created for all of Scotland's Colleges - the Scottish Colleges Foundation. The College is continuing to work with the Foundations, however this does place additional risk on the College's financial sustainability.

In response to the UK Government's plans to deliver a balanced a public sector budget by 2020, the College is anticipating funding reductions that will provide a significant challenge in continuing to successfully deliver the current student volume, while maintaining financial sustainability.

Estates Development and Maintenance

The development of the new campus continues to be a primary focus for the College. Meanwhile, the Committee continues to maintain oversight of the maintenance of the fabric and services within the College's current estate,

fully aware of the needs of our current cohort of learners. The committee ensures that we continue to meet all our statutory duties and in particular to enable effective curriculum delivery.

The Board and senior management at the College are increasingly conscious of their responsibilities with respect to the expenditure of public money on buildings that will not be occupied beyond August 2016. However, the needs of our existing students remain a priority, and the College continues to provide a fit-for-purpose estate that meets the needs of staff and students.

Examples of works undertaken over the past financial year include:

- Asbestos management and removal at Townhead Campus
- Replacement of Panel and Bag Filters on 26 air handling units at our Townhead Campus to maintain air quality and comfort cooling to catering class rooms
- A full inspection carried out by Royal Sun Alliance to ensure that all plant equipment on our Campus continues to provide a safe working environment for our staff and students
- Full electrical wiring inspection and repair throughout the college estate
- Fire protection works across the campus sites
- Repurposing car parks at Townhead
- Upgrading college lifts safety equipment
- Repurposing Florence Street with the creation of a Drama Theatre and the provision of additional teaching spaces to meet the college curriculum growth plans and the objectives of the regional outcome agreement.

Over the summer of 2015 the Committee oversaw the completion of substantial changes to the temporary teaching accommodation facilities on Riverside and City campuses. The Riverside temporary teaching accommodation was reconfigured to facilitate the delivery of the Education & Society Faculty, and the creation of 6 beauty salons. Additional staff accommodation was created to house new staff transferring from Glasgow Kelvin College, as part of the Regional Outcome Agreement and the Glasgow Curriculum and Estates Review.

The Committee will continue to prioritise works required to maintain our buildings in a fit for purpose and fit for disposal condition in the run up to August 2016.



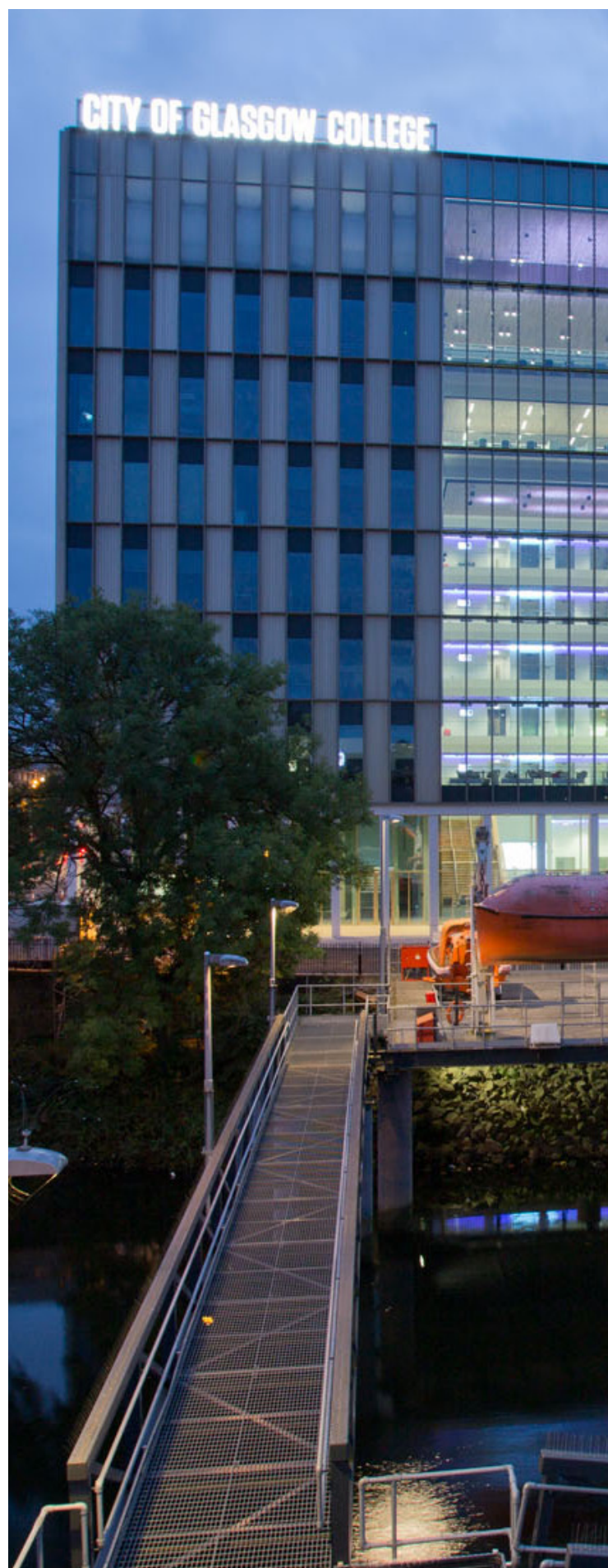
New Campus

The academic session reached a climax with the successful handover of Riverside Campus on 17th August 2015, on time and under budget. The new buildings have already changed the shape of the College, of learning & teaching practice specifically, and have made real the transition projects targeted at new ways of working. The stunning environment brings together Faculty teams for the first time, and introduces new state of the art learning resources and facilities. Specialist resources include investment in a £1.6m ship and engine simulation suite; a working ship's engine room; High Voltage training & renewable workshops, alongside technology rich classrooms and social learning spaces. The College-funded Halls of Residence building, with striking views over the river and city, was also completed for occupation in August 2015.

The run up to migration saw a period of intense planning and a huge logistical effort towards implementation. The project team, estates and IT teams, and staff across the College worked alongside development partners to deliver a 'smooth landing'. A formal migration 'lessons learned' evaluative exercise will inform the City migration in 2016. Up to 230 staff were migrated in total with 52 teaching spaces created within modular teaching accommodation, known as the "Thistle Suite" at Riverside. All internal works were procured and managed by in-house professional estates staff. The work on our temporary teaching accommodation was delivered by Glasgow Learning Quarter (GLQ) in very close liaison with the College Estates and Facilities team.

The project continues to have a positive economic and educational spin-off benefit. Progress against the contractual targets within the Community Benefits strategy remain positive. A total of 131 new entrants have been employed, 46 of whom are apprentices. This represents 97% of the new entrant contractual target. 68 educational support projects have been supported to date, £149M of tenders have been awarded, £31M of which have been to Scottish SMEs representing 21% of the total value of tenders having been awarded to Scottish SMEs.

The College is working collaboratively with GLQ to provide a socio-economic evaluation report highlighting the impact of the Community Benefits strategy for the new campus project. This report focuses not simply on the socio-economic and academic impacts, but also seeks to highlight the 'place making impact' that the new buildings make within their local and extended city environment.





**Strategic Plan
2013-17**

PRIORITY 4

Position the College as a prominent partner in support of Glasgow City Region and the national economy.



Environmental Sustainability

The College recognises the importance of environmental credentials in the submission of contract tenders, and that these should be included within appropriate communications. The College Environmental Policy was approved in 2012, and states as key aims:

- To minimise the use of non-renewable and environmentally damaging resources
- To maximise recycling and minimize usage and waste of supplies such as food, paper, metals, and plastics. This past year the College's printing strategy was influenced by the provider's approach to the management and recycling of printer toner cartridges.
- To increase awareness of environmental issues amongst staff and students.

The policy also commits the college to careful use and sourcing of natural resources, and to a set target to reduce energy consumption by 3% annually.

In August 2015, the College received the new Riverside building which attained BREEAM Excellent status, which, in contrast to the buildings it replaced on the same site, is a major achievement. Not only has the College received a building with increased insulation, but a building which is intelligent in terms of lighting and heating controls. Introduction of PV solar panels and rainwater harvesting reduces the requirement for natural resources. Overall, the College's carbon footprint will reduce significantly.

Looking forward to August 2016 and a new City building with a BREEAM rating of Very Good, the College's sustainability targets will have been achieved, following the disposal of the surplus estate.

Health and Safety

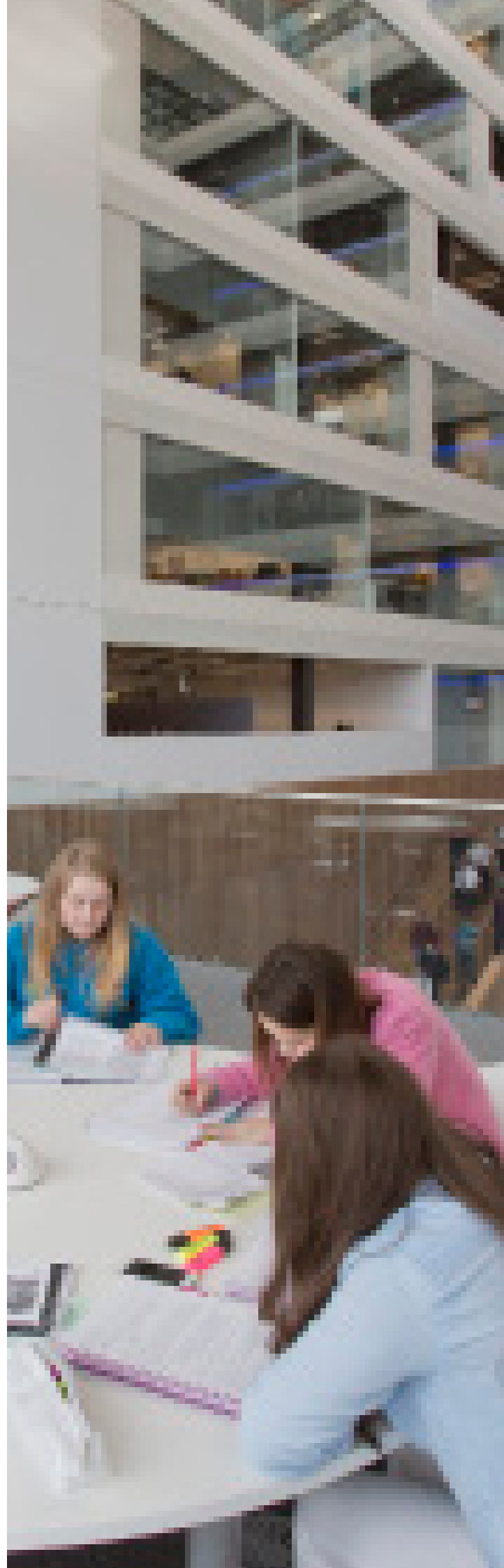
The Health and Safety team continues to place the highest priority upon ensuring that the College complies with all Health & Safety corporate requirements. A new approach to Health & Safety reporting has been developed, with improved reporting channels.

In accordance with Trade Union entitlement to inspect staff working premises, a series of joint inspections with Trade Union officials are regularly planned and conducted across all campus locations, with actions agreed and followed up. In particular the Health & Safety team played a leading role, pre-migration into the Riverside Campus, with some 80 generic 'space based' risk assessments completed, and the introduction of a new online risk assessment register.

The College has published a Health and safety student handbook and the College website contains a specialist section addressing Health & Safety needs.

We continue to deliver health and safety specific training and in preparation for the Riverside Campus the following measures were undertaken:

- Identified and trained 18 Risk assessors
- Completed a pre-occupancy Fire risk assessment and developed a Fire Emergency Action Plan
- Identified key personnel and provided fire evacuation training
- Identified and promoted an Incident Control Point



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 College's 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 Committee has therefore 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.



Convenor - Tasmina Ahmed-Sheikh

Review of 2014-15

In addition to strategic risk reviews, and Committee self-evaluation, the priorities of the Committee throughout 2014-15 were represented in the Committee's agenda standing items through the session, which were:

- Performance against targets for Commercial and International activity
- College Industry Academies
- Overseas Project updates
- Reputational and Fraud risks relating to International Operations

Corporate Development Strategy

The College Corporate Development Strategy 2014-19 was considered by the Committee. It was noted that the considerable funding challenges which face the College have led to the requirement to increase non-government funded income through various business, international, and European partnership activities. The Industry Academy, Business, and International targets were reviewed by the Committee on a regular basis.

Industry Academies

The Committee was pleased to note progress through 2014-15 in the development of Industry Academies across a wide range of curriculum areas. All Faculty Directors presented updates and case studies which were well received by the Committee, which noted rigorous PIs relating to return on investments, and benefits to students and staff.

Commercial and International Targets

The Committee considered regular reports on commercial and international income targets, noting that the position is subject to change throughout the session, with commercial fee income above target, and international fee income below target. However the combined position of commercial and international was positive overall.

In 2014-15, a change to UKVI rules had resulted in a reduction of the numbers of international students coming to the College throughout the session. In June, the Committee was advised that UKVI had "capped" the College's activity for students reliant upon VISAs. Following UKVI advice, one partnership in Bangladesh was concluded in 2014-15.

Centro Ce Formacao Maritima De Angola (CMFA)

Reports were received on developments at the Centro Ce Formacao Maritima De Angola (CMFA) maritime training centre including the recruitment of a new Head of Centre, based in Angola, via a global specialist recruitment company. In June, the Committee received a report from the Principal, following his visit to senior officials in Angola, which outlined proposals for an alternative partnership model.

Malta Projects

Regular reports on the progress of projects in Malta were considered by the Committee. These have been developed with partner organisations including the Malta College for Arts Science and Technology (MCAST). Building upon the success of the Malta 1 project, a further project was developed, with College staff authoring Unit Descriptors and supporting teaching materials for 46 courses at an equivalent level to HNC/D. A few courses not delivered by CoGC were sub-contracted to other Scottish Colleges.

While recognizing the potential for further development initiatives in Malta, the Committee directed that further development initiatives, as proposed, should be subject to a rigorous audit review as part of Due Diligence.

Glasgow Curriculum and Estates Plan

Proposals for the implementation of the curriculum and estates plan for Glasgow to 2019-20 were considered, following approval by the 3 Glasgow College Boards. Following presentation to the Regional Board, the draft Action and Implementation Plan had been developed to provide more detail on the movement of curriculum, staff and share of curricular activity between the 3 Colleges. It was noted that the original allocation of FE to CoGC had been considered too high, and has subsequently been reduced to 46% of College activity.

Risk Management

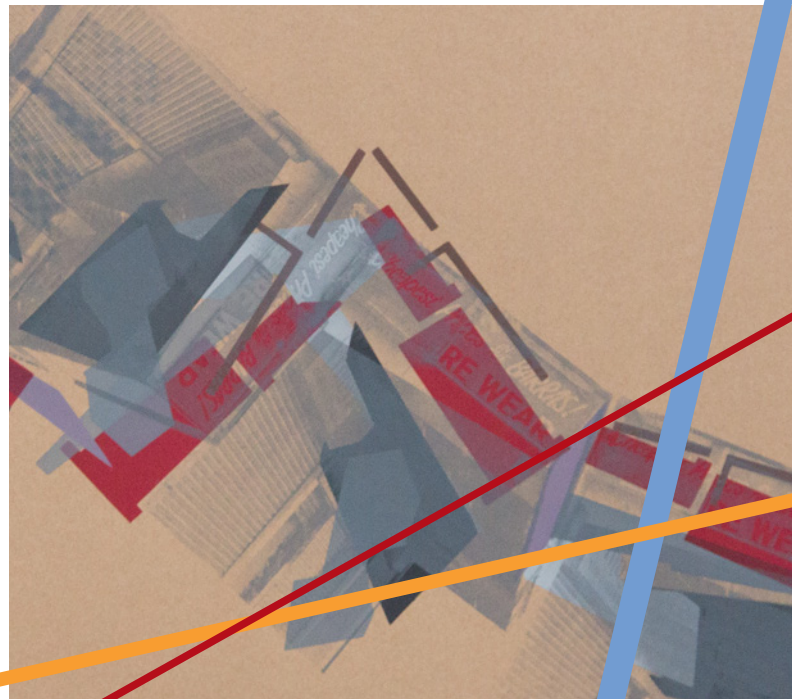
The Committee received regular reports from the senior management Risk Management reviews in 2014-15. In November 2014, the Committee discussed the Ebola outbreak in West Africa, noting the potential risk of an

identified or suspected case of Ebola infection within the student body or staff complement. The Committee considered the role of the College in respect of this risk, and the possible consequences for individuals and the College itself. Advice obtained from NHS, and a risk assessment for Universities and Colleges was circulated to all staff. Reference to Ebola was included under infectious diseases within the College Risk Register

Strategic Planning

The current College Strategic Plan (2013-17) was reviewed by the full Board of Management, at its dedicated planning event. The Board considered the changing strategic context as the College seeks to fulfill its unique role and specific challenges, while ensuring alignment of the College's strategies with the Glasgow Regional Outcome Agreement, and Glasgow City priorities. Furthermore, the Board of Management agreed performance targets with the Senior Management Team, and published a new edition of the Strategic Plan with these targets – a public statement of intent with regard to tangible delivery and monitoring of progress against the strategic aims of the College.

The plan presents the College's key priorities within a planning framework, ensuring alignment and "line of sight" connection between strategy and operational delivery. The College's internal review procedures and Risk Management Strategy are also embedded within the planning framework, ensuring coherence and consistency of approach through the College.



Audit



Convener - John MacLeod

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 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.

Review of 2014-15

Administrative Matters

As a consequence of the reclassification of colleges by ONS as “Arms-Length Public Bodies”, the financial reporting year for 2014-15 changed once more from 2013-14, reverting to the year-end date of 31 July, following the previous year-end date of 31 March. Financial reports to the Committee therefore reflected the uneven time periods between 2013-14 and 2014-15. The College Annual Report for 2013-14 included financial reportage covering an 8-month financial period, while the activities and successes reported in the report narrative reflected the academic session to 31 July 2015. The College’s Annual Report was published early in session 2014-15.

The Committee considered detailed financial reports through the 16-month period from 1 April 2014 to 31 July 2015, noting the College’s performance against the sector key financial performance indicators.

The Committee noted that the current arrangements for internal audit with BDO Stoy Hayward LLP conclude on 31 July 2016

Internal Audit

The Internal Auditors undertook a review of progress made against the audit recommendations made in previous years, and reported that “within City of Glasgow College we found a detailed level of commitment and effort in clearing as many outstanding recommendations as possible from previous audit reports” and that “... we can take reasonable assurance that management’s resolve to implement previously agreed recommendations is sound”.

The Committee agreed an internal Audit Plan for 2014-15 comprising a total of ten audit reviews which were reported to the Audit Committee throughout the year. These were discussed at length, with management responses to improvement recommendations approved and monitored.

The table below sets out the Internal Audit reviews conducted in 2014-15, together with the number of recommendations categorised under high, medium, or low priority:

Internal Audit Report and Recommendations	High	Medium	Low
IT – Bring Your Own Device (BYOD)	0	2	0
Staff Recruitment	0	0	0
Payroll	0	0	2
Financial reporting	0	0	1
Industry Academies	0	1	1
SUMs Audit	0	0	0
Restructuring	0	0	0
Organisational Development	0	0	2
Quality Assurance and Improvement	0	0	0
Risk Management Maturity Assessment	0	0	0
New Campus New Learning	0	0	1

Based upon the internal Audit reviews undertaken in 2014-15, the following opinions were expressed by the auditors in their Annual Report to the Committee (May 2015):

“The risk management activities and controls in the areas which we examined were found to be suitably designed to achieve the specific risk management control and governance objectives”

“Based on our verification reviews and sample testing, risk management control and governance arrangements were operating with sufficient effectiveness to provide reasonable assurance that the relates risk management control and governance objectives were achieved for the period under review”

Internal Audit Annual Report 2014-15, BDO LLP

Internal Audit Assessment:

- The internal auditors identified and prioritised relevant recommendations arising from the above-mentioned systems and detailed reviews
- The auditors undertook their work in a supportive and constructive way
- The internal auditors covered all areas set out in the 2014-15 audit plan
- In overall terms, the auditors demonstrated a good understanding of the needs of the College and the overall context in terms of the Scottish FE sector

External Audit

The College's External Auditors are Scott-Moncrieff, having been appointed by the Auditor General for Scotland for the five-year period 2011-12 to 2015-16. 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 provided a report on the 2013-14 audit covering the 8-month period to 31 March 2014, providing 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. The report included a number of recommendations with management action plan points, all of which were accepted.



Recommendations:

- Development of a Voluntary Severance Policy
- Implement Succession Plan for senior managers
- Consider Finance team staff resource levels
- Debts deemed irrecoverable to be written off
- Source dates of birth for those included in early retirement pension provision
- Update Board Register of Interests
- Implement quarterly reconciliation on income as per VAT returns with income within accounting records

The External Audit Strategy and Plan for 2014-15 was considered and agreed by the Committee, with the key audit issues highlighted - in particular governance arrangements for Voluntary Severance; a detailed review of expenditure relating to the investment in fixed assets; evaluation of revenue transaction; and a review of accounting records for significant transactions.

The external auditor's report for the period to 31 July 2015 provided an unqualified opinion on the annual report and accounts, and on the regularity of transactions and other prescribed matters.

Central to the external audit objectives is a risk-based approach to audit planning that reflects the auditor's overall assessment of the relevant risks that apply to the College, ensuring that the audit focuses on the areas of highest risk.

The risk assessment was informed by:

- Discussions with the College's Executive Director Finance, and Finance Manager
- External audit of the College over the last three years
- Review of the College's Risk Register
- Review of Internal Audit's operational plan
- Review of the College's financial plans
- Review of the College's Board and Committee minutes
- Review of the College's strategic plan

The report of the External Auditor for 2014-15 is included in the College's full Annual Report and Accounts 2014-15.

In addition to the work of the internal and external auditors, the Committee considered a range of other matters including:

- New Campus Scheme of Delegation
- Committee Programme of Work
- Board and Board Committee Self-Evaluation
- Audit Committee Annual Report 2013-14
- College Annual Report 2013-14
- Bring Your Own Device Policy
- Document and Records Retention Policy and Procedure
- Risk Management (see next page)



**Strategic Plan
2013-17**

PRIORITY 6

Achieve maximum effectiveness and efficiency through innovative practices and continuous improvement, and remain vigilant of our corporate risks.



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 Matrix
- Risk Management Action Plans (currently 20)

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 Committee received a Risk Management Maturity Assessment from the Internal Auditors in 2015, 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 with comparative organisations”.

The Committee received regular reports from the senior management Risk Management reviews in 2014-15. All significant changes to risk assessment or management were highlighted and discussed by the Committee, via the individual Risk Management Action Plans and the College Risk Register and Matrix. The two highest scoring risks, which were consistently identified through the session due to high impact and likelihood, were those associated with a failure to agree a transition plan for the delivery of 210,000 by the College, as well as the continuing financial pressure placed upon the College by funding restrictions to the sector.

The following table summarises the key Strategic Risks which the College managed, and which the Audit Committee monitored throughout 2014-15: (as at June 2015):



Summary Risk Register

Strategic Theme	Risk	RAG
Students	• Failure to support student success	A
	• Failure to establish optimal pedagogic model	A
	• Failure to achieve good student outcome/progression levels	A
Growth & Development	• Failure to realise planned benefits of Regionalisation	A
	• Failure to achieve New Campus objectives	G
	• Negative impact upon College reputation	G
	• Failure to achieve improved business development performance with stakeholders	A
	• Failure to achieve improved performance	G
	• Failure to recruit, retain and develop suitable staff	G
Processes and Performance	• Negative impact of statutory compliance failure	G
	• Failure of Corporate Governance	G
	• Failure of Business Continuity	A
	• Failure to manage performance	G
	• Failure to manage Industrial Relations	A
Finance	• Failure to achieve operating surplus via control of costs & achievement of income targets	R
	• Failure to maximise income via diversification	A
	• Negative impact of funding methodology within Glasgow Region	A
	• Failure to agree with SFC a transition plan to deliver 210,000 wSUMs	R
	• Impact of ONS reclassification of the status of colleges	A
	• Failure to obtain funds from College Foundation	G

High Level (Level 1) Risk Register as at 31 July 2015

Board Evaluation 2015

In February 2015, the Board of Management approved a structured evaluation of the full Board, the Board's Committees, and of individual members and committee conveners. This process is in line with the Code of Good Governance which states that: "The board must keep its effectiveness under annual review and have in place a robust self-evaluation process."

The format of the Board of Management evaluation was structured around the new International Framework: Good Governance in the Public Sector². This framework, developed in 2014 under the Chairmanship of Sir Mervyn King, provides a benchmark for all aspects of good governance in the public sector.

The Board also recognised the need to embed self-evaluation and assessment as an essential tool for performance improvement towards excellence, and to lead by example in this regard, thereby setting a clear message to the College as a whole. The process follows the EFQM excellence model in respect of ongoing assessment and refinement. Also, the Ministerial Guidance in respect of transition arrangements for governance in the sector, over the two-year period to July 2016, specifically requires "evidence of annual assessment of performance" for Board members.

Further benefits of self-evaluation were identified such as:

- informing the Board induction, development and integration provision
- providing reassurance to the Board itself, and to the College's stakeholders, that the City of Glasgow College systems of governance are robust and delivered to a high standard
- mitigating against reputational risk to the College.

The Evaluation consisted of an evaluation of the full Board of Management, collectively and individually, and of the Board Committees and their conveners. Evaluation reports were submitted to the full Board and the respective Committees before the end of session 2014-15. The report to the Board recognised that the scores were high across all areas, and given the nature of the self-evaluation, at least expressed a confidence within the Board that it was discharging its responsibilities to a high standard. In future, consideration will be given to the independent oversight of Board evaluation, to ensure a balanced, objective, assessment.

Nevertheless, the Board differentiated some areas of activity as better than others, enabling focused Board member development. While improvement was to be sought across all areas in pursuit of excellence in governance, a particular focus continues to be on the lower scoring areas. Annual reportage, Staff and Student member activity, and matters relating to internal control and financial management all scored the highest, while further analysis of Value for Money considerations, stakeholder communication, and alignment with regional strategy, were recognised as areas to focus upon for Board development. The individual Board Committees received evaluation reports, prompting appropriate actions.

Individual Board members assessments were undertaken by the Board Chair, following an agreed format, and reports submitted to the Glasgow Colleges' Regional Board.

² <http://www.cipfa.org/policy-and-guidance/standards/international-framework-good-governance-inthe-public-sector>





Statements: Responsibilities, Governance, Internal Control

Responsibilities Statement

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 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 (2007).

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 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 according to approval levels set by the Board

- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the Audit Committee and Finance Committee
- 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.

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

Approved by order of the members of the Board on _____
and signed on its behalf by:

Alisdair Barron, Interim Chairman

_____ date _____

Governance Statement

During its fifth year the Board of Management has continued to develop and change. In the course of the year, under the auspices and delegated authority of the Glasgow Colleges' Regional Board, the Board proposed to the Regional Board the extension the tenures of several existing Board members, and the appointment of new Board members, following a fully revised and updated recruitment strategy (see Board of Management below). The Board Chair also accepted the resignation of two Board members in 2014-15.

The Board also reviewed its performance via a new evaluation process, and initiated a new Board integration, induction, and development programme, informed by the Board's self-evaluation report and the College Development Network draft Board Development Framework.

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.

Following the new appointments, to which were added the election of two Staff Members, and the nominations from the Students Association of two Student Members, Board membership increased to full capacity (18 in total) in 2014-15.

In 2014-15 the Board maintained its additional responsibility from 2013-14, 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.

The Board of Management was pleased to formally endorse and adopt, in its entirety, the model Code of Good Governance for Scotland's Colleges. This Code, along with the Code of Conduct, forms a key instrument of guidance and probity for Board members, and was presented as a cornerstone of the Board's development event in June 2015. I can confirm, therefore, that the Board seeks to comply with the Code of Good

Governance, and associated guidance, as well as the Corporate Governance Code so far as its provisions apply to the further education sector.

We have a committed Board and I am encouraged by the quality of the robust and challenging debate we have in relation to all-important issues for the College, and for our students. Members of the Board are not remunerated, and receive no payments from the College other than the reimbursement of expenses incurred on approved Board duties. Our governance framework sets out the roles, accountabilities and expectations for board members, board committees, staff and students.

As a Board, we are 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

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 2014-15, in addition to meetings of its committees whose key responsibilities are set out below.

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.

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

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.

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.

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

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.

Internal Control Statement

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.

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 July 31, 2015, 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.

Corporate Strategy

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 Chairman and Vice Chairman are distinct from the role of Chief Executive, the Principal.

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.

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 _____
and signed on its behalf by:

Alisdair Barron, Interim Chairman

_____ date _____

Paul Little, Principal and Chief Executive

_____ date _____

Independent Auditor's Report

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

We have audited the financial statements of City of Glasgow College for the period ended 31 July 2015 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 Income and Expenditure Account, the Statement of Historical Cost Surpluses and Deficits, the Statement of Total Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 125 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.

Respective responsibilities of the Board of Management and auditor

As explained more fully in the Responsibilities Statement, the Board of Management is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and is also responsible for ensuring the regularity of expenditure and income. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) as required by the Code of Audit Practice approved by the Auditor General for Scotland. Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors. We are also responsible for giving an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000.

Generic scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the college's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Board of Management; and the overall presentation of the financial statements. It also involves obtaining evidence about the regularity of expenditure and income. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements, irregularities, or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the 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 2015 and of its deficit for the period 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).

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.

Opinion on other prescribed matters

In our opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Ministers; and
- the information given in the Annual Report for the financial period for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We are required to report to you if, in our opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit; or
- the Governance Statement and the Statement of Internal Control does not comply with Scottish Funding Council requirements.

We have nothing to report in respect of these matters.

Gary Devlin

For and on behalf of Scott-Moncrieff

Exchange Place 3

Semple Street

Edinburgh

EH3 8BL

23 December 2015

Eligible to act as an auditor in terms of section 21 of the Public Finance and Accountability (Scotland) Act 2000

Board of Management

Board Member	External position	Appointed	Re-appointed	Resigned	Committee(s) served (C) indicates Convener
Tasmina Ahmed-Sheikh	Partner, Hamilton Burns WS Solicitors	Jan 2012		June 2015	Development (C); Performance, Nominations and Remuneration
Douglas Baillie (Chair)	Regional Head of Performance Delivery, Clydesdale Bank	Jan 2011	Jan 2015		Finance and Physical Resources; Performance, Nominations and Remuneration
Alisdair Barron	Chief Executive, Children in Distress	Sept 2010	Dec 2012 : July 2015		Students, Staff & Equalities (C); Development; Audit; Nominations & Remuneration
George Black	Former Chief Executive, Glasgow City Council	June 2015			Audit, Development
David Eaton	Teaching Staff Member	Sept 2010	July 2015		Audit Learning & Teaching
Peter Finch	Former Senior Assistant Principal, Glasgow Caledonian University		Aug 2012 : July 2015		Finance and Physical Resources
Jim Gallacher	Emeritus Professor of Lifelong Learning, Glasgow Caledonian University	Sept 2010	Aug 2012 : July 2015		Learning and Teaching (C); Performance, Nominations and Remuneration
Ian Gilmour	Student President	July 2015			Students, Staff & Equalities; Learning & Teaching
Charanjit Kaur	Senior Internal Auditor, Strathclyde Partnership for Transport	June 2013	July 2015		Audit, Development;
Karen Kelly	Head of Corporate Programmes, City of Edinburgh Council	June 2015			Finance & Physical Resources, Development
Sanjay Lago	Student President	Aug 2014			Students, Staff & Equalities, Learning & Teaching
Paul Little (Principal)	Ex Officio, Principal and CEO	Sept 2010			Finance and Physical Resources; Learning and Teaching ; Students, Staff, and Equalities; Development; Performance, Nominations and Remuneration
Alan MacKay	Support Staff Member	May 2013			Finance and Physical Resources; Students, Staff, and Equalities;
Mark McCafferty	Student Vice President	Aug 2014			Students, Staff & Equalities; Learning & Teaching
Frances McKinlay	The Marie Trust	June 2015			Audit, Students, Staff & Equalities
John MacLeod	John F MacLeod Chartered Accountants	Aug 2012		June 2015	Audit (C); Performance, Nominations and Remuneration
Colin McMurray	Director, Clyde Marine Training	Sept 2010	May 2013 : July 2015		Colin McMurray, Students, Staff & Equalities
Debbie McNamara	Chief Executive Officer, Hub West Scotland	Dec 2011	July 2015		Finance & Physical Resources (C); Performance, Nominations & Remuneration
Graham Mitchell	Managing Director, George Davie & Sons Ltd	June 2015			Audit, Students, Staff & Equalities
Robert Morrison	Support Staff Member	July 2015			Finance & Physical Resources, Learning & Teaching
Gavin Quinn	Student President (2013-14)	Sept 2013		June 2014	Students, Staff & Equalities, Learning & Teaching
Ruta Simonyte	Student Vice President	July 2015			Students, Staff & Equalities, Learning & Teaching
Eric Tottman-Trayner	Business Development Director, Siempelkamp Nuclear Technology UK	Sept 2010	July 2015		Audit; Performance, Nominations and Remuneration
Lesley Woolfries	Capital Project Manager, West Dunbartonshire	Jan 2011	Jan 2015		Learning and Teaching (VC) ; Finance and Physical Resources;
George Galloway	Change Manager, Diamond Power	June 2015			Co-opted member of Students, Staff & Equalities, and Development
Stuart Patrick	Chief Executive, Glasgow Chamber of Commerce	June 2015			Co-opted member of Learning and Teaching and Development

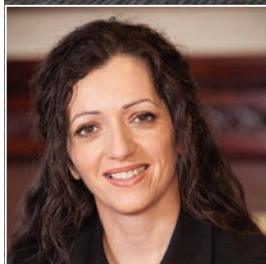
External Advisers

Role	Adviser
External Auditors:	Scott Moncrieff
Internal Auditors:	BDO Stoy Hayward LLP
Bankers	Bank of Scotland, Clydesdale Bank and Royal Bank of Scotland
Solicitors	Burness Paull LLP

New Campus Project	
Role	Adviser
Legal Adviser	Pinsent Masons
Financial Adviser	Pricewaterhouse Coopers
Insurance Adviser	Willis
NPD Adviser	David Nash
Project Manager and Technical Adviser	Turner & Townsend
Cost Manager and FM adviser	Gardner & Theobald
Technical Adviser - Architectural	JM Architects
Technical Adviser - Civil & Structural	Woolgar Hunter
Technical Adviser - M&E, sustainability & acoustics	Wallace Whittle
Technical Adviser - Space Planning	HAA
Technical Adviser - FF&E and Migration	Space Solutions
Technical Adviser - Catering	Litmus
Technical Adviser - ICT	AECOM
Town Planning Consultant	GVA

Disposal Programme	
Role	Adviser
Legal Adviser	Anderson Strathean
Property Adviser/Agent	Sanderson Weatherill/Ryden

Board of Management 2014-15



Tasmina Ahmed-Sheikh



Alisdair Barron (Vice Chair)



George Black



Karen Kelly



Francis McKinlay



From left: Jim Gallacher, Eric Tottman-Trayner, Debbie McNamara, Sanjay Lago, Mark McCafferty, David Eaton, Chairman Douglas Baillie, Principal Paul Little (seated), Alan McKay, Paul Clark (College Secretary), Charanjit Kaur, John MacLeod.



Graham Mitchell



Lesley Woolfries



Colin McMurray



Peter Finch

Financial Statements

INCOME AND EXPENDITURE ACCOUNT FOR THE 16 MONTHS ENDED 31 JULY 2015

		16 months ended 8 months ended	
	Notes	31 July 2015 £000	31 March 2014 £000 (reclassified)
Income			
Scottish Funding Council grants	2	40,149	22,957
Tuition fees and education contracts	3	20,785	11,401
Other income	4	5,283	2,872
Investment income	5	675	406
Total income		66,892	37,636
Expenditure			
Staff costs	6	47,368	27,732
Other operating expenses	8	16,142	8,192
Donation to Arms Length Foundation	8	3,100	27,702
Depreciation	10	3,175	1,703
Interest payable	9	-	-
Total expenditure		69,785	59,329
(Deficit) on continuing operations after depreciation of fixed assets at valuation and disposal of assets but before tax		(2,893)	(21,693)
Taxation		-	-
(Deficit) on continuing operations after depreciation of assets at valuation, disposals of assets and tax		(2,893)	(21,693)

The income and expenditure account is in respect of continuing activities.

**STATEMENT OF HISTORICAL COST SURPLUSES AND DEFICITS
FOR THE 16 MONTHS ENDED 31 JULY 2015**

	<i>Notes</i>	<i>16 months ended 31 July 2015</i>	<i>8 months ended 31 March 2014</i>
		£000	£000
(Deficit) on continuing operations after depreciation of assets at valuation, disposals of assets and tax		(2,893)	(21,693)
Difference between historical cost depreciation and the actual charge for the period calculated on the revalued	16	509	255
Historical cost (deficit) for the period after taxation		(2,384)	(21,438)

**STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES
FOR THE 16 MONTHS ENDED 31 JULY 2015**

	<i>Notes</i>	<i>16 months ended 31 July 2015</i>	<i>8 months ended 31 July 2014</i>
		£000	£000
(Deficit) on continuing operations after depreciation of assets at valuation, disposals of assets and tax		(2,893)	(21,693)
Actuarial (losses) in respect of pension scheme	17	(3,369)	(3,544)
Unrealised gains on revaluation of fixed assets		-	-
Release of deferred grant following revaluation of fixed asset	15	-	-
Total recognised (losses) for the period		(6,262)	(25,237)
Reconciliation			
Opening reserves and endowments		7,904	33,141
Total recognised gains / (losses) for the year		(6,262)	(25,237)
Closing reserves and endowments		1,642	7,904

BALANCE SHEET
AS AT 31 JULY 2015

	Notes	As at 31 July 2015 £000	As at 31 March 2014 £000
Fixed assets			
Tangible assets	10	30,969	25,314
Investments	11	4	4
Total Fixed assets		30,973	25,318
Current assets			
Stock		39	40
Debtors	12	2,952	7,579
Cash at bank and in hand		7,775	6,100
Total Current assets		10,766	13,719
Creditors - amounts falling due within one year	13	(9,432)	(12,156)
Net current assets		1,334	1,563
Total assets less current liabilities		32,307	26,881
Provisions for liabilities and charges	14	(4,848)	(4,417)
Net assets before pension (liability)		27,459	22,464
Pension (liability)	17	(9,580)	(6,112)
Net assets after pension (liability)		17,879	16,352
Deferred capital grants	15	16,237	8,448
Income and Expenditure account excluding pension reserve	16	(26)	2,259
Pension Reserve	16	(9,580)	(6,112)
Income and Expenditure account including pension reserve	16	(9,606)	(3,853)
Restricted reserves	16	510	510
Revaluation reserve	16	10,738	11,247
Total Reserves		1,642	7,904
TOTAL		17,879	16,352

The financial statements on pages 76 to 103 were authorised for issue by the Board of Management on 16th December 2015 and signed on its behalf by:

Alisdair Barron
Interim Chairman

Paul Little
Principal & Chief Executive

**CASH FLOW STATEMENT
FOR THE 16 MONTHS ENDED 31 JULY 2015**

		<i>16 months ended 8 months ended</i>	
	<i>Notes</i>	<i>31 July 2015</i>	<i>31 July 2014</i>
		<i>£000</i>	<i>£000</i>
Net cash inflow/(outflow) from operations	18	1,000	(19,503)
Returns on investments and servicing of finance	19	675	406
Capital Expenditure	20	-	(1,142)
Management of liquid resources	21	-	(17,795)
Increase / (Decrease) in cash in the period		1,675	(38,034)
Reconciliation of net cash flow to movement in net funds (Note 22)			
Increase / (Decrease) in cash in the period		1,675	(38,034)
Cash flow from management of liquid resources	21	-	17,795
Movement in net funds in the period	22	1,675	(20,239)
Net funds at 31 March 2014	22	6,100	26,339
Net funds at 31 July 2015	22	7,775	6,100

NOTES TO THE FINANCIAL STATEMENTS FOR THE 16 MONTHS ENDED 31 JULY 2015

1 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 (2007). They conform to guidance published by the Scottish Funding Council.

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 statement.

Recognition of Income

Recurrent grants from the Scottish Funding Council (SFC) are recognised in the period in which they are receivable.

Non-recurrent grants from the SFC or other bodies received in respect of the acquisition or construction of fixed assets are treated as deferred capital grants and amortised in line with depreciation over the life of the assets.

Income from other grants, 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.

Income from tuition fees and from short-term deposits are credited to the income and expenditure account 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE 16 MONTHS ENDED 31 JULY 2015

Maintenance of Premises

The cost of planned and routine corrective maintenance of the College estate is charged to the income and expenditure account 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 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 Buildings within note 10 and depreciated over 10 years, 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. 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 31 July 2015.

Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College of between 20 and 35 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 10 years, 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.

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 Income & Expenditure account.

Where land and buildings are acquired with the aid of specific grants they are capitalised and depreciated as above. The related grants are credited to a deferred capital grant account and are released to the income and expenditure account over the expected useful economic life of the related asset on a basis consistent with the depreciation policy.

NOTES TO THE FINANCIAL STATEMENTS FOR THE 16 MONTHS ENDED 31 JULY 2015

b. Equipment

Equipment costing less than £10,000 is written off to the income and expenditure account 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 kitchen equipment used for training purposes, which is depreciated over a 10-year period.

Where equipment is acquired with the aid of specific grants it is capitalised and depreciated in accordance with the above policy, with the related grant being credited to a deferred capital grant account and released to the income and expenditure account over the expected useful economic life of the related equipment.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE 16 MONTHS ENDED 31 JULY 2015

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 17 'Retirement benefits', accounts for its participation in the STSS as if it were a defined contribution scheme. As a result, contributions are charged to the income and expenditure account 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.

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 Financial Reporting Standard 17 'Retirement benefits' 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.

Agency arrangements

The College acts as an agent in the collection and payment of certain Student Support Funds. These funds are excluded from the College Income and Expenditure Account, 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.

Liquid Resources

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

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

2 SFC GRANTS

Recurrent grant (includes fee waiver grant)	34,060	20,531
Specific grants		
Childcare Funds	1,102	528
Estates	1,373	731
ESF	1,068	70
New Campus Glasgow	630	391
Other	882	28
Release of deferred capital grants		
Buildings (Note 15)	609	297
Equipment (Note 15)	425	381
	40,149	22,957

3 TUITION FEES AND EDUCATION CONTRACTS

Higher education - Home and EU	9,822	5,650
Further education - Home and EU	1,292	769
Commercial income generating activities	4,058	2,328
Non EU students	3,105	1,534
	18,277	10,281
Education contracts	2,508	1,120
	20,785	11,401

4 OTHER INCOME

Residences & Catering	1,510	992
Release of Non SFC deferred capital grants (Note 15)	7	4
Other income	3,766	1,876
	5,283	2,872

5 INVESTMENT INCOME

Investment Income	55	164
Net return on pension (liability) (Note 17)	620	242
Total	675	406

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

6 STAFF COSTS

Recurring Staff Costs:

Wages and Salaries	38,101	21,449
Social Security Costs	2,804	1,715
Other Pension Costs	4,915	2,767
Pension fund adjustment (note 17)	719	128
Pension Provision (note 14)	806	69

47,345 26,128

Exceptional Staff Costs :

Severance	23	1,604
-----------	-----------	-------

Total Staff Costs

47,368 27,732

All severance costs were approved by the Board of Management.

Split as follows:-

Senior Management	920	388
Teaching departments	31,245	18,404
Teaching support	3,581	2,808
Administration	6,761	3,487
Residencies & Catering	287	124
Premises	2,319	1,412
Other income generating activities	1,855	924
Other	400	185

Total Staff Costs

47,368 27,732

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:

	<i>Number</i>	<i>Number</i>
Senior Management	6	4
Teaching departments	609	580
Teaching support	71	100
Administration	135	118
Residencies & Catering	8	10
Premises	84	87
Other income generating activities	39	34
Other	2	3

954 936

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

6 STAFF COSTS

Employment costs for staff on permanent contracts	42,400	25,630
Employment costs for staff on short term and temporary contracts	4,968	2,102
	47,368	27,732
	<i>Number</i>	<i>Number</i>
Employee numbers for staff on permanent contracts	825	827
Employee numbers for staff on short term and temporary contracts	129	109
	954	936

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

	16 months ended 31 July 2015 Number of Higher Paid Staff*	8 months ended 31 March 2014 Number of Higher Paid Staff Inc Severance	8 months ended 31 March 2014 Number of Higher Paid Staff
£50,000 to £59,999	13	8	3
£60,000 to £69,999	6	7	2
£70,000 to £79,999	4	6	-
£80,000 to £89,999	-	1	-
£90,000 to £99,999	2	1	-
£100,000 to £109,999	-	2	1
£150,000 to £159,999	1	-	-

*For the 16 months ended 31 July 2015, the period 1 April 2014 - 31 March 2015 has been used to populate the information in the bandings. A consolidated pay award of 1% was made with effect from 1 August 2014 to all teaching staff. Support staff who earned less than £20,000 received £350 from 1 August 2014 and 1% from 1 April 2015. Support staff earning more than £20,000 received 1% from 1 August 2014 and £100 unconsolidated plus 1% from 1 April 2015.

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

	16 months ended 31 July 2015 Number of Higher Paid Staff	8 months ended 31 March 2014 Number of Higher Paid Staff
£50,000 to £59,999	-	1
£60,000 to £69,999	-	1
£70,000 to £79,999	4	-
£90,000 to £99,999	1	-
£100,000 to £109,999	-	2
£150,000 to £159,999	1	-

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014

7 SENIOR POST- HOLDERS' EMOLUMENTS

	<i>Number</i>	<i>Number</i>
The number of senior post-holders including the Principal was:	6	4

Senior post-holders' emoluments are made up are follows:

	<i>£000</i>	<i>£000</i>
Salaries	723	268
Benefits in Kind	-	-
Severance	-	164
Pension contributions	116	43
Total emoluments	839	475

Emoluments of the principal :

Salary	204	100
	204	100

Pension Contributions	30	15
-----------------------	-----------	----

The Principal received a 1% payrise on 1 August 2014 and 1% on 1 April 2015.

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.

NOTES TO THE FINANCIAL STATEMENTS

8 ANALYSIS OF EXPENDITURE

	Staff Costs £000	Other Operating Expenses £000	Depr'n £000	16 months ended 31 July 2015 £000	8 months ended 31 March 2014 £000
Teaching departments	31,245	2,750	1,264	35,259	20,456
Teaching support	3,581	1,418	-	4,999	3,456
Administration	7,681	4,549	-	12,230	6,391
Residences & Catering	287	1,540	-	1,827	1,039
Childcare	-	1,100	-	1,100	528
Premises	2,319	3,524	1,911	7,754	4,125
Other income generating activities	1,855	573	-	2,428	1,195
Other expenses	400	688	-	1,088	437
Donation to Foundation	-	3,100	-	3,100	21,702
	47,368	19,242	3,175	69,785	59,329

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

Other Operating Expenses include :

Auditors' Remuneration (including irrecoverable VAT)

- internal audit	48	25
- external audit	39	37
- other services - external auditors	8	5
- other services - internal auditors	-	-

Agency staff costs

506 157

9 INTEREST PAYABLE

Net pension financing cost

- -

NOTES TO THE FINANCIAL STATEMENTS

10 TANGIBLE FIXED ASSETS

	Assets under Construction £000	Land and Buildings £000	Equipment £000	Total £000
Cost or Valuation				
At 1 August 2014	687	23,352	10,892	34,931
Additions	7,233	-	1,597	8,830
Disposals	-	-	-	-
At 31 July 2015	7,920	23,352	12,489	43,761
Depreciation				
At 1 August 2014	-	947	8,670	9,617
Charge for period	-	1,911	1,264	3,175
Disposals	-	-	-	-
At 31 July 2015	-	2,858	9,934	12,792
Net book value at 31 July 2015	7,920	20,494	2,555	30,969
Net book value at 31 March 2014	687	22,405	2,222	25,314
Represented by:-				
Inherited	-	10,825	-	10,825
Financed by capital grant	7,233	7,300	1,704	16,237
Other	687	2,369	851	3,907
At 31 July 2015	7,920	20,494	2,555	30,969

The College's land and buildings were subject to an independent valuation performed by James Barr, Chartered Surveyors at the 31 July 2013. 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) for the Riverside and Townhead buildings. 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.

NOTES TO THE FINANCIAL STATEMENTS

10 TANGIBLE FIXED ASSETS

	<i>16 months ended</i> 31 July 2015	<i>8 months ended</i> 31 March 2014
	£000	£000
Depreciation based on cost	2,666	1,448
Depreciation based on valuation	509	255
	<u>3,175</u>	<u>1,703</u>

If inherited land and buildings had not been valued they would have been included at £NIL (2014: £NIL).

Land and buildings with a net book value of £10,825,000 have been funded from local authority sources. These assets may not be disposed of without the prior approval of the Scottish Funding Council (SFC). Should these assets be sold the College may be liable, under the terms of the Financial memorandum with SFC, to surrender the proceeds.

Included within land and buildings is £41,000 of leasehold land, the remainder is classed as freehold land and buildings.

11 INVESTMENTS AND ASSOCIATES

INVESTMENTS

Government stock at cost	<u>4</u>	<u>4</u>
--------------------------	----------	----------

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

12 DEBTORS

Trade Debtors	1,880	2,972
Prepayments and accrued income	1,072	4,607
	2,952	7,579

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

13 CREDITORS : AMOUNTS FALLING DUE WITHIN ONE YEAR

Trade creditors	1,095	1,529
Other taxation and social security	818	897
Other creditors	137	154
Accruals & deferred Income	7,382	9,576
	9,432	12,156

14 PROVISION FOR LIABILITIES AND CHARGES

Pension Provision

Balance at beginning of period	4,417	4,512
Expenditure in the period	(375)	(164)
Transferred from income and expenditure account	806	69
Balance at end of period	4,848	4,417

NOTES TO THE FINANCIAL STATEMENTS

14 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 1.0% Net Interest Rate when applying the actuarial tables.

15 DEFERRED CAPITAL GRANTS

	<i>SFC</i>	<i>Other</i>	<i>Total</i>
	<i>£000</i>	<i>Grants</i>	<i>£000</i>
		<i>£000</i>	
At 1 April 2014			
Land and Buildings	7,892	24	7,916
Equipment	532	-	532
	8,424	24	8,448
Grant Receivable :			
Land and Buildings	-	7,233	7,233
Equipment	1,597	-	1,597
	1,597	7,233	8,830
Released to income and expenditure account :			
Land and Buildings	609	7	616
Equipment	425	-	425
	1,034	7	1,041
Released to Statement of Recognised Gains & Losses :			
Land and Buildings	-	-	-
Equipment	-	-	-
	-	-	-
At 31 July 2015	8,987	7,250	16,237
Represented by:-			
Land and Buildings	7,283	7,250	14,533
Equipment	1,704	-	1,704
At 31 July 2015	8,986	7,250	16,237

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

16 RESERVES

General Reserves

Opening balance at 1st April 2014	(3,853)	21,129
(Deficit) on continuing operations after depreciation of assets at valuation	(2,893)	(21,693)
Transfer from revaluation reserve	509	255
Transfer to Statement of recognised gains & losses	-	-
Actuarial (loss) in pension scheme	(3,369)	(3,544)
At 31 July 2015	(9,606)	(3,853)

Represented by:

Income & Expenditure Reserve

Balance at 1st April 2014	2,259	23,811
(Deficit) on continuing operations after depreciation of assets at valuation	(2,893)	(21,693)
Transfer from / (to) pension reserve	99	(114)
Transfer from revaluation reserve	509	255
At 31 July 2015	(26)	2,259

Pension Reserve

Balance at 1st April 2014	(6,112)	(2,682)
Current service cost	(2,522)	(1,048)
Curtailments	-	-
Employer contributions	1,803	920
Net return on (liabilities)	620	242
Transfer (to) / from income & expenditure account	(99)	114
Actuarial (loss)	(3,369)	(3,544)
At 31 July 2015	(9,580)	(6,112)

Reconciliation

Income & Expenditure Reserve	(26)	2,259
Pension Reserve	(9,580)	(6,112)
At 31 July 2015	9,606	3,853

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

16 RESERVES

Restricted Reserves

Balance at 1st April 2014

510 510

Movement on restricted funds

- -

At 31 July 2015

510 510

Revaluation Reserve

Balance at 1st April 2014

11,247 11,502

Transfer to income and expenditure account

(509) (255)

Revaluation in year

- -

At 31 July 2015

10,738 11,247

NOTES TO THE FINANCIAL STATEMENTS

16 months ended 8 months ended
31 July 2015 31 March 2014
£000 £000

17 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	1,926	1,020
STSS	2,989	1,747
Unfunded Pensions	806	69
FRS17 Pension Charge	719	128
Total Pension Costs	3,983	4,636

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 17, 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

Valuation date	31 March 2012
Valuation method	Prospective 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 is currently 14.9% of pensionable pay but will rise to 17.2% from 1 September 2015.

For the period 1st April 2014 to 31 July 2015, the employer contribution rate was 14.9% with an employee contribution rate of 6.4% to 12.4% dependant on salary.

The pension costs are assessed in accordance with the advice of independent qualifies

NOTES TO THE FINANCIAL STATEMENTS

17 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 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		£13,949 million
Actuarial assumptions	- pre-retirement discount rate	5.1%
	- post retirement discount rate	4.7%
	- salary increase rate	4.5%
	- pension increase rate	2.7%

For the purposes of FRS 17 'Retirement benefits' an actuarial valuation was calculated by the actuary as at 31 July 2015.

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

Financial Assumptions	31-Jul-15	31-Mar-14
Pension Increase Rate	2.6%	2.8%
Salary Increase Rate	4.5%	5.1%
Expected Return on Assets	3.6%	6.0%
Discount Rate	3.6%	4.3%

Please note that the salary increase assumption is 1% per annum until 31 March 2015, returning to the long term assumption shown thereafter.

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 along 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	22.1	23.6
Future Pensioners	24.8	26.2

NOTES TO THE FINANCIAL STATEMENTS

17 PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

The assets in the scheme and the expected rate of return at the last actuarial review date were:

	Long term rate of return	Value at 31-Jul-15 £000	Long term rate of return	Value at 31-Jul-14 £000
Equities	3.6%	36,941	6.6%	32,533
Bonds	3.6%	5,910	3.7%	5,137
Property	3.6%	5,910	4.8%	2,996
Cash	3.6%	493	3.7%	2,140
Total		49,254		42,806

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 2015 and were measured in accordance with the requirements of FRS 17:

	31-July-15 £000	31-July-14 £000
Fair value of employer assets	49,254	42,806
Present value of defined benefit obligations (liabilities)	(58,834)	(48,918)
Net (under) funding in Funded Plans	(9,580)	(6,112)
Net pension (liability)	(9,580)	(6,112)
Amount charged to staff costs (Note 6)		
Current service cost	2,522	1,048
Curtailements and settlements	-	-
Less: contributions paid	(1,803)	(920)
	719	128
Amount (credited) to investment income (Note 5)		
Interest cost	2,863	1,339
Expected return on pension scheme assets	(3,483)	(1,581)
	(620)	(242)
Net revenue account income / (cost)	99	(114)
Actual return on scheme assets	5,673	1,109

NOTES TO THE FINANCIAL STATEMENTS

17 PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

Amount recognised in Statement of Total Recognised Gains and Losses (STRGL)

The total amount recognised in the Statement of Total Recognised Gains and Losses in the year is a gain of £3,369,000.

The cumulative amount of actuarial gains and (losses) taken to the Statement of Total Recognised Gains and Losses is (£7,050,000).

	2015 £000	2014 £000
Movement in (deficit) during the year		
(Deficit) in scheme at beginning of the year	(6,112)	(2,682)
Movement in year:		
Current service cost	(2,522)	(1,048)
Contributions	1,803	920
Curtailments and settlements	-	-
Other finance income	620	242
Actuarial (loss)	(3,369)	(3,544)
(Deficit) in scheme at end of the year	(9,580)	(6,112)
Reconciliation of defined benefit obligations (liabilities)		
Opening defined benefit obligation (liabilities)	48,918	43,695
Current service cost	2,522	1,048
Interest cost	2,863	1,339
Contributions by members	577	298
Curtailments	-	-
Actuarial losses	5,718	3,072
Benefits paid	(1,764)	(534)
	58,834	48,918

NOTES TO THE FINANCIAL STATEMENTS

17 PENSION COMMITMENTS

Strathclyde Pension Fund (SPF)

Reconciliation of fair value of employer assets

	2015 £000	2014 £000
Opening fair value of employer assets	42,806	41,013
Expected return on pension scheme assets	3,483	1,581
Contributions by members	577	298
Contributions by employer	1,803	920
Actuarial gains / (losses)	2,349	(472)
Benefits paid	(1,764)	(534)
	49,254	42,806

The contribution rates are set by the scheme actuaries.

	Employer rates	Employee contribution rates (based on employee pensionable pay)
1st April 2014 to 31st March 2015	19.30%	5.5% - 12%
1st August 2015 to 31st March 2016	19.30%	5.5% - 12%
1st August 2016 to 31st March 2017	19.30%	5.5% - 12%

The actuarial value 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 2016 will be approximately £1,396,000.

An amount of £4,848,000 is included in provisions (note 14), which represents future pension costs arising from early retirements.

History of Experience Gains and Losses

	31-Jul-15 £000	31-Jul-14 £000	31-Jul-13 £000	31-Jul-12 £000	31-Jul-11 £000
Difference between the expected and actual return on assets	2,349	(472)	4,971	(2,386)	1,169
Value of assets	49,254	42,806	41,013	33,640	32,892
%age of scheme assets	4.77%	(1.10%)	12.12%	(7.09%)	3.55%
Experience gains and (losses) on scheme liabilities	168	11	-	2,915	-
Present value of liabilities	58,834	48,918	43,695	40,387	35,820
%age of scheme liabilities	0.29%	0.02%	0.00%	7.22%	0.00%
Actuarial gains/(losses) recognised in STRGL	(3,369)	(3,544)	4,251	(3,943)	(1,773)
Present value of liabilities	58,834	48,918	43,695	40,387	35,820
%age of scheme liabilities	(5.73%)	(7.24%)	9.73%	(9.76%)	(4.95%)
(Deficit) in the scheme	(9,580)	(6,112)	(2,682)	(6,747)	(2,928)

NOTES TO THE FINANCIAL STATEMENTS

	Notes	6 months ended 31 July 2015 £000	8 months ended 31 March 2014 £000
18 RECONCILIATION OF OPERATING SURPLUS TO NET ACTIVITIES			
(Deficit) on continuing operations after depreciation of assets at valuation and tax		(2,893)	(21,693)
Depreciation	10	3,175	1,703
Deferred capital grants released to income	2, 4	(1,041)	(682)
Decrease / (Increase) in stock		1	(3)
Decrease / (Increase) in debtors	12	4,627	(4,311)
(Decrease) / (Increase) in creditors	13	(2,724)	(6,098)
Increase / (Decrease) in provisions	14	431	(95)
Interest receivable	5	(675)	(406)
Net return on pension liability	16	99	(114)
Net cash inflow/(outflow) from operating activities		1,000	(19,503)
19 RETURNS ON INVESTMENTS AND SERVICING OF FINANCE			
Other interest received		675	406
Net cash inflow from returns on investments & servicing of finance		675	406
20 CAPITAL EXPENDITURE			
Cash payments made to acquire tangible fixed assets	10	(8,830)	(1,387)
Capital grants received	15	8,830	245
Net cash (outflow) from capital expenditure		-	(1,142)
21 MANAGEMENT OF LIQUID RESOURCES			
Utilisation of deposits		-	(17,795)
Net cash (outflow) from management of liquid resources		-	(17,795)

NOTES TO THE FINANCIAL STATEMENTS

22 ANALYSIS OF CHANGES IN NET FUNDS

	At 31 July 2014 £000	Cash Flow £000	Other Non Cash Changes £000	At 31 July 2015 £000
Short Term Investments				
Cash	6,100	1,675	-	7,775
Total	6,100	1,675	-	7,775

23 CAPITAL COMMITMENTS

	Y6 months ended 31 July 2015 £000	8 months ended 31 March 2014 £000
Authorised but not contracted for at the year end	4,575	17,771
Authorised and contracted for at the year end	5,766	-

The new campus for the College will 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

NOTES TO THE FINANCIAL STATEMENTS

24 STUDENT SUPPORT FUNDS

	16 months ended 31 July 2015				8 months ended 31 March 2014	
	£000 Bursary Funds	£000 FE Hardship	£000 EMA	£000 HE Funds	£000 Total	£000 Total
Balance b/fwd	(461)	17	5	219	(220)	107
Prior year clawback	(215)	-	-	-	(215)	(40)
Grants received in year	5,760	830	432	705	7,727	4,415
Vired between funds	720	(81)	-	-	639	-
College contribution to funds	-	-	-	-	-	-
Disbursement in support of students	(5,804)	(766)	(457)	(821)	(7,848)	(4,702)
Balance c/fwd	-	-	(20)	103	83	(220)

These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.

	16 months ended	8 months ended
	31 July 2015	31 March 2014
	£000	£000
FE Childcare Fund		
Balance b/fwd	270	276
Prior year clawback	-	(195)
Grants received in year	902	543
Disbursement in support of students	(699)	(354)
Vired between funds	(420)	-
Balance c/fwd	53	270

	16 months ended	8 months ended
	31 July 2015	31 March 2014
	£000	£000
HE Childcare Fund		
Balance b/fw	104	63
Prior year clawback	-	(63)
Grants received in year	517	278
Disbursement in support of students	(402)	(174)
Vired between funds	(219)	-
Balance c/fwd	-	104

25 CONTINGENT LIABILITIES

The College has no contingent liabilities to disclose.

NOTES TO THE FINANCIAL STATEMENTS

26 POST BALANCE SHEET EVENTS

There have been no material post balance sheet events.

27 RELATED PARTY TRANSACTIONS

SFC is regarded as a related party. During the year 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.

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 year, 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	1,954	C McMurray Director
Glasgow Caledonian University	Sales	1,451	J Gallacher Emeritus Professor - Lifelong Learning
Clydesdale Bank	Deposits	7,192	D Baillie Head of Deposits
Glasgow Colleges Regional Board	Salary recharge	83	D Baillie Board member

The balance due to the College by the above organisations at 31 July 2015 which is included within trade debtors is £602,000. The balance owed by the College to these organisations at 31 July 2015 which is included within trade creditors is £3,000.

CITY OF GLASGOW COLLEGE

www.cityofglasgowcollege.ac.uk

60 North Hanover Street
Glasgow G1 2BP
tel: 0141 566 6222

City of Glasgow College Scottish Charity No SC036198



EUROPE & SCOTLAND
European Regional Development Fund
Investing in a Smart, Sustainable and Inclusive Future