

CITY OF GLASGOW
COLLEGE

Annual Review 2014-15



Believe it. Achieve it.



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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

The Annual Report provides a balanced view of the activities and performance of the College in the period 2014-15. In developing the report, the Board of Management has recognised the “integrated reporting” standard for corporate communication. This Annual Review comprises the narrative of the Annual Report.

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 Review. 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 Workskills



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.

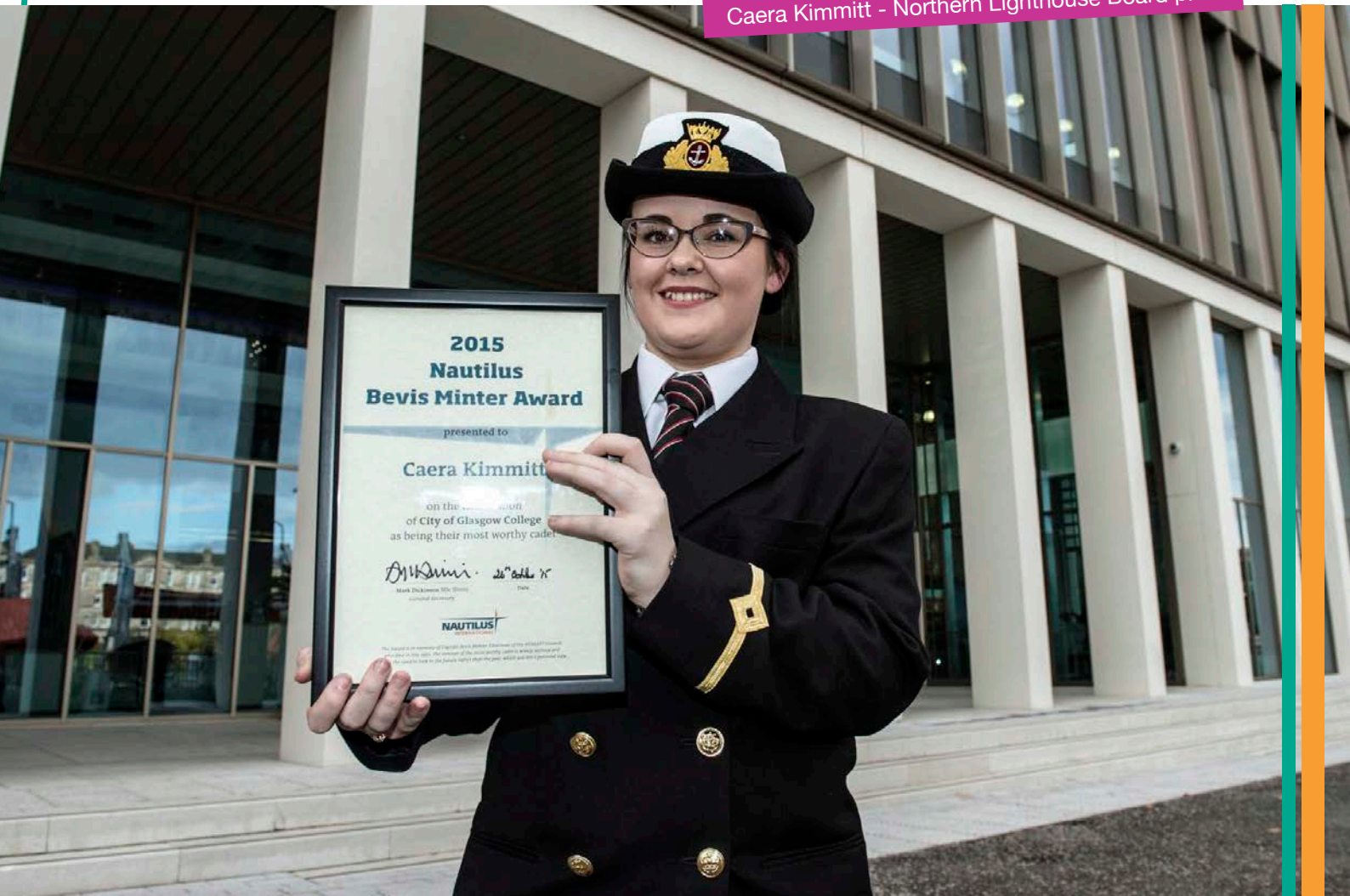
The reputation of the College for its marine expertise is recognized in many ways, and we continue to maintain and develop partnerships across the globe. In session 2014-15, staff and students from the Faculty attended the Merchant Navy Training Board in London, to discuss the strategic goals of the 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.

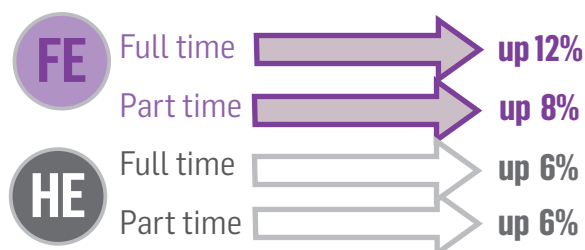
Further withdrawal: indicates that a student attended after the funding qualifying date but withdrew from their course prior to the end of the course.

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



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



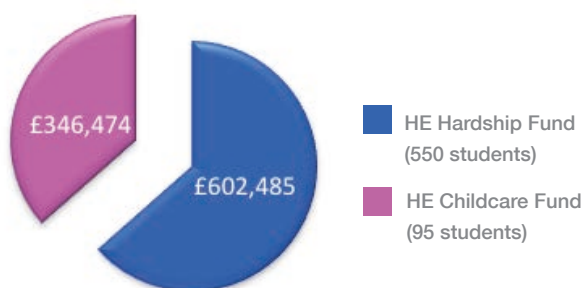
- Students considering future options for university progression were significantly increased from previous years
- 25 HNC/D Students applied successfully for new funding via the Glasgow Housing Association, with other possible funding sources being investigated
- The Committee maintained close scrutiny 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

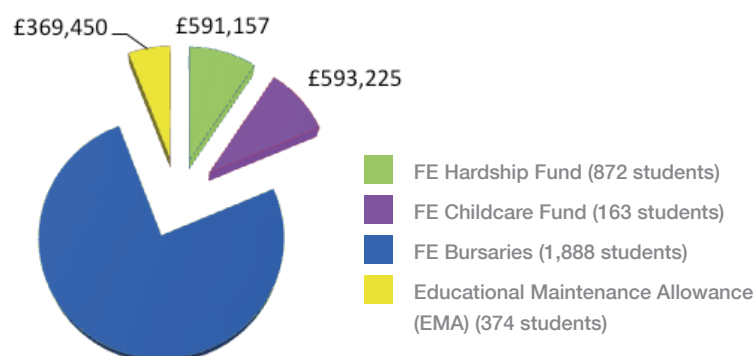


The main source of funding for students on Higher Education (HE) courses is a Student Loan from the Student Loans Company and Fees support from the Student Awards Agency for Scotland (SAAS). However, the College also has some funds to provide emergency Hardship support and for the cost of childcare expenses.

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.

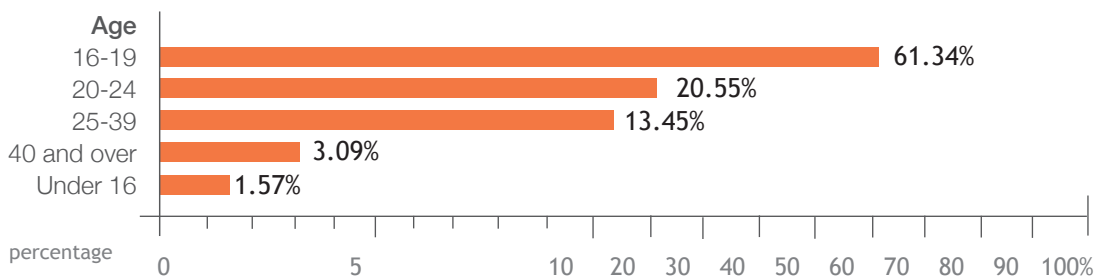
The College's admission policy guarantees that applicants who meet the entry criteria will receive an interview where there are course places available. Applications and enrolments are monitored to ensure that those who receive a place, and enrol, are representative of our application base data.

AGE

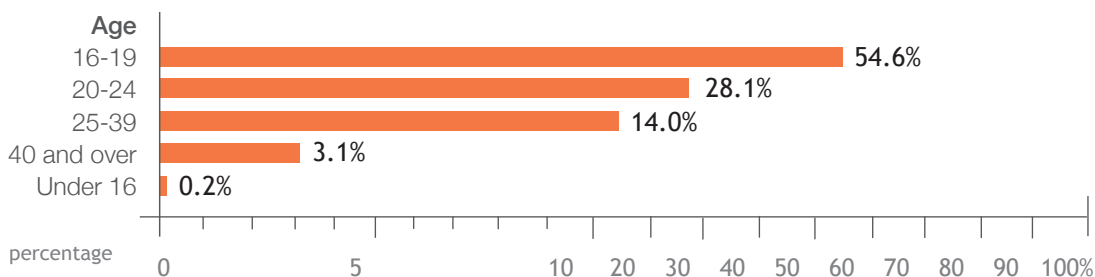
Opportunities for All is a key Scottish Government policy which seeks to offer a place in learning or training for all 16-19 year olds who are not already engaged in employment or training, and prioritisation of a place for those aged 20-24 years old. In 2014/15, 81.89% of those applying were between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

Applications 2014/15 - Age



Enrolments 2014/15

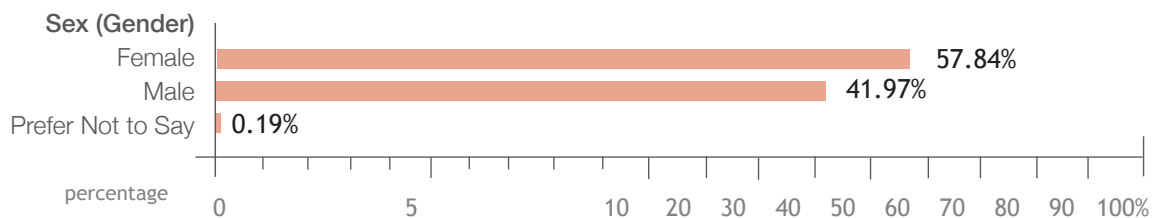


SEX

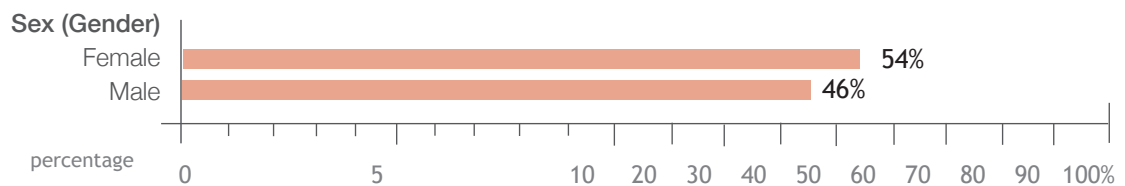
The Female/Male ratio at the application stage was 58%/42% and at enrolment stage 54%/46%. There is some evidence that Female applicants are marginally less likely to receive an offer of a place but this is mainly due to the high volume of female applicants applying in courses areas which are oversubscribed.

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



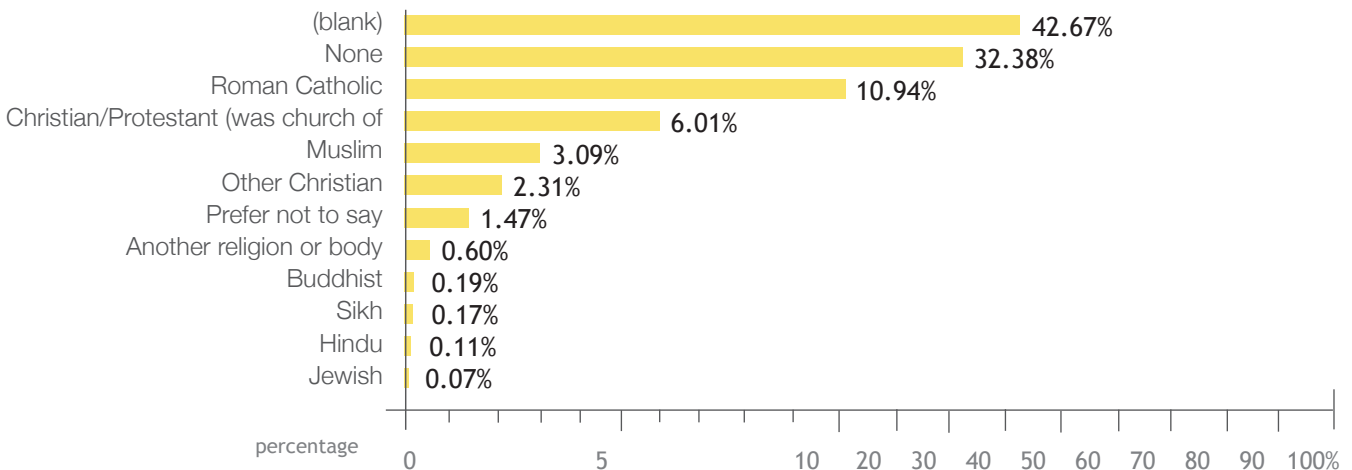
Enrolments 2014/15 - Sex



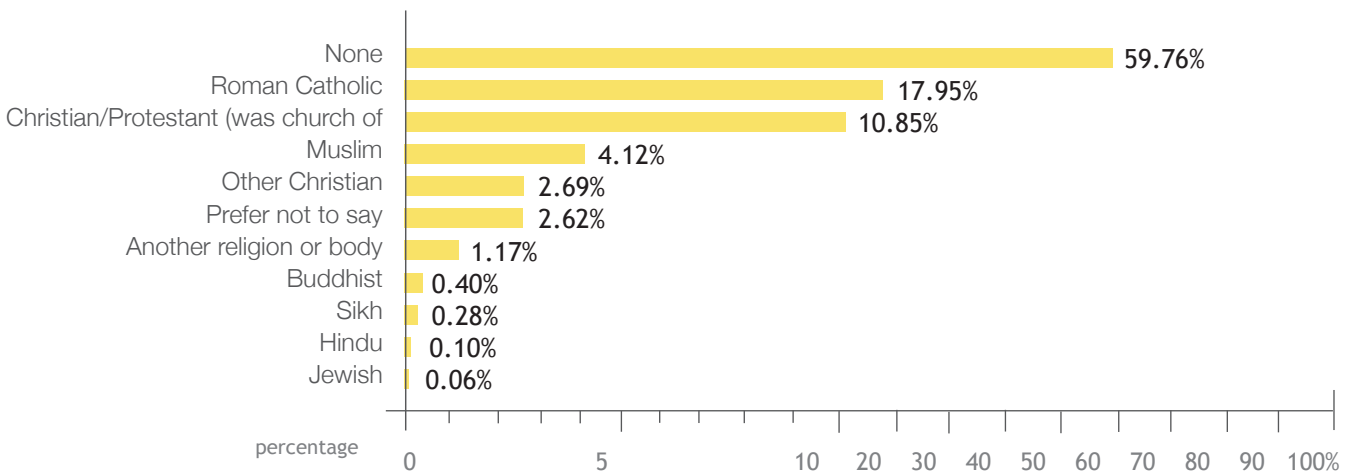
RELIGION

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



Enrolments 2014/15 - Religion

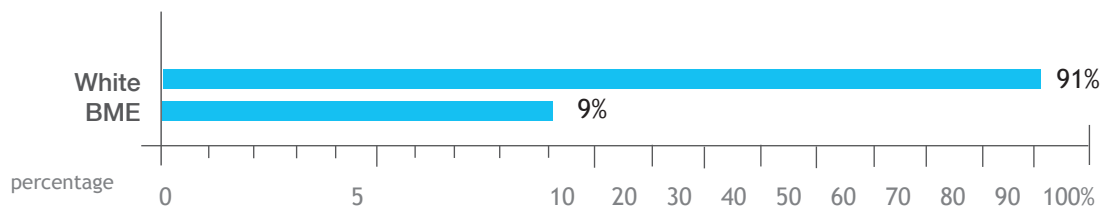


RACE

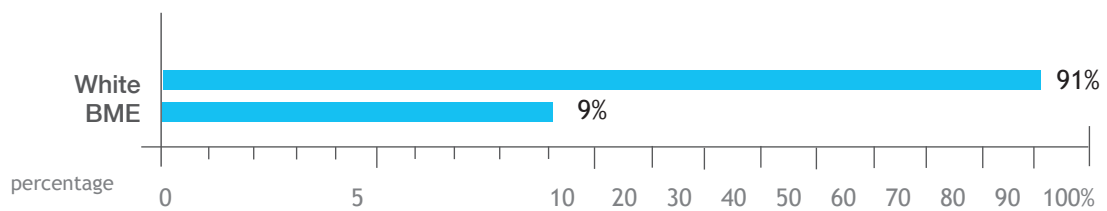
Information on race shows that the College is providing equality of opportunity to those applying from BME groups. This information is for full time applications and enrolments only, and therefore excludes ESOL groups which are part-time. When part-time groups are added, the College BME participation 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



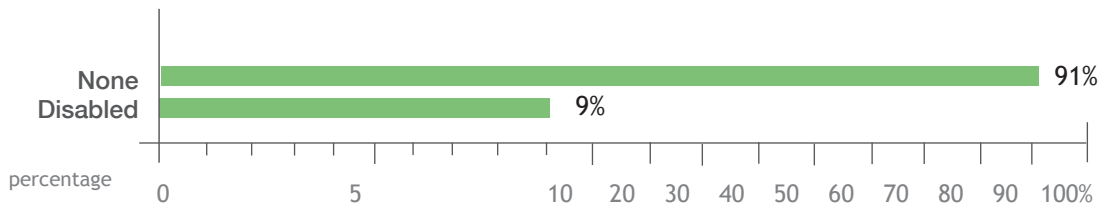
Enrolments 2014/15 - Race



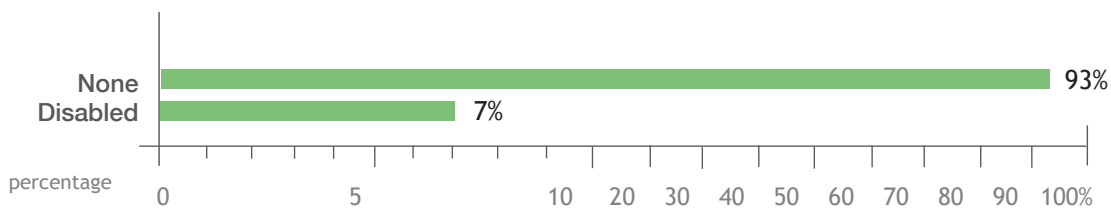
DISABILITY

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

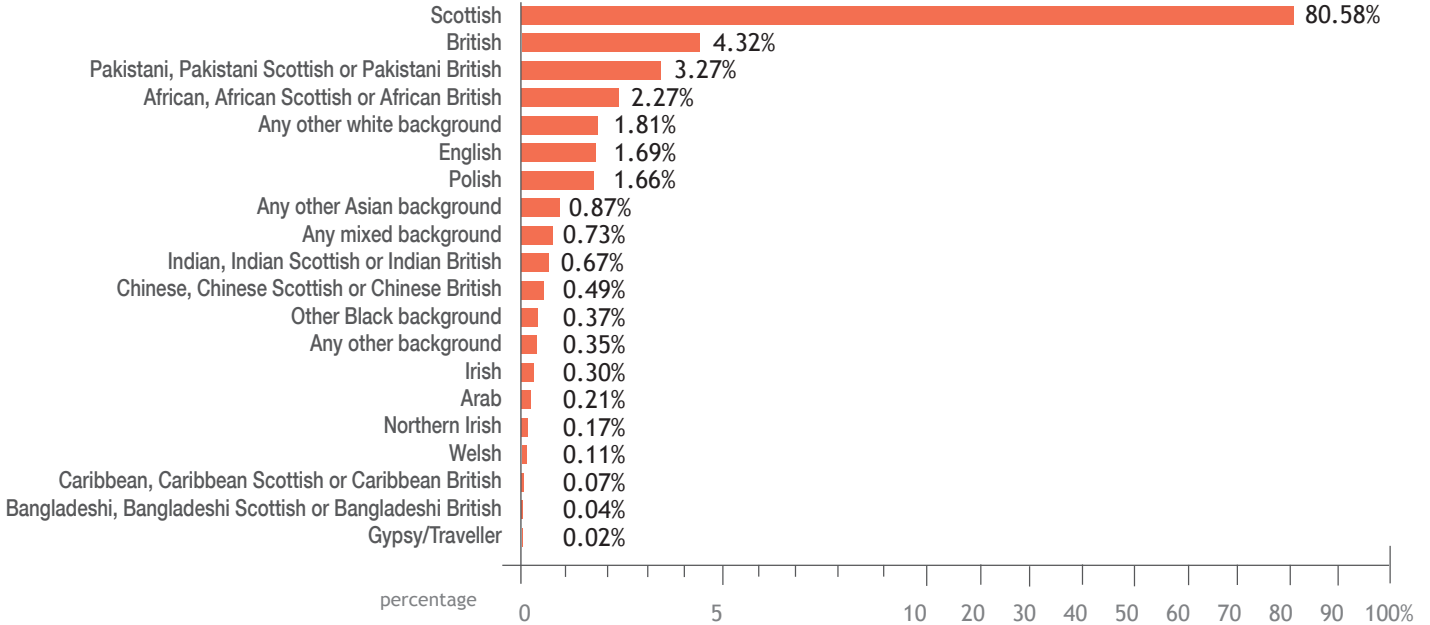


Enrolments 2014/15 - Disability

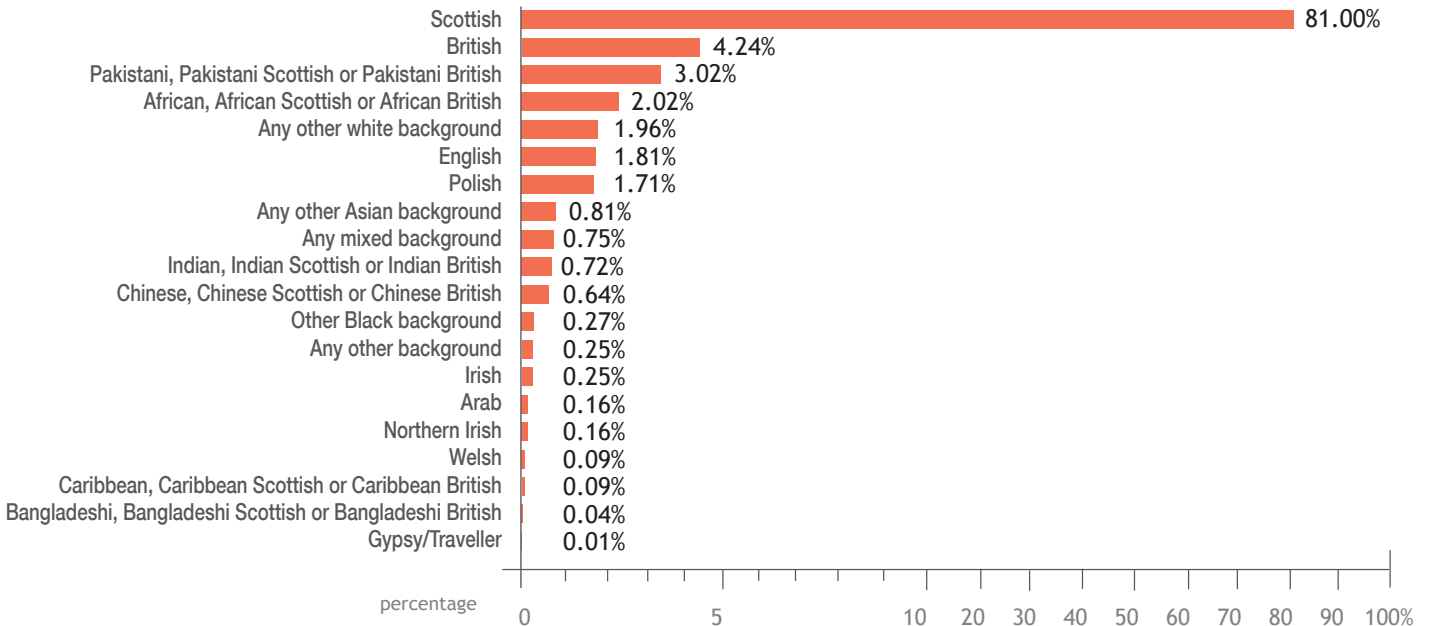


ETHNIC ORIGIN

Applications 2014/15 - Ethnicity



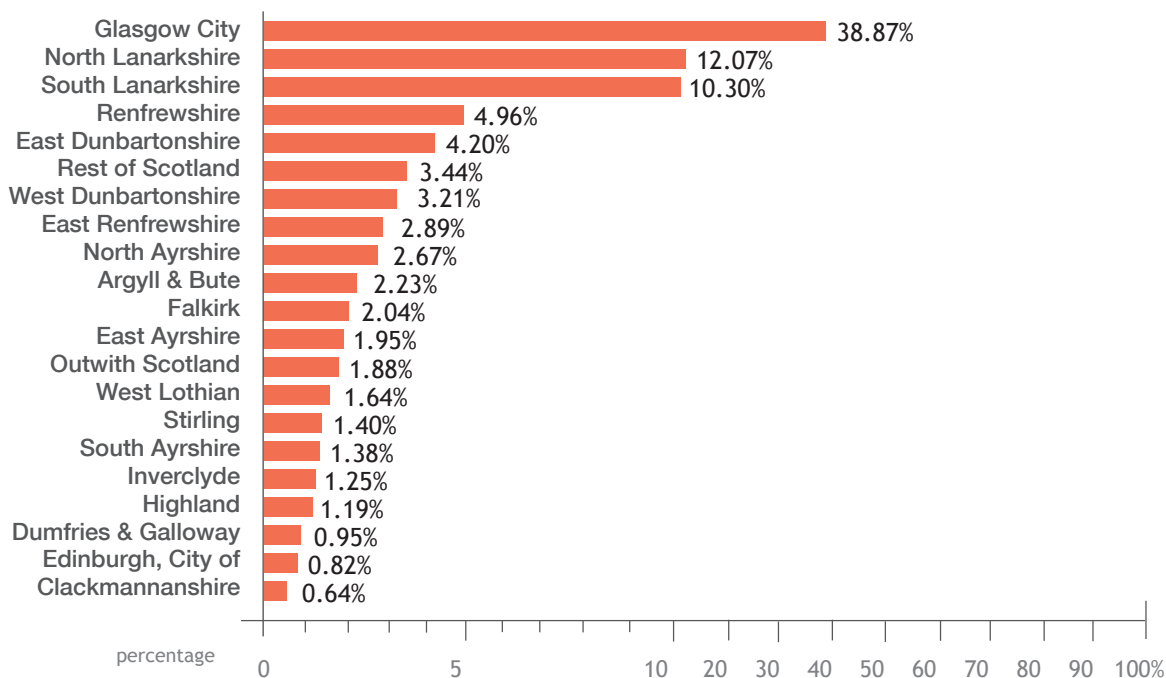
Enrolments 2014/15 - Ethnicity



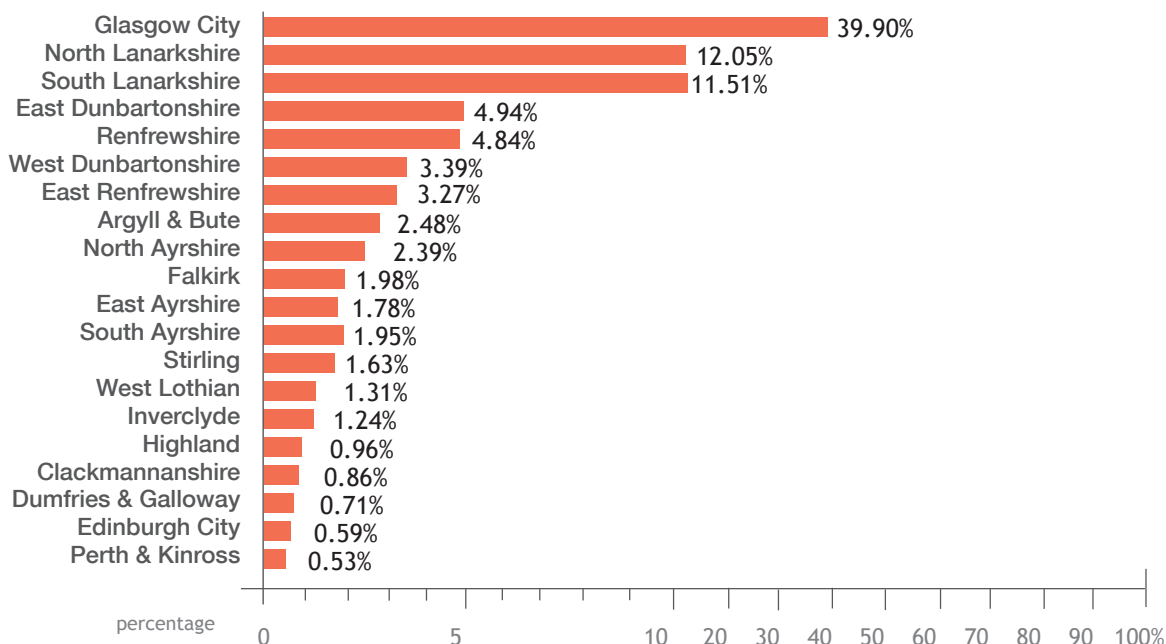
STUDENT HOME LOCATION

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

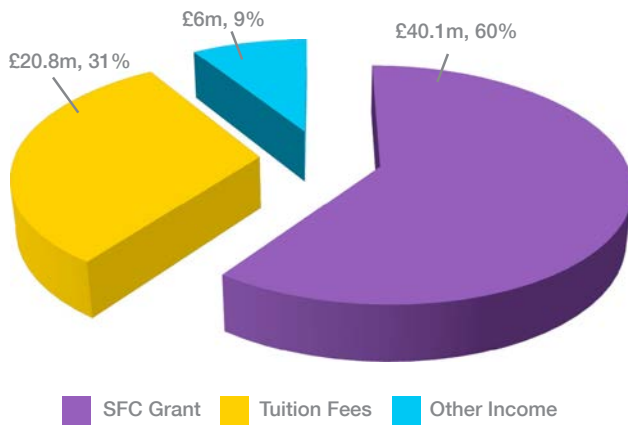
These reports provided the Committee with regular summaries of Income and Expenditure Accounts, Balance Sheets, and monthly cash balances throughout the session, while the College's investment strategy and performance was regularly updated via Treasury Management Reports.

Grant Funding

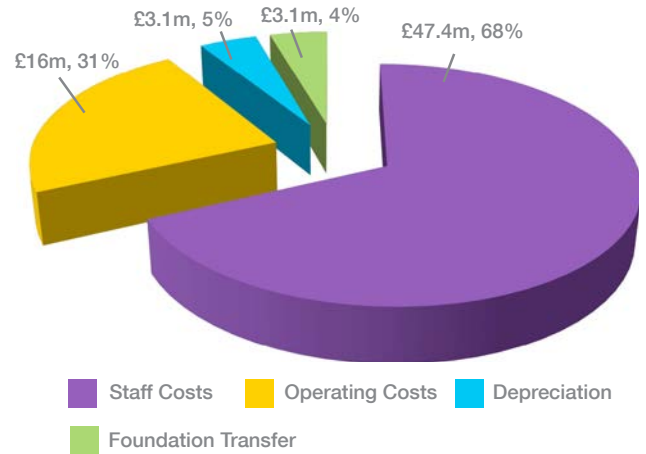
The Committee received reports on discussions within the Glasgow Region, and with SFC, regarding the intended delivery of 210,000 wSUMS by the College within the new campus sites. The anticipated figures, reported to the Committee in February 2014, included a mix of transfer and growth, and these figures 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

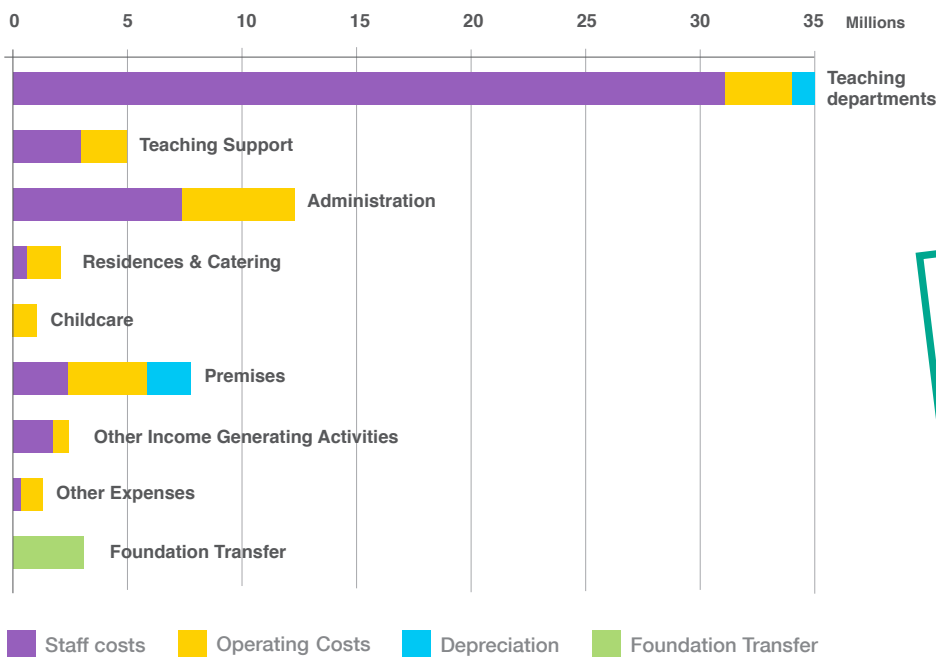
Actual 2014-15 Income Analysis



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.



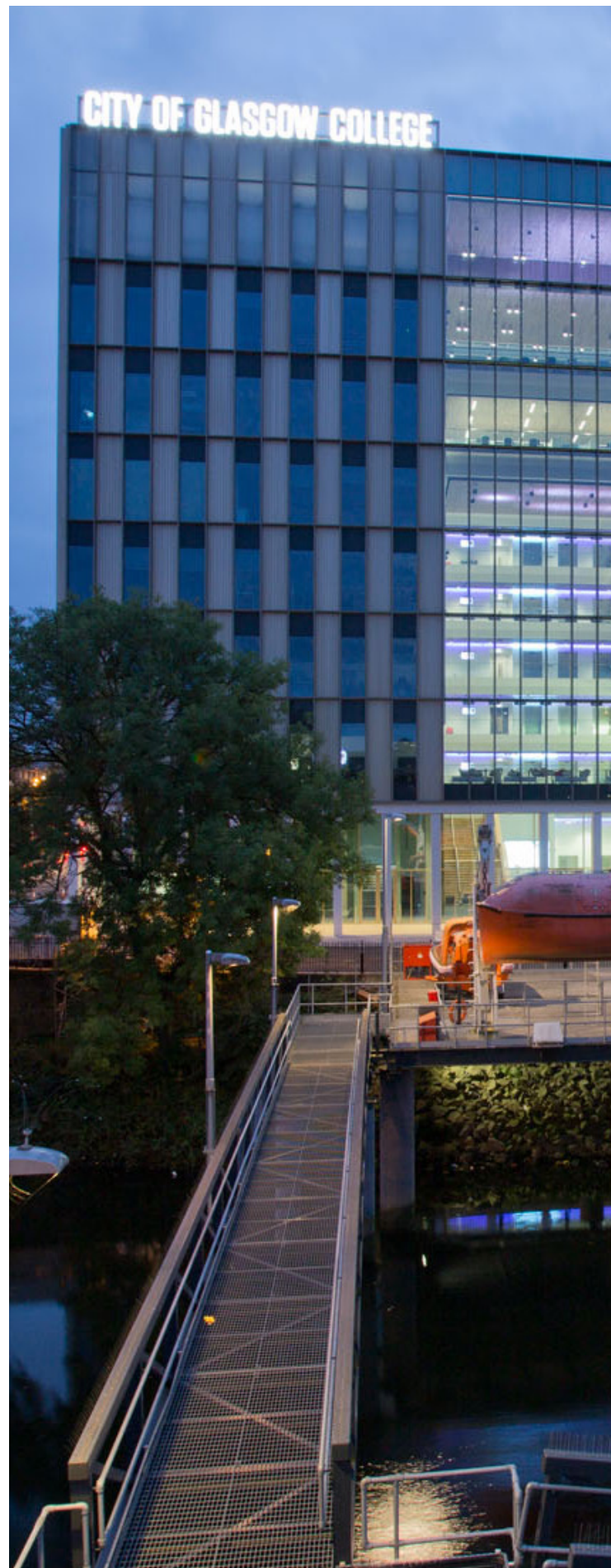
New Campus

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

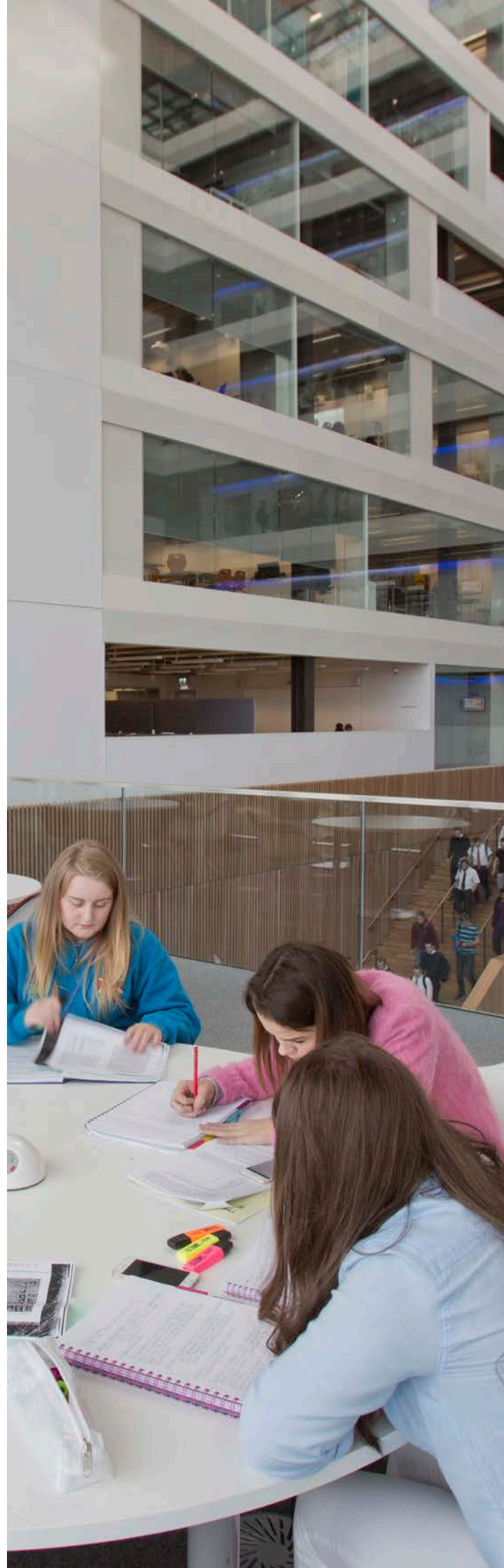
The Health and Safety team continues to place the highest priority upon ensuring that the College complies with all Health & Safety corporate requirements. A new approach to Health & Safety reporting has been developed, with improved reporting channels.

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



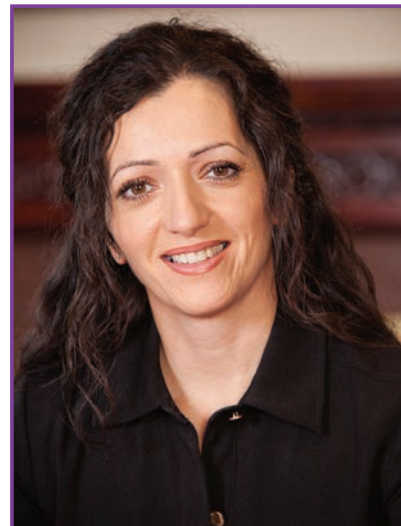
Development

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

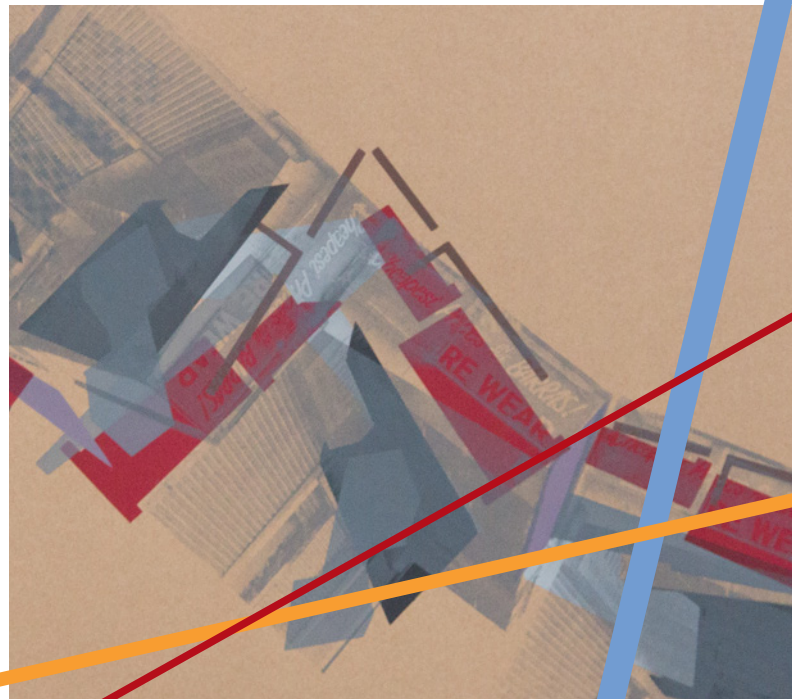
The Committee received regular reports from the senior management Risk Management reviews in 2014-15. In November 2014, the Committee discussed the Ebola outbreak in West Africa, noting the potential risk of an

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.

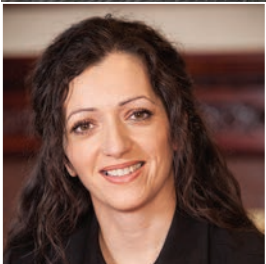
Individual Board members assessments were undertaken by the Board Chair, following an agreed format, and reports submitted to the Glasgow Colleges' Regional Board.

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





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

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

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



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