# CTTY OF GLASGOW COLLEGE

Annual Report 2013-14



Believe it. Achieve it.



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## Introduction

City of Glasgow College is one of Scotland's major education providers, situated in the heart of Glasgow, Scotland's largest City. Around 1,200,000 people live in the Greater Glasgow urban area, and almost twice that in the regional conurbation – over 40% of Scotland's population. Approximately 45% of our students are from Glasgow, while the rest mainly originate from other areas across Scotland, UK and overseas. Students from almost 130 different countries were enrolled at the College in 2013-14, creating a diverse and vibrant student population of which the College is proud. As stated in the College's Equalities Mainstreaming Vision, our commitment is:

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

The College offers education and training opportunities ranging from foundation courses through to Higher National Diplomas, as well as a number of Degree courses with our Higher Education partners, ensuring that all our students have the opportunity to reach their full potential. Courses are delivered across the following curriculum areas:

- Art and Design
- Business and Enterprise
- Community, Care and Social Science
- Computing
- Construction, Engineering and Energy
- Creative Industries
- Food, Hospitality and Tourism
- Hair, Beauty and Sport
- Languages and ESOL
- Nautical Studies

The pedagogic model of delivery at City of Glasgow College recognises the need for students to develop the skills required by employers, and for their learning experience to mirror the working environment as closely as possible. The College achieves this by adopting a project-based approach, developed by lecturers with input from employers, to ensure that the outputs are industry-relevant.

The College employs almost 1,200 staff across 10 locations in the city centre, at the riverside, and to the east of the city.

Construction of the new campus buildings at the city centre and riverside locations began in 2013, and is on schedule with the new buildings opening at Riverside in 2015, at City Campus in 2016, with the campus development fully completed in 2017.





## **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 my considerable privilege to continue to serve as the Chairman of the Board of Management, and I am, as ever, grateful for the commitment and energy shown by Board members over the past year. The College is indeed fortunate to have a Board with such a diversity and depth of talent, to guide the College so effectively and with such a clear focus upon enriching and enhancing the student experience.

Challenge and change have been constant themes in recent years, and will continue to be so for the foreseeable future. It is through the diligent management and strong leadership of the Principal, Paul Little, and his talented management team, that the Board of Management can both reflect on another successful year, and look forward to the future with confidence and optimism.

The legal framework and governance arrangements for Colleges in Scotland are now coming into position, with the new Glasgow College Regional Board appointed in May 2014, and the three Glasgow Colleges assigned in August. We have been working more closely than ever with our sector colleagues in the City, to ensure a coherent approach in delivering the breadth and depth of educational opportunities that our stakeholders require. We face long-standing challenges in the City and beyond; however I am confident that the ongoing and strengthening collaboration which we are seeing in Glasgow will provide a step change in the quality of college provision in the region.

The creation of a new £228 million City of Glasgow College campus at the riverside and in the city centre

is now well under way, signposted across the city skyline at both locations. This is possibly the foremost educational development in Europe, and offers a once in a generation opportunity to build upon the College's historic industry links and its reputation for developing skills for life and work across many specialisms, in Glasgow, nationally and internationally. This development has emerged from years of vision and planning, to emerge into a reality, with completion at Riverside in 2015, and the City Centre campus building in 2016.

Inspired by this new development, new educational initiatives and approaches are being developed and applied now. The College's Industry Academies are in readiness to strengthen the connection between education and employment. The College continues to develop further its international links, including the opening of a Maritime Centre in Angola this year, as well as further developing partnerships in Europe, USA, China, the middle east and the Indian sub-continent.

The Board continues to consider the changing strategic context that faces the College as it seeks to fulfil its unique role. To this end the Board, in 2013, outlined its ambitions to set new boundaries for achievement and innovation in the new College Strategic Plan. In alignment with the priorities of the Regional Board, City of Glasgow College is committed to meeting ever-increasing expectations, in its role as an agent of regeneration and development, and as a beacon of excellence, innovation, and opportunity for present and future generations.





## Principal's Statement

This summer, Glasgow hosted the 2014 XX Commonwealth Games, welcoming over 4500 athletes from over 70 different countries.

It was an exciting and emotional time and a real milestone in Glasgow's history. It put Glasgow firmly on the map as a World Class City.

I am incredibly proud that 10 City of Glasgow College Graduates competed with Team Scotland winning welldeserved medals for their country.

Kimberley Rennicks who studied HND in Sports Coaching at City of Glasgow College, lifted the first Gold Medal for Team Scotland in the Judo. Liam Davie, who studied NQ Sports and Leisure at City of Glasgow College, won Silver with the men's gymnastics team.

And our involvement didn't end there. Our fantastic catering students also showed off their skills to people from around the globe, by cooking delicious and nutritious meals at the Athletes' Village.

Many of our staff were Games Makers and Clydesiders – volunteering their personal time to make sure every aspect of the Games went smoothly.

At official Games corporate venues, including Scotland House and British Business House, we won opportunities for international trade missions.

Our buildings also featured huge tributes to the Games and the city, with artwork by Commonwealth artists, flags of the Commonwealth and People Make Glasgow banners.

What's more, throughout the last year, we have continued to see a wide range of student and staff successes.

Having already won a BAFTA, television students scooped a prestigious Royal Television Society Scotland Award with their film 'FistPunch'.

Our students were also winners of the esteemed Toque d'Or gastronomic competition and have now been selected to compete in the revered Boscue D'or competition.

Graphic Design students had their creative designs projected on the castle esplanade as part of this year's world-famous Edinburgh Tattoo.

Willie McCurrach, our Head of School of Food, Hospitality and Tourism was honoured with a prestigious National Chairman's Award for his contribution to the sector at the Professional Association for Catering Education Awards. Willie was also given a special award at this year's CIS Excellence Awards for an Outstanding contribution in Education and Training.

The National Union of Students recognised the College's commitment to offering help and guidance to international students with the 'Excellence in International Student Support FE' award, naming us Best in Britain.

There have been other numerous successes, many of which you will read about in the coming pages. They all show that our students and graduates are excelling on the world's stage, changing the world and becoming the leaders and role models of today and tomorrow. This is testament to their hard work and determination and our staff's commitment to providing world-class inspirational teaching and learning, with a focus on innovation, enterprise and excellence.

I believe People Make This College. It is our collective effort that delivers a world class college –a dynamic hub of learning - and a great place to come to every day, whether to work or study.

This is why I firmly believe we are well placed to take full advantage of our new state of the art super campus, with our





Riverside campus less than a year from opening and our City Campus less than two years from opening.

The buildings are now starting to take shape and the scale of our new £228 million super campus is starting to emerge. This is the biggest investment ever in a Scottish college and will create a college of the future, right in the heart of Glasgow. Over the next 50 years it will educate over 6 million students, truly a nation sized project. I am very grateful to everyone involved in the build for their tremendous efforts so far and for ensuring that the building is on track to be on time and on budget.

This year, at City of Glasgow College, we are also 'upping the ante' in our relationships with employers through our pioneering Industry Academies. These are replacing our college departments and I believe they are the bedrock of 21st century education.

These Industry Academies build in academic hubs to the college's structures, with industry links hard-wired through everything they do. They are solely structured to deliver an employability-focused curriculum, created in partnership with industry and to build and offer real-life placements for both staff and students. We now have links with over 1500 industry partners, and these partnerships are helping us to create the best possible opportunities for our staff and students.

We also continue to expand our presence internationally, as we cement a global reputation for innovation and excellence. This year we became the first college in Scotland to open a campus overseas, which we did in collaboration with two of the world's biggest shipping companies. I officially opened our Angola Campus in August, welcoming the first students to this fantastic training centre for maritime studies. What's more we



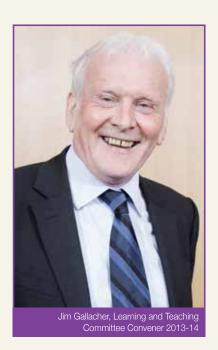
have established a new partnership with a Washington DC college which paves the way for exchanges for staff and students from both sides of the Atlantic. The College now has over 40 EU academic partners and 9 campus partners across the globe including in the USA, India and Bangladesh.

I would like to take this opportunity to thank again all staff and the Board of Management who, under the leadership of our Chairman, have provided wise and trusted guidance throughout the period. I value greatly the breadth of experience and expertise which Board Members bring to the College at this time of great opportunity.

This year, more than ever, I believe we have shown ourselves to be a World-Class College for a World-Class City – leading the way in equipping young people for the world of work through employer partnerships and redefining the concept of college education.

We have much to be proud of and even more to look forward to.

# **Learning and Teaching**



As Convener of the Board's Learning and Teaching Committee, I am pleased to present the 2013-14 review of learning and teaching at City of Glasgow College.

It is a constant challenge to deliver the best possible experience of college for our students, in these times of continued budget restraint. Nevertheless the College continues to develop and innovate, and to ensure that the experience students gain at the College prepares them well for their first steps in their chosen careers. This focus was recognised by Education Scotland, following its Annual Engagement Review (January 2014), referring to "confident students... well-prepared for industry". The report also identifies areas of excellence in the provision of English as a Second language, Television, Art and Design (Community) and work experience for learners with additional support needs.

However the College also acknowledges the need for improvements, and the newly revised Curriculum Performance Reviews, with associated actions plans, are addressing various issues, in particular relating to FE performance indicators. Early indications are that these actions are having a positive impact, and I will ensure that this remains a priority for the College.

We also celebrate the significant success of our students, recognised nationally and internationally, some examples of which are outlined below, and we recognise the continuing dedication of staff to providing learning and teaching excellence for our students - our core function.

## **Successes**

## **Food and Hospitality**

Having won the Future Talent Restaurant Competition earlier in 2013, the College was invited to represent Scotland at the Nations Cup Challenge in Michigan USA. In what was a truly world class performance, the City of Glasgow College team won, bringing the trophy back to Scotland. Over a full week of intense cooking, the team beat challenges from Mexico, Canada, USA, and Barbados to claim the title. The team also won four gold and three silver medals, as well as three "Best in Show" awards. A truly outstanding achievement.

A team from the College won the Nestlé Toque d'Or 2014 competition. The College has entered this competition for the past 26 years, making the final on numerous occasions. However, this time our students achieved the ultimate prize. This represents a considerable achievement and honour for the College.

Four dedicated students prepared food for thousands of guests at the Open Golf Championship, at the 1000 seat Club restaurant. The students showed great commitment and enthusiasm, working from 5 am until 7 pm during the hottest week in July, alongside the Senior Chef from Sodexo Prestige at this prestigious work placement. One

HNC Professional Patisserie student has undertaken work experience with 2011 World Champion Patissier Jordi Bordas, in Barcelona, Spain. Twenty five hospitality students won placements at the prestigious Gleneagles Hotel over Christmas and New Year. The College has maintained a valuable partnership with the hotel for over four years, and is the only education institution to provide seasonal staff to the five-star resort.

A HND Year 2 Hospitality Management student, has been awarded the Hotel Industry Trust (HIT) Lausanne Scholarship and will attend the Hotel School, with expenses paid by HIT Scotland. The Incorporation of Maltmen has awarded bursary support to four HND Year 2 Hospitality Management students.

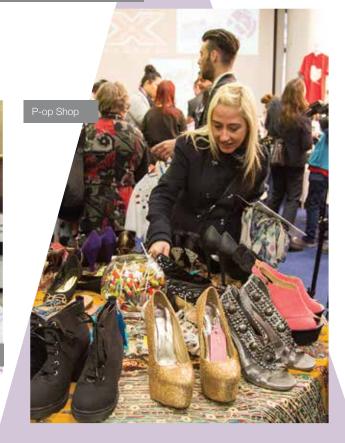
At the 2014 UK PACE awards, Head of School Willie McCurrach, received the National Chairman's Award for his work in Scottish catering education. With over 1,200 members across 400 organisations, PACE champions issues and supports organisations involved in the hospitality, catering, education and training sectors. At the recent Catering In Scotland Excellence Awards a special award was presented to Willie McCurrach for his Outstanding Contribution to Education and Training. The whole College is extremely proud of this recognition for one of the most long-standing and respected staff members of Team City.











Student Kenneth Quinn won the Advanced Furniture category and the overall Gold Medal for Craftex June 2014.



#### **Tourism**

The Air Cabin Crew and Airport Ground Operations course set up in 2012 has successfully supported students in obtaining employment with Jet2, Easyjet, Thomson Fly and other airlines. Students undertake training within the College's simulated aeroplane cabin, which has featured in several press articles including the Times Educational Supplement.

The department recently participated in the Comenius programme, a European Union educational project, organizing an exchange trip to Pisa. This was the first bilateral school project in the area of tourism, with Students from the Ipssar G. Matteotti school in Pisa visiting Glasgow, and City of Glasgow students travelling to Pisa to develop a dual language gastronomy publication project.

### **Tourism, Food and Hospitality**

The Commonwealth Food Market event in May 2013 was a joint initiative with with the Food and Hospitality departments. Stalls representing many countries of the commonwealth were set up outdoors at the Townhead campus. Dressed in national costumes, tourism students greeted and guided visitors around the event, providing information on commonwealth countries. The events students created innovative stalls and the food students prepared various national dishes for each of the stalls.

### **Art & Design**

The £1.5m Gartnavel Hospital restoration project won the National Lottery Award for Best Heritage Project 2013, beating world famous landmarks such as the Cutty Sark in Greenwich and The Giant's Causeway. This project involved students from the areas of Stonemasonry, Graphics, Illustration, Art Glass, and Model Making.

Three Fine Art Students from the School were involved in an Information assistant programme at this year's Biennale hosted in Venice. The Exhibition was curated by the Common Guild of Glasgow.

Student Kenneth Quinn won the Advanced Furniture category and the overall Gold Medal for Craftex 2013. He has also been selected along with Catherine Lowe

from the Art Glass Design to receive the Incorporation of Wrights award. Five HND students have had their designs chosen for the 'Adam and Eve collection' for Rosa Red, and the designs are now commercially available.

For the Ideal Home Show Scotland, College students were invited to create inspirational room sets alongside professional designers. Over 40,000 people viewed the room sets over the course of the show, offering students exceptional exposure and a solid industry platform to build upon.

Three Creative Industries students won the Equator Competition, run by one of the UK's leading multimedia agencies. The students created advertising proposals for Scottish Southern electricity.

#### **Business**

HN Advertising and Public Relations year 2 student, Jennifer McGregor, won 'Best Student Business' for her business Crohnie Clothing, at the Herald Digital Business Awards in October 2013.

HN Advertising and Public Relations students enjoyed a very successful trip to New York in February. The students met a former CoGC HN ADPR student, Lisa McGhee, who is now Global New Business Executive with the Havas Agency in New York.

A pop up shop of opportunity raised £500 from upcycled garments that was produced and managed by students. First Minister Alex Salmond said: "Young people in Scotland shouldn't face any barriers to their education. That is why schemes such as P-op Shop are so important, giving young people a chance to challenge those barriers and offering a real taste of business as well as the opportunity to get involved with their community. I wish every success to all involved with this fantastic idea for Glasgow's students and I hope that every single P-op Shop is a real triumph."

A partnership with Loch Lomond Shores and the Darvel Music Company has established successful accredited marketing work experience projects with Danish students from 3 colleges in Jutland.









Winners Royal
Television Society
Undergraduate
Entertainment

#### **Television**

In March, the British Academy of Film and Television Arts (BAFTA) Scotland announced the winners of their New Talent Awards, which proved to be a remarkable success for a group of City of Glasgow College students. Five City students won the Comedy/Entertainment Award, presented by Muriel Gray, for "Fist Punch" - a short television sketch show pilot, written and directed by the students. In addition to the BAFTA, the students went on to further honour, winning the prestigious Royal Television Society Undergraduate Entertainment Award.

#### **ESOL**

The department's interpreter's scheme, in which more experienced students provide interpretation for newer students, has proved a considerable success – and has been shortlisted for an Adult Learners' Group Award. The scheme has helped students to express themselves at focus group meetings, and has assisted in building confidence. The interpreters also attended a conference held in the SECC, organised by the Scottish Refugee Council, to assist other participants.

An ESOL job club has been set up with funding assistance from the Community Planning Partnership, with the aim of improving employability and volunteering skills. Several participants have now found employment and work with voluntary organisations as a result.

The ESOL choir is now operational, assisted by a choirmistress employed via the Futures Trust. Songs of many different languages, as well as in English feature in the choir's songlist. ESOL students have also worked on a project with Glasgow Life to develop a Pop-up Museum experience, featuring objects from home in an exhibition of their work. One former ESOL student has progressed to the College's NC in Journalism, and is now the editor of the student magazine, Oasis.

#### Construction

The College hosted the Scottish National SkillBuild competition in May, and the College scored several successes. In the Wall and Floor Tiling Senior Competition, College students came first, second, and

third, while two further students are currently in training for Worldskills (see below). A second place was achieved in the Senior Plastering competition, and another second place gained in the new entrant competition. A former student at City of Glasgow achieved third place in the UK Masonry Skills Competition.

Construction students and staff have been active in supporting the New Campus Community Benefits initiative, building an eco house, a storage area, and timber planters for St Mungo' Primary School. In another Community Benefits project, students undertook developments at Townhead Village Hall, including site drainage and brick and timber raised beds.

Using tiles designed by internationally renowned artist Nicolas Party, Modern Apprentice groups tiled a staircase in a former College building, now functioning as a charitable art gallery in the east of the city.

#### **Marine**

The Hammermen Awards are made at the Trades House each year in recognition of the exceptional skill and dedication of engineering students in the Strathclyde region. Two City of Glasgow College marine engineering cadets won Hammermen Awards this year.

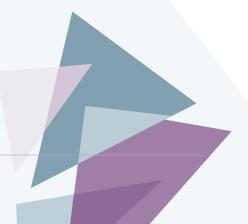
#### Computing

Students in computing achieved a bronze in Computing Network Security and a silver in Computing Web Development Intermediate at the UK Worldskills finals in Birmingham in 2013.

The College hosted the regional heats of the Worldskills Computing Competition in June 2014, with City students winning the following awards:

- Gold and Bronze for Network Infrastructure (Cisco)
- Silver and Bronze for IT Support Technician
- Gold, Silver and Bronze for IT Software Solution for Business

Four HN Networking students have secured prestigious work placements with the technology partner of the Commonwealth games Glasgow 2014, the NVT Group.



#### Worldskills

The College now has a Worldskills Training Academy, whose aim is to motivate and inspire more of our students to aim higher and develop and extend vocational excellence as well as personal development skills - to allow them to be successful learners, confident individuals, effective contributors, and responsible citizens. Worldskills advocates vocational excellence and celebrates expertise through regional, national, and international skills competitions.

College students have achieved notable successes achieving 32 regional medals (2014 competitions) and 4 national medals (2013). This placed the College 7th out of 250 colleges in the UK National Medal Table, with the prospect of further progress given recent successes. In addition, 2 CoGC students have been selected for the UK SQUAD at the international competition to be held in Sao Paolo in 2015. One of our students has been selected to compete in the EURO skills competition in France, October 2014

In the Regional Finals 2014, medals were awarded as follows:

SUBJECT	AWARD
Beauty Advanced	1st, 2nd and 3rd
Beauty Intermediate	1st, 2nd and 3rd
Aromatherapy	2nd
Reflexology	3rd
Nail Art Advanced	2nd
Nail Enhancement	1st (with exceptional feedback from judges on all 10 candidates)
Computing IT Software Solutions for Business	1st, 2nd, 3rd
Computing Network Infrastructure Cisco	1st and 3rd
Computing Microsoft IT Technician	2nd and 3rd
Cabinet Making Advamced	1st, 2nd, 3rd
Cabinet Making new entrant	3rd
Construction Wall and Floor Tiling (senior section)	1st, 2nd, 3rd
Construction Plastering Advanced	2nd
Construction Plastering Intermediate	2nd
Stonemasonry	3rd

#### **Other Awards**

In the Game Changer Awards 2014 (Colleges and Universities) a gold award was won for the College student drama production "Come Oan Get Aff". The students, who have a diverse range of learning needs, developed links with Commonwealth Games 2014, City Bus Tour, and undertook research on the Games. A bronze award was won for student achievement with a public furniture entry by Interior Design students.

A Highly Commended Beacon Award was achieved for Effective Use of IT in FE, for which the College was also Highly Commended by the College Development Network (Learning and Teaching). The College was also Highly Commended by CDN for Health and Wellbeing.















# Widening Access and Articulation

## **Community Learning**

College Community Learning staff continue to work in partnership with a wide range of community groups and organisations across Glasgow, many of which are long standing partners of the College. Courses are offered to match the particular needs of community-based learners and include: essential skills, numeracy, literacy, craft skills, creative writing, ICT, and basic cookery. The College also works in partnership with recovery hubs to offer services to those in recovery from addiction. A new partnership has been developed with the Big Issue, whereby the College offers basic essential skills training to vendors in exchange for sessions to College students on selling skills and dealing with customers.

A member of the College's Education Support Team presented his research findings to the International Geographical Union Regional Conference in Poland. The research focused upon work with College students and the local community in the field of urban gardening, based at the College allotments in Glasgow. This work involved demonstrating the value of urban gardening as a teaching tool in a real-life practical setting.

Over the last year Education Support students have been helping run the café and gardens of the Townhead Village Hall. Working in partnership with the management and staff at the hall, students take responsibility for a range of duties connected to running a successful kitchen and café, and planning and growing produce with local residents. Learning units are integrated with work experience, and hall staff and management have been involved in planning and assessment.

## **Articulation and HEI links**

The College is a major participant in the SFC Additional Articulation Scheme, which is taking place this year. The scheme creates opportunities for HND 1 or HNC students to automatically progress to specific university courses when they complete their college qualification. This enables students to progress their HN studies with confidence, knowing their place on degree programmes is assured. The College has secured a total of 137 places with Glasgow Caledonian University, University of the West of Scotland, and Strathclyde University.

A total of 926 City of Glasgow College students were offered places on Level 3 degree programmes at UK Universities, the majority at the above three universities and Edinburgh Napier University - although all Scottish Universities and six in England offered some places. The total offers made to CoGC students represents an increase of 10% compared to 2012-13.

City of Glasgow College delivers 100% of the teaching for the BA Interior and BA (Hons) Degree in Interior Design awarded by Glasgow Caledonian University - an arrangement that has now been in place for 10 years. The programme has a long and prestigious pedigree and this year the cohort of 14 students in the honours year were awarded 8 first class honours degrees. This represents a considerable achievement for the students and the staff who support them.

In session 2013-14 CoGC delivered, for the first time, 100% of the BA Photography and BA Contemporary Art, previously a joint delivery with University of the West of Scotland.

## **Learning and Teaching Strategy**

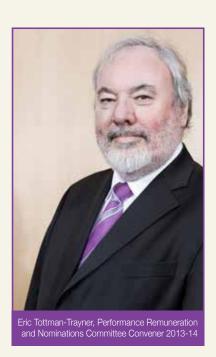
The College's Learning and Teaching strategy presents a series of key objectives to enable students from all backgrounds to achieve their maximum potential. The strategic objectives are:

- To provide world class learning experiences which enable all students, whatever their backgrounds, to reach their full potential and achieve their learning goals
- To work with students as co-creators of their own learning, fully engaged in the continuous evaluation and enhancement of the design and delivery of their programme
- To provide access and progression opportunities for all, regardless of their previous educational experience or personal background, across all parts of the curriculum
- To deliver a broad, industry relevant curriculum that enables students to be work ready or progress to higher level qualifications
- To collaborate with key employers, Sector Skills
  Councils and professional bodies on the planning and
  evaluation of programmes to ensure that the College
  curriculum remains responsive to current and future
  training needs
- To respond to the diverse and evolving needs of all students by providing effective systems of support and guidance for students which enhance the learning experience and help them to succeed
- To foster excellence and innovation in teaching through the development of highly motivated, professional staff

## **Curriculum Performance Review**

The Curriculum Performance Review process was itself reviewed in 2013-14, and retitled Performance Review to reflect a broader scope. The Performance Remuneration, and Nominations Committee undertook oversight of the Performance Review Process throughout 2013-14. This is referred to in the appropriate section of this report (below).

## Performance, Remuneration & Nominations



I am pleased to present this report on the activities of the Performance, Remuneration and Nominations Committee for 2013-14. The remit of this Committee, new in session 2013-14, encompasses senior staff performance, and the College's performance review with reference to strategic planning and performance indicators. The Committee's remit now also includes the remuneration of senior staff, and the management of the process by which members of the Board of Management are recruited to the Board, bearing in mind the skills and experience of current Board members.

City of Glasgow College once again welcomed the valuable insights provided by Education Scotland, following their Annual Engagement Visit (AEV). As well as highlighting instances of excellence across the College, as the AEV report provided in 2014, such external perspectives provide the College with an opportunity to further raise standards, as we refine and enhance our practice in learning and teaching delivery, as well as support functions.

With our ongoing and recently updated internal reviews and self-evaluation processes, I am confident that the College is maintaining a focus upon high performance, continuous improvement, and a desire to provide the best possible experience of the College for our students and other stakeholders.

## **Annual Engagement Visit**

The College welcomed Education Scotland in January 2014 for its Annual Engagement Visit. The subsequent report recognised the various developments shaping the operating context for the College, including regionalisation, the new campus build, developing a new model of curriculum delivery - New Campus, New Learning, management restructuring and building the organisational culture.

The AEV report also noted that the College performance indicators (PIs) for HE are broadly stable and in line with sector performance levels. However, FE PIs have dropped and sit below the sector performance levels. The reasons for this under-performance have been reviewed through a number of mechanisms including the Performance Review process and actions have been put in place. Although the full impact of these actions have still to be realised, early indications are positive, as can be seen from the Key Performance Indicators (early estimate) below).

Four Examples of Excellent Practice were identified in the report:

 Excellence in improving the quality of ESOL provision through the ESOL Interpreter scheme

- Excellence in the provision of advanced TV courses
- Excellence in the use of a community project for learning through the Art and Design work for the Gartnavel Chapel project
- Excellence in the provision of work experience for learners with additional support needs through ASN learners working within Townhead Village hall

The AEV report also highlighted the benefits accruing from the high profile given by the College to Diversity and Equality issues, and the impact this has had on the culture of the College. As the report states:

"The emphasis placed by the college on diversity and equality issues has a positive influence on staff, with staff identifying that this impacts positively on learning and teaching "every day, and in every lesson". Staff and learners also appreciated the personal and curricular benefits of working and learning within a very diverse environment. The diversity of the college environment and the focus on equalities good practice has had a significant impact on the culture of the college. One member of staff commented that "equality and diversity has moved from a tick box exercise to be embedded within the culture - it doesn't feel like an added extra any more".



## Curriculum Performance Review

The Curriculum Performance Reviews were themselves subject to review and revision for 2013-14. The name was changed to reflect the broader scope of the discussions, with Heads of Schools and their management teams more fully involved in providing information to the panels. As previously the Reviews were carried out in three phases with each phase requiring one full week of review meetings.

#### The Reviews included:

- A comprehensive internal review of the curriculum, focusing on quality indicators such as student withdrawal, completion, and success.
- Student satisfaction measured through questionnaires, complaints, and student feedback gathered at Course Action and Development Meetings
- Commercial and International activity, including areas of potential growth.
- Responses to key Government priorities

As part of the College's self evaluation process, Heads of School and their teams completed and regularly updated action plans addressing areas for improvement, capitalising on strengths identified either through their own self-evaluation activities or at the Reviews.

## **Customer Service Excellence**

In 2012-13, the College produced a Customer Care Charter, to outline our commitment to a 'Customer First' Culture and outline our standards of service. The College achieved the Award of Customer Service Excellence Standard, with the Certificate awarded in June 2013.

In May 2014, the College was audited by SGS - one of the world's leading inspection companies. The auditor met with staff across the College and was impressed with the College's implementation of a customer first culture. During the audit 'compliance plus' was identified- an indication that the College is demonstrating sector leading practice.

## ISO 9001:2008 Standard

The College continues to maintain accreditation to the ISO 9001:2008 standard as part of its overall Quality Management System. The College had two successful assessments of its Quality Management System by BSI (British Standards Institution) during 2013-14. The auditors expressed confidence that the College's quality system is demonstrating the ability to support statutory and regulatory requirements, and to achieve our objectives. The assessments found that review arrangements to progress improvement were in place in all visited areas.

## **Student Focus**

The College Students' Association - CitySA – achieved national recognition, being nominated by NUS for both Scottish and UK-wide awards:

#### NUS Scotland Awards:

- Nominated for College Students' Association of the Year
- Nominated for Innovation & Enterprise
- · Nominated for Staff Member of the Year

#### NUS UK Awards:

• WINNERS of Excellence in International Student Support FE

This represents a considerable honour for CitySA and the College - to be the lead British college in this category. It highlights the value which CoGC places upon its international students, and the contribution which these students make to life and learning in the College and the community of Glasgow.



## **Key Performance Indicators**

Tables 1a and 1b, below, show the College's performance indicators for all course activity irrespective of source, duration or funding type. The calculations used in tables 1a and 1b follow the methodology of the Scottish Funding Council (SFC). At present the latest available figures for the College are those for academic year 2012/13.

In the table in academic year 2012/13 it may be seen that the PI for full time HE completed successful continues to demonstrate an improving trend, it has risen 5% since the College's merger. Full time FE completed successful had dropped slightly although in real terms it represents a 6% improvement from merger.

Table 1a. All College Activity Performance Indicators 2012/13					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	9%	18%	11%	61%
Further Education	Part time	4%	4%	3%	89%
Higher Education	Full time	6%	14%	12%	69%
Higher Education	Part time	3%	2%	8%	86%

Table 1b. All College Activity Performance Indicators 2011/12					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	9%	18%	10%	63%
Further Education	Part time	2%	3%	4%	90%
Higher Education	Full time	6%	12%	13%	68%
Higher Education	Part time	3%	3%	10%	82%

(Source: Internal Data)

The SFC excludes some categories of students from their published Pls for reasons such as the source of funding or whether the course leads to a recognised qualification. Due to the categories of students excluded from SFC calculations a difference may be seen in the Pls when comparing table 1 to table 2.

Table 2a. 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%

Source: As presented for SFC Audit

Table 2b. SFC College Performance Indicators 2011/12					
Level	Mode	Early Withdrawal	Further Withdrawal	Completed Partial Success	Completed Successful
Further Education	Full time	8%	17%	11%	65%
Further Education	Part time	6%	6%	14%	74%
Higher Education	Full time	6%	13%	11%	70%
Higher Education	Part time	4%	5%	13%	78%

Source: Audited SFC Data for Recognised Qualifications

In 2012/13 the College was successful in gaining funding from Skills Development Scotland (SDS) to fund full time FE programmes for unemployed young people. The SDS funded places are excluded from the SFC calculations in Table 2; this has affected the comparability of the SFC Pls in 2011/12 and 2012/13.

The slight change in completed successful full time FE students has been subject to scrutiny by the College's Performance Review process so that robust actions for improvement might be put in place.

Indications, at September 2014, are that full-time FE student success has improved from 60% in 2012-13, to an indicative figure of 71% in 2013-14. Also Full-time HE student success has improved from 70% in 2012-13 to 75% in 2013-14. While these figures have still to be finalised, it appears that the actions referred to have been successful, and that there is a significant positive change in full-time Key Performance Indicators of student success.

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.

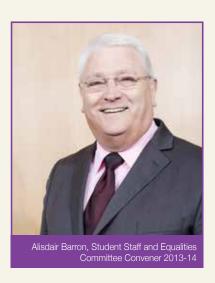
Completed successful - indicates that a student completed the course and gained the qualification they were aiming for.

"The early indicators for academic year 2013/14 Pls suggest that ... there is a positive change in figures for full time FE and HE completed successful students."





# Students, Staffing, and Equalities



As Committee Convener, I am very pleased to present the 2013-14 review of the Students, Staffing and Equalities Committee of the Board of Management. The College provides a wide range of services and support, to ensure that students obtain the best possible experience at City of Glasgow College at each stage of the learner journey, from application and enrolment to positive destination upon leaving.

As well as ensuring that our staff are equipped to provide excellent learning and teaching, together with guidance and support, the Committee provides oversight and support to the Students Association, CitySA. 2013-14 was a particularly active and successful year for CitySA, supported by the Student Engagement Team, increasing the profile of the student body and its Executive, within the College and nationally. As a result, student participation in various initiatives and events reached record levels.

The College continues to make progress in embedding diversity and equalities issues within the College culture. Education Scotland, in its Annual Engagement Visit Report (2014), highlighted the benefits of this emphasis, noting the positive impact upon staff, and upon learning and teaching.

## **Student First Culture**

During Session 2013-14 Student Services have focused on enhancing service provision, delivering advice, guidance, and support at each stage of the learner journey to help our students reach their full potential. Supporting the College's Student First culture, a wide range of services and support is delivered from one-stop Student Services bases in most College locations. 2013-14 saw the continued success of the recently refurbished base in the North Hanover Street Millennium building.

## **Admissions/Applications**

At April 2014 the College recorded a 3% increase in 1st choice applications (applicant headcount) compared with the same period in 2013. In addition, processing and throughput of applications has improved with the number of offers made increasing by 4%, and the number of acceptances up by 5% compared to the same period last year.

The table below provides an overview of some of the key applicant characteristics and shows that there is very little change in the age profile or gender split of applicants in 2014 compared with 2013:

Applicant Characteristic	2013	2014
16 - 19 year olds	70%	67%
20 - 24 year olds	18%	19%
25+ group	12%	14%
Female	61%	60%
Males	39%	40%

Waiting list numbers have also dropped compared to this time last year. However, this is due to a change in processing for this year, where only those applicants with the entry qualifications are placed on the waiting list. A new category – "No Entry Requirements" has been created to identify applicants without entry requirements. There are currently 1,300 applicants without entry requirements. 62% of these applicants are aged 16-19 years old.

Over the last 2 years there have been significant new digital developments related to admissions processing. Applicants can now login to the College network to select their preferred date and time for interview. By offering this service we have improved engagement and convenience for our applicants and improved attendance at these events, increasing efficiency within the admissions process.

#### New in 2013/14

- Conversion rates continue to be a focus in 2014
  with new initiatives this year called "Keeping Warm
  Initiatives". This includes creation of an ezine for May/
  June/July being emailed to all new students providing
  student profiles, student destinations and testimonies
  about student life at the College
- Organised campus visits during Exhibition week for 20 of the low conversion/retention FE groups, including campus tours and meeting with current students
- Targeted twitter forum (e.g #new to cocg) to encourage new students to network and make connections
- Rollout of new online funding package to FE groups connecting students quicker with funding entitlements, monitoring student progress, offering remote uploading of required documentation.

## **Learning Support**

The Learning Support team have delivered high quality academic support to students with additional support needs throughout all College campuses. There are four main central Support bases available - in Townhead, North Hanover St, Rogart St, and Riverside campuses.

During 2013-14, a total of 1,330 Personal Learning Support Plans (PLSPs) were set up with students, with 590 PLSPs created for students with Extended Learning Support needs. The team also carried out 103 needs assessments to provide supporting documentation for students applying for Disabled Student Allowance funding.

Over the last session support was delivered in a variety of ways, such as specific 1:1 support with a Learning Support lecturer, in small group tutorials, team teaching in class, integrated teaching, guidance sessions, workshops and tutorials.

The support delivered to students during session 2013 -14 included specialist teaching and support for dyslexia, mental health issues, Autistic Spectrum Disorder, mobility difficulties, sensory impairment and literacy difficulties. Help was provided via study skills, academic writing, ICT support, Literacy & Numeracy support, proof-reading, exam preparation, graded unit guidance, referencing, equipment loans, assistive technology demonstrations and mobile apps training.

Education Support Workers were provided in class to support students (individual or group) with particular identified difficulties such as reading, scribing, note-taking and assessment support. Sign Language Interpreters were present in class for those with hearing impairments.

The Learning Support team at Rogart Street campus were involved in a successful digital device project (Telsic) with the staff and students from Construction Crafts. The project involved using smartphones, laptops and tablets with apps for technical drawing, and online learning applications such as Khan Academy, along with Facebook and YouTube. This project engaged and empowered learners to develop essential skills such as numeracy, communication, ICT and technical drawing. The project also provides learners with tailored teaching approaches and resources to best meet their personal learning needs.

The team were also involved in the delivery of a Collegewide 'Mindfulness' project to support students with mental health issues such as anxiety, panic, depression, or stress. The Mindfulness techniques proved very worthwhile for students and it is planned to continue and develop this project next session.



## **Student Engagement**

The College is committed to encouraging students to work as partners with the College to enrich their learning experience, to enhance the life and work of the College, and to ensure their voice, opinions, and views, are heard at every stage of their College experience.

This session, induction and welcome sessions were delivered to all classes, with engagement workshops provided to class groups on aspects such as motivation, confidence building, team building, goal setting and resilience. Over 1,060 students have taken part in these engagement workshops.

Focus groups were held with students under the banner 'You are the Expert', on topics including student behaviours, staff behaviours, subject e-assessment, values, international student support and departmental promotional strategies.

Three Volunteering Fayres were set up with external organisations and businesses to advertise and promote a wide range of volunteering opportunities for our students, from working at the Commonwealth Games to working abroad with a range of charities.

For session 2013-14 there were 766 elected Class Representatives, the most the College has ever presented. The Reps were trained on various aspects of the role including their responsibility, dealing with College issues and personal development.

Students were involved in a range of events and activities throughout the session, such as Black History Month, International Women's Day, Burns Night and Chinese New Year

## **Students' Association - CitySA**

#### Freshers' Week

CitySA welcomed new students and returning students alike this year with a two-day Freshers' Fair. Opting for an American themed event, this welcome party was large, brash, vibrant and colourful.

### **Student Representation**

CitySA set a priority in 2013-14 to further develop an active student base, vital to the effectiveness of student representation. This session 289 class reps received training, from a total of 766. To help fully prepare class reps for their roles, CitySA organised the College's biggest ever class rep event: Inspire2013, with class

reps from across the College coming together to listen to inspirational speakers at Cineworld cinema in the city centre, helping to encourage a genuine spirit of activism amongst students across the College. In 2013-14 the first CitySA AGM was held.

## **National and Regional Presence**

The Students' Association have extended active participation in the National Union of Students (NUS). With more students at the table CitySA will have a greater input into national debates, a greater say on how national policy is shaped and greater working relationships with other institutions.

This year student representatives from City of Glasgow College have participated in double the number of NUS conferences and events as they did in 2012/2013. This has already paid dividends with next year's Student President being elected NUS Black Officer for Scotland and a CoGC student being elected onto NUS UK LGBT committee.

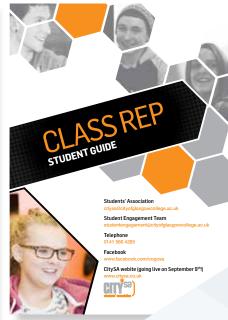
The CitySA Student President was appointed as the first ever Chair of Glasgow's regional student executive, comprising elected student officers from City of Glasgow College, Glasgow Kelvin College and Glasgow Clyde College.

#### **Student Elections 2014**

This year CitySA looked beyond the campuses of our College to advertise elections citywide. An innovative partnership was agreed with neighbouring institutions Strathclyde University and Glasgow Caledonian University to enter into a collaborative venture called The Big Elections. This enhanced the elections process in several ways including:

- Raising thousands of pounds in sponsorship for the Elections
- Advertising the elections externally on Capital Radio and the Glasgow Underground.
- A longer voting period than ever before (five days allowing more students to have their say)
- A record number of students voting
- A larger, more exciting announcement event at Strathclyde Union alongside Strathclyde and Glasgow Caledonian
- Elections results streamed live across the internet Voter turnout in 2012-13 had increased from 354 to 471. In 2014 this was further increased to 611.













## **International Student Support**

2013-14 was a busy and eventful year for International Student Support. Thirteen Induction Information sessions were set up for student groups arriving at College, as well as two large International Welcome Events. The major events include external organisations, short presentations, food, music, and games. This year saw the inaugural Cream Tea event at which the College Board of Management and senior staff met and mingled with new international students.

As well as academic and general support for our students there was also a comprehensive social calendar set up, which included orientation walks around Glasgow, weekend trips to Edinburgh and Blair Drummond Safari Park. Students also enjoyed barbeques, ceilidhs, Diwali evenings, Christmas celebrations, Cooking Skills classes, community police visits, tours of Glasgow Green, the West End, the Charles Rennie Mackintosh designed House for An Art Lover, and the Transport Museum.

The College are very proud winners of the NUS UK-wide "Excellence in International Student Support FE" leading the way for the college sector in Britain.

# Libraries and Learning Technologies

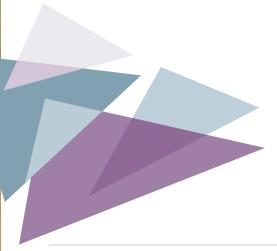
A key focus for the team has been the development of MyCity as a secure, self-service based student interface. In addition to providing access to course materials, we have integrated a number of back end systems, such as the timetabling and student records systems, to create a user friendly 'one stop shop' for student information and services. During 2013-14 this has resulted in increased visits to MyCity, in addition to a rise in the number of interactions and time spent on the site. Extensive user testing was carried out with students, which has endorsed our approach and informed our future development plans.

The team continues to support staff in their use of technology, running regular training events. Our new blended learning 'MyCity Basics' course takes staff through the steps required to create a 'new campus ready' course and received a 5 star rating from participants.

The team has also been successful in securing funding for a range of projects including £100,000 from JISC to develop a framework for e-assessment implementation in education. The Scottish Library and Information Council have funded the team for two further projects to develop an open source library management system and to create a copyright plugin for Moodle.

We continue to deliver and support the library management system shared by all the Glasgow Colleges. This has involved maintaining a stable service for all college users while integrating collections, data sets and policies as a result of ongoing mergers in the city. A reciprocal borrowing service was launched in January 2014, allowing our students to visit and borrow resources from any of the 7 campus libraries across the city and opening access to over 135,000 titles. Library staff have championed information literacy through the Reading Agency's national Six Book Challenge which helps to promote reading confidence and motivation. Uptake of our workshop portfolio continues to increase, particularly sessions on e-resources and information and study skills.

We have continued to enhance library facilities for students in 2013-14. Murals depicting Samuel Taylor Coleridge's 'The Rime of the Ancient Mariner' were created by the same illustrator who designed the city campus graphics. This has created a strong visual connection between the two campus libraries, while reflecting the unique curriculum of the Riverside campus.



## Strategic Plan 2013-17

## **PRIORITY 3**

Develop our staff, embed our values, promote further culture change, and extend our reputation.

From extensive research with staff and students to identify what they believe to be the best possible behaviours, City of Glasgow College has developed behaviours directly linked to values to help achieve a single, one-team culture.



- Listen to and respect others
- Demonstrate a positive attitude.
- Act professionally
- Be friendly and encourage others:
- Lead by example and be a role model for positive behaviours.



- Beifair
- Respect others and consider differences.
- Appropriately challenge unwanted behaviour.



- Respect confidentiality
- Maintain personal integrity at all times.
- Be trustworthy, open and reliable



- Recognise the efforts of others
- Display a 'can-do' attitude.
- Take responsibility for delivering high quality work.
- Be inspired to do great things and encourage others to do the same
- Be passionate, always strive to do the best.





- Work as 'one team'
- Involve others in decision making.
- Work collaboratively and build positive relationships
- Engage with others and encourage effective communication.
- Be passionate, Share ideas, information and knowledge
- Be solutions focused.
- Be willing to take smart risks.
- Generate and encourage new ideas
- Be creative and do things differently

# Human Resources and Organisational Development

## **Supporting Learning and Teaching**

City of Glasgow College is the first College in Scotland to deliver the new 2-HN credit PDA in Teaching Practice in Scotland's Colleges using a blended learning approach via My City and modelling many of the features of New Campus New Learning (NCNL). To support the development of 21st century teaching practice and help prepare for the move to the new campus, NCNL awareness and self-assessment workshops were facilitated for every teaching department.

2013-14 saw the launch of the College's new Teaching Innovation Academy, focusing on good practice in project-based learning. A comprehensive programme of CPD aligned to New Campus New Learning has been planned to run next session.

### **Supporting Students**

In 2013-14, a coaching awareness programme was provided for 12 mentors to support the students who entered the World Skills competition. Campus CMI is a new arrangement providing free Chartered Management Institute membership to College students between age of 16-24, as well as access to a wealth of study materials.

A tailored induction programme for the CitySA Student Executive was created, as was a mentor development programme for staff providing mentor support to the Executive.

The Student Executive was supported in staging Inspire! – the Class Representative Conference - attended by approximately 400 class representatives.

## **Developing Staff and College Culture**

Student and staff focus groups determined our desired behaviours related to the College values, with 10% of students and 7.5% of staff involved. From this emerged the Our Behaviours booklet and new College strap line of Believe It. Achieve It. Workshops for staff are provided to help embed the values and behaviours.

Throughout the session, a regular programme of activities was continued, further contributing to a learning culture. Each member of staff on average has undertaken 18 hours of CPD activity, including e-learning, supporting students with additional support needs, Diversity and Equality, and use of social media.

Support for staff and pre-service students undertaking TQFE via our network of mentors was provided, further developing the College's reputation as an excellent provider of pre-service placements.

In addition to the funded TQFE places, 30 members of staff commenced/ continued an enhanced qualification,

34 members of staff enrolled and are working towards Microsoft Office Specialist (MOS) qualifications and 3 members of staff successfully completed the Prince2 qualification.

Business and Enterprise have been working in partnership with CMI and Organisational Development staff to deliver the First commercial CMI Diploma programme via the Leadership Academy. The Diploma includes a small number of College staff integrated with fee paying students.

The first All Staff Development Event – One City – took place in June to demonstrate how the College vision is being realised through actual practices and progressive developments, with local and international partners involved.

## **Partnership and Accreditation**

Continued accreditation and partnership was maintained with:

- Cycle Friendly Employer (including cycle to work scheme)
- Glasgow Living Wage Scheme
- JobCentrePlus the College is 'Positive about Disabled People'
- "Tommy's" accreditation, providing help and advice for pregnant staff
- Macmillan Cancer Support

The College has a new Employee Assistance Programme with PPC. This includes a confidential counselling service, providing support for staff in their personal and working lives. Staff have peace of mind through our continued partnership with Occupational Health provider Integral and the support of Occupational Health Doctors.

International partnerships were cemented by hosting 13 visitors from 3 colleges in the Netherlands, providing work-shadowing opportunities across the College.

## **Leadership and Management**

A set of nine Leadership and Management Standards have been developed and approved by the College Senior Management Team (SMT). These are aligned to the National Occupational Standards for Leadership and Management and the College strategic themes. A three year leadership and management development plan has been developed which parallels the stages of the New Campus Development.

The College's Leadership and Management Foundations Programme was set up, with the initial stage focusing upon fundamental processes to ensure consistency across the College. SMT undertook the Emotional and Social Competency Inventory (ESCI) as part of the Leadership Development Programme.

## **Equality, Diversity & Inclusiveness**

Reflecting our values, the College's Diversity & Equalities (D&E) Statement states that:

"We will positively promote equality, diversity, and human rights for all.

In doing so, the College will:

- Foster good relations based on dignity and respect;
- Advance equality of opportunity for individuals; and
- · Eliminate harassment, victimisation and discrimination."

#### **Equality Act 2010**

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

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

To establish more effective performance of the PSED, or general duty, the College has committed to producing a report detailing equalities data on an annual basis and report progress on mainstreaming the duty across its functions every second year. This first interim mainstreaming report was published in 2013-14, demonstrating the College's approach to collecting and analysing equalities data, for staff and students, to better perform the Equality Act 2010 Public Sector Equality Duty (PSED).

### **Positive about Disabled People**

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

The College is "two ticks" (Positive about Disabled People) accredited by JobCentrePlus, having achieved the five required commitments. Both the College Diversity & Equalities Policy, and Recruitment and Selection Policy commit to adopting the "Positive about Disabled People" symbol. This ensures that candidates with a disability who meet the minimum essential criteria for a vacancy are offered an interview.

In 2013-14, 64 employess advised the College that they have a disability, equating to 5-6% of the workplace at 31 July 2014 (6% in 2012-13, 5.8% in 2011-12). This should be seen in the context of a major management restructuring programme in 2013-14, with associated voluntary severance arrangements.

## **Embracing Diversity Competition**

The Embracing Diversity Competition continues to develop a high profile in the College, with over 100 entries submitted in a variety of media, such as fashion, photography, blogs, writing, video, graphics, ceramic tiles, food and jewellery.

## **Equality Act 2010**

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- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

This means that in relation to disability in particular, we commit to:

- Enquiring about (and subsequently meeting) reasonable adjustments at student application and interview stages
- Providing additional support for students via Personal Learning Support Plans (PLSPs) in relation to additional support
- Equality impact assessing (EQIA) policies and practices to take account of disabilities
- Providing training for staff in conducting EQIA
- Conducting Risk Assessments for work placements and field trips
- Providing training for staff in conducting Risk Assessments
- Ensuring current/future buildings meet building control regulations/Equality Act 2010 requirements in relation to accessibility
- Delivering the CALM project to give staff the skills and attitudes to create and maintain accessible and electronic learning and teaching materials, and providing a VLE to store such materials
- Providing learning and teaching material in other formats, and assistive technologies for students and staff











# **Student Statistics**

To aid the development of meaningful equality outcomes and equality impact assessments as defined by the Scottish Specific Duties of the Equality Act 2010, the College considers evidence relating to persons who share a relevant protected characteristic.

The College is committed to revising its management information systems for student and staff data, to take account of the need to take reasonable steps to collect information across relevant protected characteristics.

During 2012/2013, in accordance with the Scottish Funding Council (SFC) requirements, only data in relation to the age, disability, sex (formerly referred to as gender) and race (nationality and ethnicity) of students and staff was collected. During 2013/2014 data monitoring was extend to cover religion (but not belief) and sexual orientation.

Social inclusion data, was also examined for students via the Scottish index of Multiple Deprivation (SIMD).

10%

percentage

20%

30%

The SIMD identifies small area concentrations of multiple deprivation across Scotland. These are grouped into 20% quintiles, with the most deprived areas grouped into Quintile 1 (Q1), to Q5 being the least deprived. Student data is based on enrolments rather than on student population.

In future, data collection approaches will be revised across the sector, to ensure information is collected across the remaining relevant protected characteristics of gender reassignment and belief.

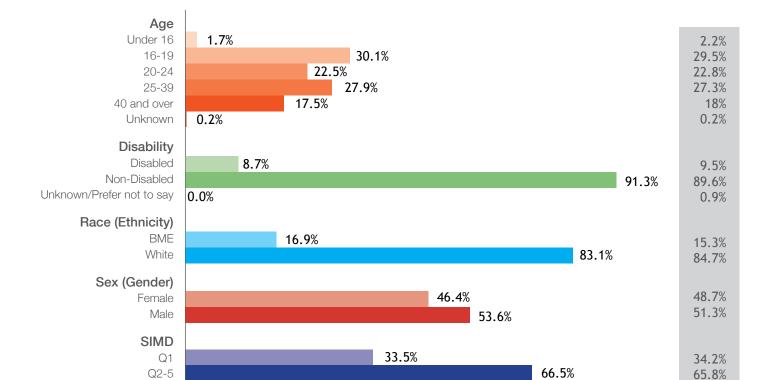
The College is committed to encouraging and supporting students in self-declaration, or disclosure, across protected characteristics. In support of this commitment, efforts will be made to nurture an environment in which individuals are comfortable in disclosing data, and promoting the rationale and benefits for data collection.

2012/2013

# **Data Tables**

(Grouped data may not total to 100% due to rounding of figures)

Student Enrolment 2013/2014 \* Indicative figures before completion of Student Records Audit



40%

50%

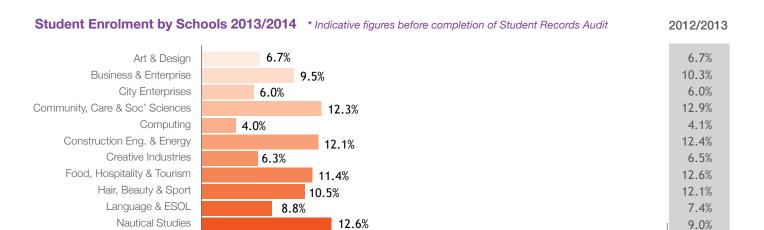
60%

70%

90%

100%

80%





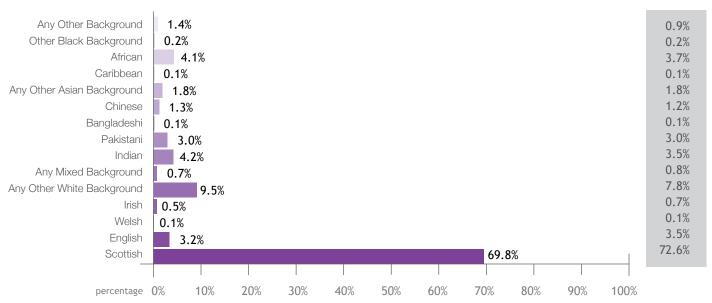
20%

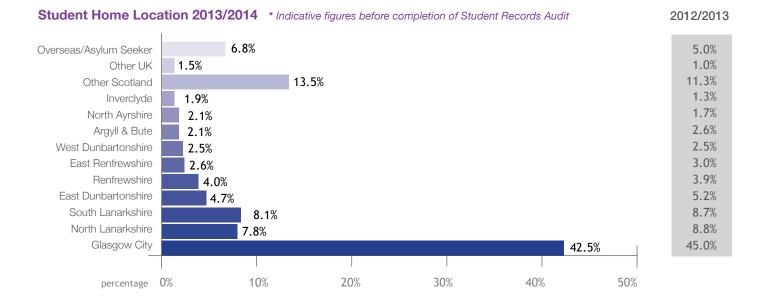
30%

40%

50%

10%



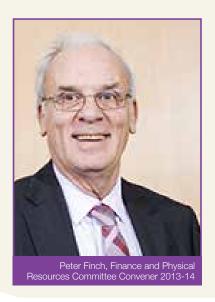


percentage 0%

# Finance and Physical Resources

# 2013-14 Performance Management

I am very pleased to report that the College had another successful period in terms of its financial performance taking accounts of the impact and implications on the College of the Office of National Statistics (ONS) reclassification. The College met most of the financial performance targets set by the Board at the start of the 2013-14 financial period.



# Financial Planning and Performance Monitoring

In October 2010 the ONS decided to reclassify further education colleges throughout the UK so that they would be treated as part of central government for the purposes of reporting government income, expenditure, finances and associated matters. For the purposes of HM Treasury budgeting, colleges are now classified as 'Arms-Length Bodies' (ALBs). Previously colleges were treated as being outside central government for these purposes. Scotland's colleges were formally informed of this change of status in May 2013.

This change of status will not alter the Board's strategic aim of maintaining the College's long-term financial stability, it has presented the Board with a number of significant challenges in terms of managing the transition to a new financial and reporting environment. The reclassification took effect from 1st April 2014 and from this point onwards the College's financial year will cover a period April to March rather than the previous August to July period.

The Board has taken steps to protect the College's accumulated reserves, which have been earmarked for the New Campus Project. The College 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 transferred £21.7m to these foundations in March 2014 to protect the College's accumulated reserves. The 2013-14

financial period covering the 8-month period from August 2013 to March 2014 has therefore recorded an operating financial deficit of £21.7m, but the College will return to a balanced budget for the subsequent financial year beginning 1st April 2014.

The financial challenges resulting from reduced grant funding and the ONS reclassification could have impacted negatively on the College's financial objectives and the capital contribution to the New Campus Project. Given these strategic financial challenges, the Committee played an active part in developing financial plans and setting targets for 2013-14 that would protect the College's accumulated reserves, restructure for the future financial constraints, and minimise the deficit in 2013-14. It was therefore particularly important that the Finance Committee played a more active role in monitoring the financial performance of the College throughout 2013-14.

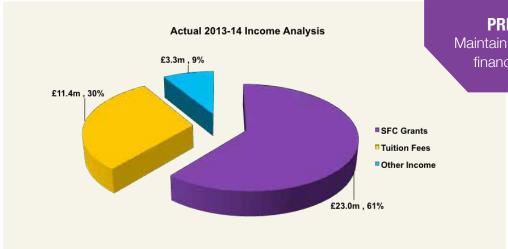
The Committee met regularly during the year and considered detailed reports at each meeting on the financial projections for the 8 month period incorporating Income & Expenditure Account and Balance Sheet. The Committee also considered cash flow projections and treasury management reports. In addition to monitoring performance against internal targets, the Committee also continued to benchmark the College's performance against sector key financial performance indicators (KPIs).

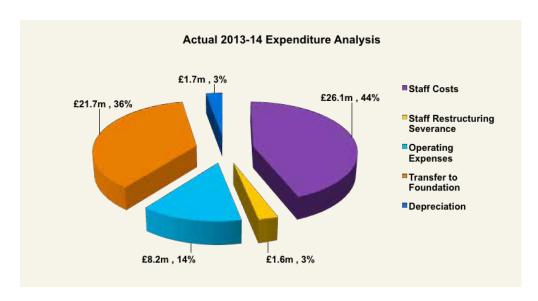
Performance Measure	City of Glasgow College 2013-14	City of Glasgow College 2012-13	Sector Average 2012-13
Operating (deficit) / surplus as a % of total income	(57.6%)	1.0%	0.5%
Historical cost surplus as a % of total income	(57.0%)	1.4%	1.5%
Income & expenditure reserves as a % of total income (ex- pension reserve)	6%	45%	33%
Ratio of Current assets to current liabilities	1.1 : 1	4.9:1	1.9:1
Days cash to total expenditure	42	187	109

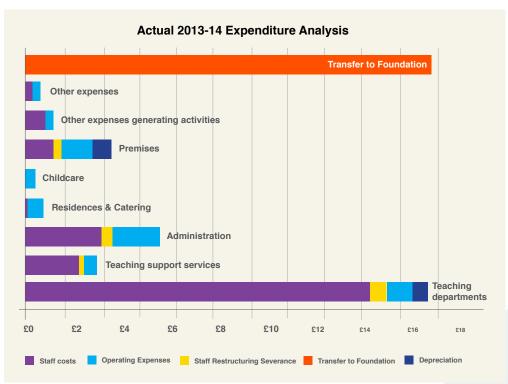
# Strategic Plan 2013-17

# **PRIORITY 7**

Maintain our long-term financial stability.







Performance Measure	2013-14 Target	2013-14 Actual
Capital Expenditure	£2.8m	£1.4m
Net Current Assets	£0.4m	£1.6m
Course Fees	£6.4m	£6.4m
Commercial Fees	£2.2m	£2.3m
Education Contracts	£1.3m	£1.1m
Overseas Fees	£1.6m	£1.5m
Staff Costs	£25.7m	£26.1m
Operating Expenses	£8.5m	£8.2m
Staff Restructuring Severance	£1.5m	£1.6m
Transfer to Foundation	£22m	£21.7m
Operating (Deficit):	(£23.0m)	(£21.7m)

# Procurement and Prompt Payment of Suppliers

The effectiveness of the College's procurement services was independently assessed by APUC (Advanced Procurement for Universities and Colleges) during 2013-14. The audit, known as the PCA (Procurement Capability Assessment) was introduced as part of the Public Procurement Reform Programme. The Committee was pleased to note that the College is continuing to deliver improvements verified by the PCA 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 the period was 38 days. No late payment interest charges were paid during the period

# Looking ahead

The ONS reclassification has had 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 major high-level impacts are;

The move to a financial year end of 31st March from the previous 31st July each year has resulted in these financial statements covering an initial 8-month accounting period to 31 March 2014. The new financial year is no longer aligned to the College's curriculum and business planning cycle and some major funding sources. Significant additional work has been involved in the re-

profiling of budgets and additional complexity around planning the new year end processes.

The College is now subject to the Scottish Public Finance Manual (SPFM) as well as HM Treasury's Consolidated Budget Guidance. This move to the government accounting framework impacts significantly on the College's cash flows, with grant receipts now being profiled to match budgeted expenditure profiles, rather than in a fixed annual profile. This has all but eliminated opportunities to the College in terms of investment of any funds received in advance; however, the College remains committed to achieving the maximum return on any funds held, within agreed risk profiles.

Perhaps the most fundamental change is the inability of the College to generate and retain its own reserves against future capital investment. 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 transferred £21.7m to these foundations in March 2014 to protect the College's accumulated reserves. The impact of this transfer is demonstrated in these financial statements, with substantial reductions in cash held, net current assets, accumulated reserves and posting of an operating deficit on continuing operations. The ongoing activity between the College and the Foundations places additional risk on the College financial sustainability.



# **Estates**

### **Development and Maintenance**

While the development of the new campus is a primary focus for the College, the Committee continues to maintain oversight of the maintenance of the fabric and services within our current estate, to ensure that we meet all our statutory duties and to continue to enable effective curriculum delivery.

Work on existing estates is undertaken in recognition of responsibilities with respect to the expenditure of public money on buildings that will not be occupied beyond 2016.

Examples of works undertaken over the past financial year include asbestos management and removal at Townhead Campus, making safe damaged cills in Rogart St, fire protection works across the campus sites, resurfacing dangerous car parks at Townhead, and upgrading safety equipment to college lifts.

Over the summer of 2013 the Committee oversaw the completion of substantial temporary teaching accommodation facilities on Riverside and City campuses, in preparation for the commencement of the new campus building works which continued through 2013-14.

Alongside the reconfiguration of the College's existing estate, the commissioning of these facilities necessitated a significant logistical exercise to migrate staff and teaching accommodation prior to the commencement of the new session. The committee is encouraged to note that the project remains on programme and within budget.

Up to 130 staff were migrated in total with 35 teaching spaces created at City and 19 spaces at Riverside within modular teaching accommodation, now known as "Allan Glen Suite" at City and "Thistle Suite" at Riverside. In addition, staff accommodation has been provided at both sites, with replacement restaurant and student association spaces created at Riverside.

All internal works were procured and managed by inhouse professional estates staff. External temporary teaching accommodation was delivered by Glasgow Learning Quarter (GLQ) in liaison with the College Estates and Facilities team.

In addition, a new sports hall with treatment rooms and changing facilities was developed at the Charles Oakley Building, and a new fitness suite with state of the art fitness equipment at Townhead campus. At North

Hanover St Campus, 7 high specification IT teaching rooms and a new examination hall were developed.

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**

It has been an eventful period for the College with construction phase of the new campus project commencing in August 2013. Construction progresses well and we closely monitor progress and quality towards the delivery of our state of the art £228M new campus twin site development. The main construction works on both sites are on programme relative to critical path activities with significant advances on the construction of the concrete cores and the steelwork now taking shape on Riverside. The College is also working on many fronts to affect those changes which will be essential to realising the educational, social and economic benefits that our new estate will bring. College teams over the period have been finalising all aspects of room layouts and those refinements associated with the process of reviewable design data.

Planning for migration to Riverside Campus in 2015 has commenced and will increase in intensity as we enter session 2014-15.

Over the session the New Campus Project and construction sites have attracted considerable political interest. John Swinney, Cabinet Secretary for Finance and Sustainable Growth, visited the Riverside site in January and was impressed both with the progress on site and with the College's aspirations. In late February, Sandra White, MSP hosted a reception in the Scottish Parliament which afforded the College an opportunity to show the designs for the new buildings to cross party members, and to explain the significant benefits of the Scottish Government's infrastructure investment. Scottish Futures Trust have also filmed on both sites and have been impressed by the positive outcomes being pursued for our students and indeed the success of the College and GLQ's ambitious Community Benefits strategy.

As an indication of progress to date, the New Campus Project has created 38 new entrant opportunities sustaining 28% of our contractually binding new employment target. Twenty three of these new entrants positions are apprenticeships, with more in the pipeline.

97 person weeks of work experience have been delivered to date (end July 2014).

Funded educational projects to the value of £31,058 have been delivered alongside a range of educational and training inputs and visits. The contract value of works placed with SMEs currently stands at nearly £12.7 million.

The project is therefore clearly demonstrating economic and educational benefits whilst making steady progress towards the final prize.

We look forward to a busy session of planning and preparation in the lead up to the first phase migration to Riverside Campus in August 2015.

# **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 its 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, plastics and printer cartridges
- To increase awareness of environmental issues amongst students and staff

The Policy commits the College to careful use and sourcing of natural resources, and minimising and reducing the impact of waste. A further commitment is made in the Policy to the mainstreaming of environmental issues in the curriculum.

The College has set explicit targets to reduce energy consumption by 3% annually.

# **Health and Safety**

The Health and Safety team continue to place the highest priority upon fire safety, with a continuing programme of fire risk assessment actions progressed through the year.

The Committee is pleased to note a significant reduction in the number of recorded accidents/incident, with a 30% reduction to date (June 2014) compared to the previous year, and a 60% reduction in the number of reportable accidents/incidents over the same period.

In accordance with Trade Union entitlement to inspect staff working premises, a series of joint inspections with Trade Union officials was planned and conducted across all campus locations, with actions agreed and followed up.

The College's Fire Safety Policy and Health and Safety Policy were both revised and updated in the past 8 month period, as were many procedures.

Much of the work of the Health and Safety team consists of maintaining adherence to systems and processes that are designed to minimise risk to staff, students, and visitors to the College. However the Committee recognises that this work, while often routine in nature, is essential and of prime importance, as is the expertise and guidance passed on to staff and students by the team on a regular basis. Training on many aspects of Health and Safety is provided to staff across the College, including out of hours training for cleaning staff.



# **Development Committee**

I am pleased to report as Convener of the Development Committee, that 2013-14 saw significant progress in expanding the College's global presence, and commercial activity profile, in line with our Growth and Development Strategy. The College also published its first full Strategic Plan, which sets out the College's strategic priorities and innovative approaches, in support of the Regional Outcome Agreement.

This report highlights some of the progress achieved by the College and the various staff teams involved. We continue to seek new opportunities for development via new and existing partnerships, nationally and internationally.



# **Growth and Development**

### Global presence

City of Glasgow College is one of the largest institutions in the UK engaged in international activity, and as such the College makes a major contribution to Glasgow, Scotland, and the UK. In session 2013/14 the College continued to grow its global reach, and welcomed students from almost 130 different countries. This was made possible due to the College's institutional delivery partners.

The College has over 40 partners across Europe that are involved in staff and student exchange and institutional links in the Middle East, Australia, USA, Canada, and China. In addition to this, the College has a campus presence with partner institutions in Angola, India, Bangladesh, Pakistan, and Hong Kong.

Under the leadership and direction of the Development Committee the College further extended its institutional partnership links with opportunities arising across India and Pakistan. These opportunities will focus on in-country delivery as the College continues to extend and diversify its curriculum offering overseas students a Scottish Higher National Qualification. In session 13/14 the College welcomed students from almost 130 different nationalities resulting in over £1.5 million of income. These students studied a variety of programmes across our full & part time portfolio, with the majority coming via our institutional partners in Angola, India, Pakistan and Bangladesh.

To support this work and promote the College internationally, staff visited Angola, China, Japan, Hong Kong, India, Oman, Pakistan, Bangladesh, the USA and several countries across Europe.

In partnership with Sonangol and Stena shipping, the

College successfully opened a Maritime Training Centre in Sumbe, Angola, welcoming its first ever cohort of students who will complete their studies in Glasgow in 2015

# **Corporate Development Strategy**

The College Corporate Development Strategy comprises a set of strategies for the development of:

- A New Pedagogical Model for Learning and Teaching delivery as set out in the Learning and Teaching Strategy
- 2. College Industry Academies
- 3. Business and International Development

The new approach to learning and teaching is designed to respond to the opportunities presented by the Classroom of the Future, and by the challenges of developments in pedagogy, Curriculum for Excellence, closer links with employers, and the Regionalisation agenda. This will involve more project-based learning, to ensure industry-relevant skills are acquired. The new College Industry Academies will facilitate closer working with employers.

The strategy also sets out the future business development opportunities for the College, in the UK and internationally, based upon an analysis of business diversification and expansion opportunities, and international market analysis.

### **Commercial Activity**

A strong performance by the College's commercial unit was welcomed, as income targets were exceeded for session 2013/14. This was partly due to the successful completion of a large commercial contract awarded to the

College in 2012/13, to redesign and develop new courses for the Maltese College of Arts & Science (MCAST). The College also continued to grow and offer bespoke & tailored training to both the private & public sector. The College also won a significant contract to deliver training for the highly successful Glasgow 2014 Commonwealth Games. The Scotgap Employability and Skills Security Training allowed over 240 Candidates to undertake training in preparation for the 2014 Games.

Overall, the College was able to generate a commercial income of over £2.3 million in non-government funded activity. The Corporate Development Strategy provides direction to position the College as a major player nationally for bespoke training and UK & European contract work.

### **European Social Fund**

Session 2013-14, saw the third year of the Scottish Funding Council's "Investing in Skills for Economic Recovery" project, involving the majority of Scotland's colleges. This project focused training on 20-24 year olds and the long term unemployed from Glasgow and East Renfrewshire, with the emphasis on skills for the identified growth areas of construction. This project provided £203,922 of additional funding to the College.

In terms of EU projects, funding was gained for an exchange project with the College of Hospitality in Pisa, and four groups were hosted from three Colleges in Denmark. The ACES project came to an end, and was successfully audited by the National Agency, and now succeeded by the SAETO Web project. The College also welcomed 5 Erasmus students from our partner University in France, who successfully completed an HNC in Marketing. A member of staff from the University also spent a week at the College teaching classes for the Tourism department. The College also hosted a group of 10 delegates from across Europe who came to a weeklong seminar on Creative Industries.

### **Marketing and Branding**

The College website once again won an award in the "student award" category for best website at the 2013 College Development Network - Marketing Awards. The College also continued to grow its digital reach and increased its social media presence to over 12,500 followers on Facebook and almost 3500 followers on Twitter. The College continued to position itself as the student destination of choice, by extending its presence through various social media channels - targeting its core audience, with traditional methods also complimenting its promotional activity.

# Strategic Planning

The new College Strategic Plan for 2013-17 was finalised and published this session, following the Board's consideration of the changing strategic context that faces the College as it seeks to fulfil its unique role. Firstly as a metropolitan hub supporting new priorities for the City and the region, as well as a national and internationally recognised centre of excellence.

The Strategic Plan sets out the operating context for the College, with its ambitions to set new boundaries for achievement and innovation. While ensuring alignment of our strategies with the Glasgow Regional Outcome Agreement and Glasgow City priorities, the College is resolved to extend its specialist reputation nationally and internationally in meeting ever-increasing expectations.

Given the constantly changing landscape, the plan will be continually revised as the Board of Management looks to grasp the opportunities this will present, and to position the College as a beacon of excellence and innovation. The College values its long associations with industry sectors, and plans further innovative collaborations with the creation of the new Industry Academies, and the development of new pedagogical approaches.

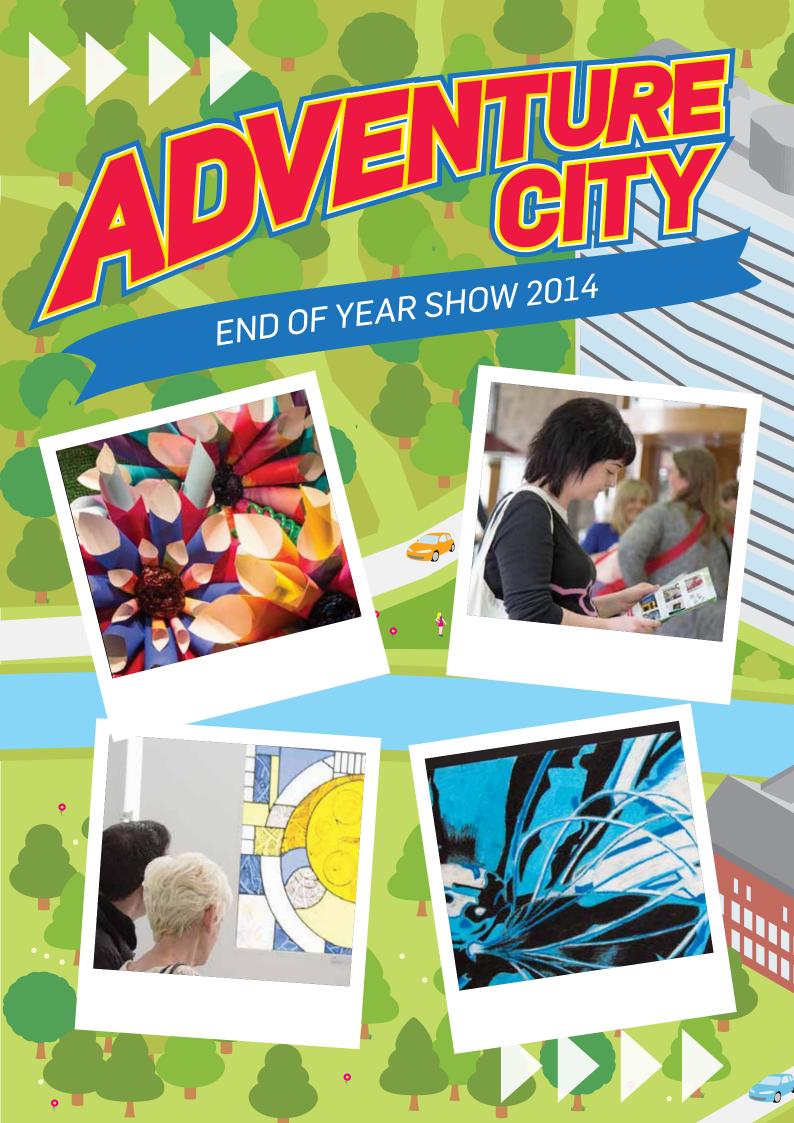
The plan presents the College's key priorities within a framework of strategic themes, and in alignment with an emerging Glasgow regional strategic plan. Supporting aims and performance indicators are outlined, illustrating our commitment to improving performance and achieving our vision.

The plan also presents in brief the College's innovative strategies, such as those for Learning and Teaching, and for Growth and Development, while looking ahead to the completion of our new campus in the city centre, and on the banks of the world-renowned River Clyde, in 2015 and 2016.

# Strategic Plan 2013-17

### **PRIORITY 4**

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





# **Audit Committee**

As Convener of the Board of Management Audit Committee, I am very pleased to report that the College received an unqualified report from our external auditors in respect of this period financial statement.

The Audit Committee has a general aim to ensure the effectiveness of the College's financial and other internal control systems and procedures. The Committee also monitors the performance and effectiveness of the College's external and internal auditors.



During session 2013-14 the College's External Auditors were Scott-Moncrieff and Internal Auditors were BDO. The table below provides a summary of the work undertaken by the internal auditors during 2013-14 as set out in the agreed Internal Audit Plan.

The internal auditors are responsible for providing 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

In addition, the internal auditors also carried out the standard annual SUMs audit and a follow-up review. Based on the reviews undertaken during 2013-14, the following opinions were expressed by the Internal Auditors, and reported to the Board Audit Committee:

"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, but not absolute, assurance that the related risk management, control and governance objectives were achieved for the period under review."

Internal Audit Report and Recommendations	High	Medium	Low
The Student Experience	0	0	3
Statutory Responsibilities and ONS	0	0	0
Diversity and Equality	0	3	1
Learner Support	0	0	1
Virtual Learning Environment	0	3	0
Other Income	0		1
Timetabling	0	2	1
Overseas Projects	0	3	5
Governance and Risk Management	0	0	5
Purchase Ledger	0		2
New Campus Project	0	0	1
Totals	0	13	15

Scott-Moncrieff were appointed as the College's external auditor effective from 1st August 2011. The External Audit Plan for 2013-14 was considered and approved by the Committee in March 2014 for the 2013-14 period.

The Internal Audit Plan 2013-14 was also duly considered approved by the Committee in the previous academic session.

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

- Audit Scotland Reports: Scotland's Colleges and Adam Smith College
- ONS Insurance
- Financial Regulations
- Audit Committee Annual Report
- Audit Committee Handbook
- Policies relating to Anti-Bribery and Corruption and Fraud Prevention

# Strategic Plan 2013-17 PRIORITY 6 Achieve maximum effectiveness and efficiency

# **Risk Management**

The College's Risk Management Policy outlines its approach to risk management and internal control, and the roles of the Board of Management and senior management. The Board of Management has a fundamental role to play in the management of risk. Its role is to:

- Set the tone and influence the culture of risk management within the College
- Approve major decisions affecting the College's risk profile or exposure
- Monitor the management of significant risks to reduce the likelihood of significant adverse outcomes
- Seek assurance that the less significant risks are being actively managed, within the appropriate controls in place and working effectively
- Annually review risks
- Annually review the College's approach to risk management and approve changes or improvements to key elements of its processes and procedures
- Review the effectiveness of internal control of the College, based on information provided by the Executive Leadership Team. Its approach is outlined in the Risk Management Procedure

The College's Risk Register provides a means to record details of all risks, and risk owners, together with risk treatment strategy and actions, dependencies, and review dates. Risk owners are required to provide a regular update on progress with regards to risk actions and other changes, via the individual Risk Management Action Plans. Identification of risk is a constituent part of operational planning, and all managers were required to undertake Risk Management training as part of the College's Leadership and Management Development Programme in 2014.

The following table outlines the principal strategic risks facing the College during 2014 and beyond. The Audit Committee will monitor the management of these risks.

through innovative practices and continuous improvement, and remain vigilant of our corporate risks.



# **Summary Risk Register**

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



# Statements: Responsibilities, Governance, Internal Control

# **Responsibilities Statement**

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

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

The Board must keep accounting records that disclose the financial position of the College and ensure the financial statements are prepared in accordance with the Statement of Recommended Practice 2007.

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

- Suitable accounting policies are selected and applied consistently
- Reasonable and prudent estimates and judgements have been made
- Applicable accounting standards have been followed, subject to any material departures explained in the financial statements
- Ensure SFC funds are used only for the given purposes and in accordance with the memorandum with the SFC and any other conditions the SFC may prescribe
- Financial statements are prepared on the going concern basis unless it is inappropriate to presume the College will continue in operation

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

The Board has taken reasonable steps to:

- Ensure there are appropriate financial and management controls in place to safeguard public funds and funds from other sources
- Safeguard the assets of the College and prevent and detect fraud
- Secure the economical and effective management of the College's resources and expenditure

The key elements of the College's system of internal financial control, which is designed to discharge the responsibilities set out above, include:

- Clear definitions of the responsibilities of, and the authority delegated to senior managers
- A comprehensive medium and short-term planning process, supplemented by detailed annual income, expenditure, capital and cash-flow budgets
- Regular reviews of key performance indicators and business risks and quarterly reviews of financial results involving variance reporting and updates of forecast outturns:
- Clearly defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approval levels set by the Board
- Comprehensive Financial Regulations, detailing financial controls and procedures, approved by the Audit Committee and Finance Committee
- A professional Internal Audit team whose annual programme is approved by the Audit Committee and whose head provides the Board with a report on internal audit activity within the College and an opinion on the adequacy and effectiveness of the College's system of internal control, including internal financial control

Any system of internal financial control can only provide reasonable but not absolute assurance against material misstatement or loss.

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

Approved by order of the members of the Board on	and signed on its behalf by:
Douglas Baillie, Chairman	

# **Governance Statement**

During its fourth year the Board of Management has continued to develop and change. In the course of the year it reviewed its performance and its committee structures, leading to adjustments in both the committee structure and committee membership.

With effect from 1 August 2013 the functions of the Finance and Estates Committee were combined under a new Finance and Physical Resources Committee, and those of the Performance Review and Nominations and Remuneration Committee under a new Performance, Remuneration & Nominations Committee. With a view to succession planning, the Board agreed to appoint a Vice Convener as well as a Convener (formerly "Chair") for each of its committees.

Board membership was stable in 2013-14, with no resignations to report. The Students Association, CitySA, held elections in May, and the new Student President will assume responsibility as the Student Board Member in August 2014.

Last year the Board discharged an additional responsibility. This was to provide to the Scottish Funding Council an annual report on the College-led review of the preceding academic year, together with an annual statement of assurance on quality during that year. This responsibility is ongoing on a yearly basis.

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

We seek to comply with the Corporate Governance Code so far as its provisions apply to the further education sector.

As a Board, we are responsible for:

- Leading the College
- Supporting the Principal and the Executive team
- Demonstrating independence, integrity and accountability
- Bringing fresh and innovative perspectives
- Seeking full information and questioning

- Holding management to account and challenging appropriately
- Ensuring it is diverse and has a good balance of skills and backgrounds

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

Finance and Physical Resources Committee: Responsible for the review of financial planning, monitoring the use of funds for student welfare, carrying out duties set out by the Board and assigned in the Financial Regulations, and for receiving and approving the annual budget and final accounts for recommendation to the Board.

This Committee also considers, approves and monitors plans for the management and development of College estate and facilities. A key focus has been the procurement process for our new campus.

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

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

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

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

Performance, Remuneration and Nominations Committee: Monitors performance across the College with reference to the strategic plan and considers efficiency.

This Committee also Manages the recruitment of Board members, oversees their personal development and evaluation, determines the remuneration of the Principal and the Executive team and helps identify candidates for senior positions in the College.



# **Internal Control Statement**

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

The Senior Management Team (SMT) receives regular reports setting out key performance and risk indicators and considers possible control issues brought to their attention by early warning mechanisms embedded with the operational units.

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

The Audit Committee's role in internal control is confined to a high level review of the arrangements for internal financial and other control systems. The Board agenda regularly includes consideration of risk management and all reports to the Board and its Committees must include a risk analysis.

The Board has a process for identifying, evaluating and managing the College's risks that have been in place for the 8 month period ending March 31, 2014 up to the date of approval of the annual report and accounts. This process is regularly reviewed by the Board and accords with the internal control guidance as applicable to the further education sector.

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

- Comprehensive budgeting systems with an annual budget approved by the Board
- Regular reviews by the Finance Committee of quarterly and annual financial reports that indicate financial performance against the forecasts

- Setting targets to measure financial and other performance measures
- Procedures for the Board to review and agree the budgets
- Clearly defined capital investment control guidelines

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

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

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

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

### **Corporate Strategy**

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

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

# **Going Concern**

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

Approved by order of the members of the Board on	and signed on its behalf by:
Douglas Baillie, Chairman	date
Paul Little, Principal and Chief Executive	date



# **Independent Auditor's Report**

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

We have audited the financial statements of City of Glasgow College for the period ended 31 March 2014 under the Further and Higher Education (Scotland) Act 1992 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Income and Expenditure Account, the Statement of Historical Cost Surpluses and Deficits, the Statement of Total Recognised Gains and Losses, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with paragraph 125 of the Code of Audit Practice approved by the Auditor General for Scotland, we do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

# Respective responsibilities of the Board of Management and auditor

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

### Scope of the audit of the financial statements

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

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view in accordance with the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council of the state of the body's affairs as at 31 March 2014 and of its deficit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Further and Higher Education (Scotland) Act 1992 and directions made thereunder by the Scottish Funding Council, the Charities and Trustee Investment (Scotland) Act 2005, and regulation 14 of The Charities Accounts (Scotland) Regulations 2006.

# Opinion on regularity

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

# **Opinion on other prescribed matters**

In our opinion the information given in the Operating and Financial Review for the financial period for which the financial statements are prepared is consistent with the financial statements.

# Matters on which we are required to report by exception

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

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

We have nothing to report in respect of these matters.

Chris Brown

For and on behalf of Scott-Moncrieff Statutory Auditor, Exchange Place 3 Semple Street, Edinburgh, EH3 8BL

Scott-Moncrieff is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

[Date]



# **Board of Management**

<b>Board Member</b>	External position	Appointed	Re-appointed	Committee(s) served
Tasmina Ahmed-	Partner, Hamilton Burns WS	23/1/12		Development (C); Performance, Nominations
Sheikh	Solicitors			and Remuneration
Douglas Baillie (Chair)	Education sector lead, Clydesdale Bank	23/1/11		Finance and Physical Resources; Performance, Nominations and Remuneration
Alisdair Barron	Chief Executive, Children in Distress	1/9/10	12/12/11	Students, Staff & Equalities (C); Development; Audit; Nominations & Remuneration
David Eaton	Teaching Staff Member	1/9/10	7/5/13	Audit; Learning & Teaching
Mark Farmer	Former Student President	1/9/12 – 31/8/13		Students, Staff & Equalities; Learning & Teaching
Peter Finch	Ex-Senior Assistant Principal, Glasgow Caledonian University		1/8/12	Finance and Physical Resources(C); Performance, Nominations and Remuneration
Jim Gallacher	Emeritus Professor of Lifelong Learning, Glasgow Caledonian University	1/9/10	1/8/12	Learning and Teaching (C); Performance, Nominations and Remuneration
Charlie Kaur	Senior Internal Auditor, Strathclyde Partnership for Transport	12/6/13		Audit (VC); Development;
Paul Little (Principal)	Ex Officio	1/9/10		Finance and Physical Resources; Learning and Teaching; Students, Staff, and Equalities; Development; Performance, Nominations and Remuneration
Alan MacKay	Support Staff Member	17/5/13		Finance and Physical Resources; Students, Staff, and Equalities;
John MacLeod	John F MacLeod Chartered Accountants		1/8/12	Audit (C); Performance, Nominations and Remuneration
Colin McMurray	Director, Clyde Marine Training	1/9/10	31/5/13	Audit; Students, Staff, and Equalities (VC);
Debbie McNamara	Chief Executive Officer, Hub West Scotland		9/12/11	Finance and Physical Resources (VC); Development;
Gavin Quinn	Student President	1/9/13		Learning and Teaching; Students, Staff, and Equalities;
Eric Tottman-Trayner	Business Development Director, Siempelkamp Nuclear Technology UK	1/9/10		Audit; Performance, Nominations and Remuneration
Lesley Woolfries	Associate Director, Holmes' Miller	23/1/11		Learning and Teaching (VC); Finance and Physical Resources;



# **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	Maclay Murray and Spens LLP; Burness Paull LLP

New Campus Project		
Role	Adviser	
Legal Adviser	Pinsent Masons	
Financial Adviser	PricewaterhouseCoopers	
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	





# **Financial Statements**

INCOME AND EXPENDITURE ACCOUNT FOR THE 8 MONTHS ENDED 31 MARCH 2014	8 months ended 31 March 2014		Year ended 31 July 2013	
	Notes	£000	£000	
Income				
Scottish Funding Council grants	2	22,957	33,648	
Tuition fees & education contracts	3	11,401	15,385	
Other income	4	2,872	3,657	
Investment income	5	406	524	
Total income		37,636	53,214	
Expenditure				
Staff costs	6	27,732	36,136	
Other operating expenses	8	8,192	13,387	
Transfer to Arms Length Foundation	8	21,702	-	
Depreciation	10	1,703	3,163	
Interest payable	9	-	-	
Total expenditure		59,329	52,686	
(Deficit)/Surplus on continuing operations after depreciation of fixed assets at valuation and		(04 600)	500	
disposal of assets but before tax		(21,693)	528	
Taxation		-	-	
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation, disposals of		(04 600)	500	
assets and tax		(21,693)	528	

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

STATEMENT OF HISTORICAL COST SURPLUSES AND DEFICITS FOR THE 8 MONTHS ENDED 31 MARCH 2014	8 months ended 31 March 2014 Notes £000		Year ended 31 July 2013 £000
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation, disposals of assets and tax		(21,693)	528
Difference between historical cost depreciation and the actual charge for the period calculated on the revalued assets	16	255	196
Historical cost (deficit)/surplus for the period after tax		(21,438)	724

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES FOR THE 8 MONTHS ENDED 31 MARCH 2014	8 months ended 31 March 2014 Notes £000		Year ended 31 July 2013 £000	
(Deficit)/Surplus on continuing operations after	Notes	2000	2000	
depreciation of assets at valuation, disposals of				
assets and tax		(21,693)	528	
Actuarial (losses)/gains in respect of pension scheme		(3,544)	4,251	
Unrealised gains on revaluation of fixed assets		-	4,269	
Release of deferred grant following revaluation				
of fixed assets	15	-	1,729	
Total recognised (losses)/gains for the period		(25,237)	10,777	
Reconciliation				
Opening reserves and endowments		33,141	22,364	
Total recognised (losses)/gains for the period		(25,237)	10,777	
Closing reserves and endowments		7,904	33,141	

BALANCE SHEET		nonths ended 1 March 2014	Year ended 31 July 2013
AS AT THE 8 MONTHS ENDED 31 MARCH 2014	Notes	£000	£000
Fixed assets			
Tangible assets Investments	10 11	25,314	25,630
	11		4
Total Fixed assets		25,318	25,634
Current assets		40	0.7
Stock Debtors	12	40 7,579	37 3,268
Short Term Investments	12	7,579	17,795
Cash at bank and in hand		6,100	8,544
Total Current assets		13,719	29,644
Creditors - amounts falling due within one year	13	(12,156)	(6,058)
Net current assets	13	1,563	23,586
Not carront accord		1,000	20,000
Total assets less current liabilities		26,881	49,220
Provisions for liabilities and charges	14	(4,417)	(4,512)
Net assets before pension (liability)		22,464	44,708
Pension (liability)	17	(6,112)	(2,682)
Net assets after pension (liability)		16,352	42,026
Deferred capital grants	15	8,448	8,885
Income and Expenditure account excluding	16	2,259	22 044
pension reserve		,	23,811
Pension Reserve	16	(6,112)	(2,682)
Income and Expenditure account including pension reserve	16	(3,853)	21,129
Restricted reserves	16	510	510
Revaluation reserve	16	11,247	11,502
Total Reserves		7,904	33,141
TOTAL		16,352	42,026

The financial statements on pages 64 to 91 were authorised for issue by the Board of Management on 24 September 2014 and signed on its behalf by:

Douglas Baillie Chairman Paul Little Principal & Chief Executive

CASH FLOW STATEMENT FOR THE 8 MONTHS ENDED 31 MARCH 2014		nonths ended 1 March 2014 £000	Year ended 31 July 2013 £000
Net cash (outflow)/inflow from operations	18	(19,503)	372
Returns on investments and servicing of finance Capital Expenditure Management of liquid resources	19 20 21	406 (1,142) (17,795)	524 (1,112) (1,705)
(Decrease) in cash in the period		(38,034)	(1,921)
Reconciliation of net cash flow to movement in net funds (Note 22)			
(Decrease) in cash in the period		(38,034)	(1,921)
Cash flow from management of liquid resources	21	17,795	1,705
Movement in net funds in the period	22	(20,239)	(216)
Net funds at 1 August 2013	22	26,339	26,555
Net funds at 31 March 2014	22	6,100	26,339

### 1. STATEMENT OF ACCOUNTING POLICIES

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

# **Basis of preparation**

These financial statements have been prepared in accordance with the Further and Higher Education (Scotland) Act 1992 and the Accounts Direction issued thereunder by the Scottish Funding Council which requires compliance with the Statement Of Recommended Practice: Accounting for Further and Higher Education (2007). They conform to guidance published by the Scottish Funding Council.

### **Basis of Accounting**

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

### **Going Concern**

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

# **Recognition of Income**

Recurrent grants from the Scottish Funding Council (SFC) are recognised based on the stage of course completion.

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

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

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

### **Maintenance of Premises**

The cost of planned and routine corrective maintenance of the College estate is charged to the income and expenditure account as incurred.

# **Tangible Fixed Assets**

# a. Land and buildings

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

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

Buildings under construction are accounted for at cost, based on the value of architect's certificates and other direct costs incurred to 31 March.

Freehold land is not depreciated. Freehold buildings are depreciated over their expected useful economic life to the College of between 20 and 35 years, as identified by the valuer, except where the valuer has identified that they should be depreciated over a useful economic life equivalent to the remaining life of the whole building. Building improvements are depreciated over 10 years, except where the valuer has identified that they should be depreciated over a useful economic life equivalent to the remaining life of the whole building.

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

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

### b. Equipment

Equipment costing less than £10,000 is written off to the income and expenditure account in the period of acquisition. All other equipment is capitalised at cost. Capitalised equipment is depreciated over its useful economic life of four years; except for kitchen equipment used for training purposes, which is depreciated over a 10-year period.

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

### **Leased assets**

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

### Investments

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

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

### Stocks

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

### **Taxation**

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

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

### **Provisions**

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

### **Pension Schemes**

The College participates in two multi-employer defined benefit pension schemes.

Teaching staff may join the Scottish Teachers' Superannuation Scheme (STSS), which is administered by the Scottish Public Pensions Agency. The College is unable to identify its share of the underlying assets and liabilities of the STSS on a consistent and reasonable basis and therefore, as required by FRS 17 'Retirement benefits', accounts for its participation in the STSS as if it were a defined contribution scheme. As a result, contributions are charged to the income and expenditure account as they arise. This is expected to result in the pension cost being a substantially level percentage of current and future pensionable payroll. The contributions are determined by qualified actuaries on the basis of periodic valuations using the projected unit basis.

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

Contributions to the Fund are calculated so as to spread the cost of pensions over employees' working lives with the College. The contributions are determined by an actuary on the basis of triennial valuations using the Age Attained Method. The actuaries also review the progress of the scheme in each of the intervening years. Variations from regular cost are spread over the expected average remaining working lifetime of members of the Fund, after making allowances for future withdrawals. The expected cost of providing staff pensions to employees contributing to the Fund is recognised in the income and expenditure account on a systematic basis over the expected average remaining lives of members of the funds in accordance with Financial Reporting Standard 17 'Retirement benefits' and recognises retirement benefits as the benefits are earned and not when they are due to be paid.

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

# **Agency arrangements**

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

# Liquid resources

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

NOTES TO THE FINANCIAL STATEMENTS         £000         £2000           2 SFC GRANTS         Recurrent grant (includes fee waiver grant)         20,531         27,480           Specific grants         528         821           Childcare Funds         528         821           Merger funding         -         22           New Campus Glasgow         391         1,344           Other         829         2,204           Release of deferred capital grants         297         886           Buildings (Note 15)         297         886           Equipment (Note 15)         381         891           2,957         33,648           3 TUITION FEES AND EDUCATION CONTRACTS         V           Higher education - Home and EU         5,650         7,704           Further education - Home and EU         769         1,246           Commercial income generating activities         2,328         2,034           Non EU students         1,534         2,013           Education contracts         10,281         12,997           Education contracts         11,401         15,385           4 OTHER INCOME         2         2,082           European Social Fund         -         (31)     <		8 months ended 31 March 2014	Year ended 31 July 2013
Page	NOTES TO THE FINANCIAL STATEMENTS	5000	
Recurrent grant (includes fee waiver grant)         20,531         27,480           Specific grants         528         821           Merger funding         -         22           New Campus Glasgow         391         1,344           Other         829         2,204           Release of deferred capital grants         297         886           Buildings (Note 15)         297         886           Equipment (Note 15)         381         891           22,957         33,648           3 TUITION FEES AND EDUCATION CONTRACTS           Higher education - Home and EU         5,650         7,704           Further education - Home and EU         769         1,246           Commercial income generating activities         2,328         2,034           Non EU students         1,534         2,013           Education contracts         10,281         12,997           Education contracts         1,1401         15,385           4 OTHER INCOME         392         2,082           European Social Fund         -         (31)           Release of Non SFC deferred capital grants (Note 15)         4         26           Other income         1,876         1,580		2000	2000
Specific grants		20 531	27 480
Childcare Funds         528         821           Merger funding         -         22           New Campus Glasgow         391         1,344           Other         829         2,204           Release of deferred capital grants         382         2,204           Buildings (Note 15)         297         886           Equipment (Note 15)         381         891           22,957         33,648           3 TUITION FEES AND EDUCATION CONTRACTS           Higher education - Home and EU         5,650         7,704           Further education - Home and EU         769         1,246           Commercial income generating activities         2,328         2,034           Non EU students         1,534         2,013           Education contracts         10,281         12,997           Education contracts         1,120         2,388           4 OTHER INCOME         392         2,082           European Social Fund         -         (31)           Release of Non SFC deferred capital grants (Note 15)         4         26           Other income         1,876         1,580           5 INVESTMENT INCOME         164         532           Net return o		20,001	21,100
Merger funding         -         22           New Campus Glasgow         391         1,344           Other         829         2,204           Release of deferred capital grants         382         2,204           Buildings (Note 15)         297         886           Equipment (Note 15)         381         891           22,957         33,648           **TUITION FEES AND EDUCATION CONTRACTS**           Higher education - Home and EU         5,650         7,704           Further education - Home and EU         769         1,246           Commercial income generating activities         2,328         2,034           Non EU students         1,534         2,013           Education contracts         10,281         12,997           Education contracts         1,120         2,388           4 OTHER INCOME         20         2,888           Residences & Catering         992         2,082           European Social Fund         -         (31)           Release of Non SFC deferred capital grants (Note 15)         4         26           Other income         1,876         1,580           5 INVESTMENT INCOME         1         242         (8)		528	821
New Campus Glasgow       391       1,344         Other       829       2,204         Release of deferred capital grants       381       386         Equipment (Note 15)       297       886         Equipment (Note 15)       381       891         22,957       33,648         3 TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME       4       2,388         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)		-	
Other       829       2,204         Release of deferred capital grants       386       297       886         Equipment (Note 15)       381       891         22,957       33,648         3 TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       1,120       2,388         4 OTHER INCOME       4       2,388         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       164       532         Net return on pension (liability) (Note 17)       242       (8)		391	
Release of deferred capital grants       297       886         Equipment (Note 15)       381       891         22,957       33,648         3 TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       11,401       15,385         4 OTHER INCOME       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	·		
Buildings (Note 15)       297       886         Equipment (Note 15)       381       891         22,957       33,648         3 TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME       4       2,328         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       1       164       532         Net return on pension (liability) (Note 17)       242       (8)			_,_ •
Equipment (Note 15)       381       891         22,957       33,648         3 TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME       31,401       15,385         4 OTHER INCOME       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         Other income       1,876       1,580         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	, ,	297	886
TUITION FEES AND EDUCATION CONTRACTS         Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME       4       15,385         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       104       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Equipment (Note 15)	381	891
Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       1       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)		22,957	33,648
Higher education - Home and EU       5,650       7,704         Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         Education contracts       10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       1       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)			
Further education - Home and EU       769       1,246         Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	3 TUITION FEES AND EDUCATION CONTRACTS		
Commercial income generating activities       2,328       2,034         Non EU students       1,534       2,013         10,281       12,997         Education contracts       1,120       2,388         4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Higher education - Home and EU	5,650	7,704
Non EU students       1,534       2,013         10,281       12,997         Education contracts       1,120       2,388         11,401       15,385         4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Further education - Home and EU	769	1,246
10,281   12,997   1,120   2,388   11,401   15,385   11,401   11,401   15,385   11,401   11,401   11,401   15,385   11,401   11,401   11,401   15,385   11,401   11,401   11,401   15,385   11,401   11,401   11,401   15,385   11,401   11,	Commercial income generating activities	2,328	2,034
Education contracts       1,120       2,388         4 OTHER INCOME       11,401       15,385         4 OTHER INCOME       992       2,082         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       2,872       3,657         5 Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Non EU students	1,534	2,013
11,401       15,385         4 OTHER INCOME       Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       2,872       3,657         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)		10,281	12,997
4 OTHER INCOME         Residences & Catering       992       2,082         European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Education contracts	1,120	2,388
Residences & Catering       992       2,082         European Social Fund       - (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         5 INVESTMENT INCOME       Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)		11,401	15,385
European Social Fund       -       (31)         Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         2,872       3,657         5 INVESTMENT INCOME       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	4 OTHER INCOME		
Release of Non SFC deferred capital grants (Note 15)       4       26         Other income       1,876       1,580         2,872       3,657         5 INVESTMENT INCOME       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	Residences & Catering	992	2,082
Other income       1,876       1,580         2,872       3,657         5 INVESTMENT INCOME       164       532         Investment Income       164       532         Net return on pension (liability) (Note 17)       242       (8)	·	-	
2,872 3,657  5 INVESTMENT INCOME Investment Income 164 532 Net return on pension (liability) (Note 17) 242 (8)	Release of Non SFC deferred capital grants (Note 15)	4	26
5 INVESTMENT INCOME Investment Income 164 532 Net return on pension (liability) (Note 17) 242 (8)	Other income	1,876	1,580
Investment Income 164 532 Net return on pension (liability) (Note 17) 242 (8)		2,872	3,657
Net return on pension (liability) (Note 17) 242 (8)	5 INVESTMENT INCOME		
	Investment Income	164	532
<b>Total</b> 406 524	Net return on pension (liability) (Note 17)	242	(8)
	Total	406	524

	8 months ended 31 March 2014	Year ended 31 July 2014
NOTES TO THE FINANCIAL STATEMENTS	£000	£000
6 STAFF COSTS	2000	2000
Recurring Staff Costs:		
Wages and Salaries	21,449	29,843
Social Security Costs	1,715	2,310
Other Pension Costs	2,767	3,788
Pension fund adjustment (Note 17)	128	178
Pension Provision (Note 14)	69	17
Tenelen Tenelen (Nete 11)		
	26,128	36,136
Exceptional Staff Costs:		
Severance	1,604	-
Total Staff Costs	27,732	36,136
All severance costs were approved by the Executive Leade	rshin Team	
Split as follows:	nomp roam.	
Senior Management	388	501
Teaching departments	18,404	24,095
Teaching support	2,808	3,864
Administration	3,487	4,603
Residencies & Catering	124	447
Premises	1,412	1,782
Other income generating activities	924	604
Other	185	240
Total Staff Costs	27,732	36,136
Staff Numbers:		
The average number of persons (including senior post hold the period, as expressed as a full-time equivalent, was:	ers) employed by the (	College during
	Number	Number
Senior Management	4	4
Teaching departments	580	589
Teaching support	100	115
Administration	118	140
Residencies & Catering	10	24
Premises	87	76
Other income generating activities	34	20
Other	3	3
	936	971

	8 months ended 31 March 2014	Year ended 31 July 2014
NOTES TO THE FINANCIAL STATEMENTS	£000£	£000
6 STAFF COSTS		
Employment costs for staff on permanent contracts	26,916	34,353
Employment costs for staff on short term and temporary contracts	816	1,783
	27,732	36,136
	Number	Number
Employee numbers for staff on permanent contracts	891	911
Employee numbers for staff on short term and temporary		
contracts	45	60
	936	971

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

	8 months ended 31 March 2014 No. Of Higher Paid Staff Inc Severance	8 months ended 31 March 2014 No. Of Higher Paid Staff	Year ended 31 July 2013 No. Of Higher Paid Staff Inc Severance	Year ended 31 July 2013 No. Of Higher Paid Staff
£50,000 to £59,999	8	3	12	10
£60,000 to £69,999	7	2	13	12
£70,000 to £79,999	6	-	2	2
£80,000 to £89,999	1	-	2	2
£90,000 to £99,999	1	-	1	1
£100,000 to £109,999	2	1	-	-
£150,000 to £159,999	-	-	1	1

A consolidated pay award of 1% was made with effect from 1 August 2013 to all employees. All teaching staff employees were also paid £350 unconsolidated pro rata lump sum.

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

	8 months ended 31 March 2014 No. Of Higher Paid Staff	Year ended 31 July 2013 No. Of Higher Paid Staff
	Inc Severance	Inc Severance
£50,000 to £59,999	1	-
£60,000 to £69,999	1	-
£70,000 to £79,999	-	2
£80,000 to £89,999	-	1
£100,000 to £109,999	2	-
£150,000 to £159,999	-	1

	8 months ended 31 March 2014	Year ended 31 July 2014
NOTES TO THE FINANCIAL STATEMENTS	2000	000£
7 SENIOR POST- HOLDERS' EMOLUMENTS		
	Number	Number
The number of senior post-holders including the Principal		
was:	4	4
Senior post-holders' emoluments are made up are follows:		
	£000	£000
Salaries	268	393
Benefits in kind	-	-
Severance	164	-
Pension contributions	43	62
Total emoluments	475	455
Emoluments of the principal:		
Salary	100	150
	100	150
Pension contributions	15	22

The Principal received no consolidated pay increase during the year.

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

8 ANALYSIS OF EXPEND					
		Other Operating Expenses £000	Depreciation £000	8 months ended 31 March 2014 £000	
Teaching departments	18,404	1,296	756	20,456	28,190
Teaching support	2,808	648	-	3,456	4,734
Administration	3,875	2,516	-	6,391	7,920
Residences & Catering	124	915	-	1,039	1,951
Childcare	-	528	-	528	821
Premises	1,412	1,766	947	4,125	6,796
Other income generating activities	924	271	-	1,195	979
Other expenses	185	252	-	437	1,295
Transfer to Arms Length Foundation	-	21,702	-	21,702	-
	27,732	29,894	1,703	59,329	52,686
Other Operating Expenses Auditor's Remuneration (inc			/AT)	8 months ended 31 March 2014 £000	
- internal audit	nading inc	,coverable	v/ (1 )	25	51
- external audit				37	35
<ul><li>other services - exter</li><li>other services - interior</li></ul>				-	4 -
Agency staff costs				157	372
9 INTEREST PAYABLE					
9 INTEREST PAYABLE					

10 TANGIBLE FIXED ASSETS				
	Assets under	Land and		
	Construction	Buildings	Equipment	Total
Oost on Voluntion	£000	£000	£000	£000
Cost or Valuation	100	00.407	10.404	00.007
At 1 August 2013	109	23,107	13,481	36,697
Additions	578	245	564	1,387
Disposals	-	-	(3,153)	(3,153)
Revaluation	-	-	-	-
At 31 March 2014	687	23,352	10,892	34,931
Depreciation				
At 1 August 2013	-	-	11,067	11,067
Charge for period	-	947	756	1,703
Disposals	-	-	(3,153)	(3,153)
Revaluation	-	-	-	-
At 31 March 2014		947	8,670	9,617
Net book value at 31 March 2014	687	22,405	2,222	25,314
Net book value at 31 July 2013	109	23,107	2,414	25,630
Represented by:				
Inherited	-	10,984	-	10,984
Financed by capital grant	-	7,916	532	8,448
Other	687	3,505	1,690	5,882
At 31 March 2014	687	22,405	2,222	25,314

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

	8 months ended 31 March 2014	Year ended 31 July 2013
NOTES TO THE FINANCIAL STATEMENTS	£000	000£
10 TANGIBLE FIXED ASSETS		
Depreciation based on cost	1,448	2,967
Depreciation based on valuation	255	196
	1,703	3,163

If inherited land and buildings had not been valued they would have been included at £NIL (2013: £NIL).

Land and buildings with a net book value of £10,984,000 have been funded from local authority sources. These assets may not be disposed of without the prior approval of the Scottish Funding Council (SFC) and the College would have to use the sale proceeds with the instructions of the SFC.

Included within land and buildings is £43,000 of leasehold land, the remainder is classed as freehold land and buildings.

#### 11 INVESTMENTS

#### **INVESTMENTS**

Government stock at cost 4 4

	8 months ended 31 March 2014	Year ended 31 July 2013
NOTES TO THE FINANCIAL STATEMENTS	£000	£000
12 DEBTORS		
Trade Debtors	2,972	2,038
Prepayments and accrued income	4,607	1,230
	7,579	3,268
Trade Debtors are shown after the deduction of a bad debt	nrovision	
Trade Desicio di e chemi anti uno dedecieni ei a sad desi	providion.	
13 CREDITORS: AMOUNTS FALLING DUE WITHIN ON	E YEAR	
Trade creditors	1,529	1,589
Other taxation and social security	897	808
Other creditors	154	447
Accruals & deferred Income	9,576	3,214
	12,156	6,058
14 PROVISION FOR LIABILITIES AND CHARGES Pension Provision		
Balance at beginning of period	4,512	4,734
Expenditure in the period	(164)	(239)
Transferred from income and expenditure account	69	17
Balance at end of period	4,417	4,512

#### 14 PROVISION FOR LIABILITIES AND CHARGES

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

The value of the provision has been calculated based on actuarial tables produced by the Government Actuary Department on behalf on SFC. The College has used 2.0% Net Interest Rate when applying the actuarial tables.

15 DEFERRED CAPITAL GRANTS		Other	
	SFC	Grants	Total
	£000	£000	£000
At 1 August 2013			
Land and Buildings	7,944	28	7,972
Equipment	913	-	913
	8,857	28	8,885
Grant Receivable:			
Land and Buildings	245	-	245
Equipment	-	-	-
	245	-	245
Released to income and expenditure account:			
Land and Buildings	297	4	301
Equipment	381	-	381
	678	4	682
Released to Statement of Recognised Gains & Los	ses:		
Land and Buildings	-	-	-
Equipment	-	-	-
	-	-	-
At 31 March 2014	8,424	24	8,448
Represented by:	,		,
Land and Buildings	7,892	24	7,916
Equipment	532	-	532
At 31 March 2014	8,424	24	8,448

NOTES TO THE FINANCIAL STATEMENTS         8 months ended 31 July 2013         Year ended 31 July 2013           NOTES TO THE FINANCIAL STATEMENTS         £ 000         £ 0000           16 RESERVES         Security         Security           General Reserves         Security         16,184           Opening balance at 1 August         21,129         16,184           Opening balance at 1 August         21,129         16,184           Cloekicki/Surplus on continuing operations after depreciation of assets at valuation reserve         255         196           Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         3,544         4,251           At 31 March 2014         3,853         21,129           Represented by:         1,000         3,000         3,000           Income & Expenditure Reserve         8         2,3811         22,931           Balance at 1 August         23,811         22,931           (Deficity)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer (to) / from pension reserve			
NOTES TO THE FINANCIAL STATEMENTS         £000         £000           16 RESERVES         General Reserves         Ceneral Reserves         21,129         16,184           Opening balance at 1 August         21,129         16,184           (Deficity)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:         Income & Expenditure Reserve         8           Balance at 1 August         23,811         22,931           (Deficity)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer (to) / from pension reserve         (114)         186           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve         (1,048)         (1,503)           Current service cost         (1,048)         (1,503)           Curtailments         - (14)         (14) <tr< td=""><td></td><td></td><td></td></tr<>			
16 RESERVES           General Reserves         Opening balance at 1 August         21,129         16,184           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         8         23,811         22,931           Balance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer (to) / from pension reserve         (114)         186           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve         (6,747)         (1,048)         (1,503)           Current service cost         (1,048)         (1,503)         (1,503)           Current se		31 March 2014	31 July 2013
General Reserves           Opening balance at 1 August         21,129         16,184           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         8         23,811         22,931           Balance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer (to) / from pension reserve         (114)         186           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve           Balance at 1 August         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Current service cost	NOTES TO THE FINANCIAL STATEMENTS	£000	2000
Opening balance at 1 August         21,129         16,184           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         8         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         -         (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve           Balance at 1 August         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339 <t< td=""><td>16 RESERVES</td><td></td><td></td></t<>	16 RESERVES		
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Transfer for Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         Salance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         -         (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve           Balance at 1 August         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)	General Reserves		
of assets at valuation         (21,693)         528           Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         Salance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         -         (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve           Balance at 1 August         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)           Transfer from / (to) income & expenditure	Opening balance at 1 August	21,129	16,184
Transfer from revaluation reserve         255         196           Transfer to Statement of recognised gains & losses         -         (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         Balance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)           Transfer from / (to) income & expenditure account         114         (186)           Act 31 March 2014         (6,112)         (2,682)	(Deficit)/Surplus on continuing operations after depreciation	l	
Transfer to Statement of recognised gains & losses         - (30)           Actuarial (loss)/gain in pension scheme         (3,544)         4,251           At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve         Balance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         - (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve         (6,747)         (1,048)         (1,503)           Current service cost         (1,048)         (1,503)           Curtailments         - (14)         (1,503)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)           Transfer from / (to) income & expenditure account         114         (186)           Act 31 March 2014         (6,112)         (2,682)           Reconciliation         (6,112)         (			
Actuarial (loss)/gain in pension scheme       (3,544)       4,251         At 31 March 2014       (3,853)       21,129         Represented by:         Income & Expenditure Reserve       Use and a 1 August       23,811       22,931         (Deficitly/Surplus on continuing operations after depreciation of assets at valuation       (21,693)       528         Transfer (to) / from pension reserve       (114)       186         Transfer to Statement of recognised gains & losses       -       (30)         Transfer from revaluation reserve       255       196         At 31 March 2014       2,259       23,811         Pension Reserve       8         Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (1,86)         At 31 March 2014	Transfer from revaluation reserve	255	196
At 31 March 2014         (3,853)         21,129           Represented by:           Income & Expenditure Reserve           Balance at 1 August         23,811         22,931           (Deficit)/Surplus on continuing operations after depreciation of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         -         (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve           Balance at 1 August         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)           Transfer from / (to) income & expenditure account         114         (186)           Actuarial (loss) / gain         (3,544)         4,251           At 31 March 2014         (6,112)         (2,682)           Reconciliation         (6,112)         (2,682)	Transfer to Statement of recognised gains & losses	-	(30)
Represented by:   Income & Expenditure Reserve   Balance at 1 August   23,811   22,931   (Deficit)/Surplus on continuing operations after depreciation of assets at valuation   (21,693)   528   Transfer (to) / from pension reserve   (114)   186   Transfer to Statement of recognised gains & losses   - (30)   Transfer from revaluation reserve   255   196   At 31 March 2014   2,259   23,811   Pension Reserve     (2,682)   (6,747)   (2,682)   (6,747)   (2,682)   (1,048)   (1,503)   (2,082)   (2,082)   (3,394)   (3,544)   (4,251)   (4	Actuarial (loss)/gain in pension scheme	(3,544)	4,251
Deficit   Common	At 31 March 2014	(3,853)	21,129
Deficit   Common	Panragantad by		
Balance at 1 August       23,811       22,931         (Deficit)/Surplus on continuing operations after depreciation of assets at valuation       (21,693)       528         Transfer (to) / from pension reserve       (114)       186         Transfer to Statement of recognised gains & losses       -       (30)         Transfer from revaluation reserve       255       196         At 31 March 2014       2,259       23,811         Pension Reserve         Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)			
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation       (21,693)       528         Transfer (to) / from pension reserve       (114)       186         Transfer to Statement of recognised gains & losses       -       (30)         Transfer from revaluation reserve       255       196         At 31 March 2014       2,259       23,811         Pension Reserve       2       (6,747)         Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	•	23 811	22 931
of assets at valuation         (21,693)         528           Transfer (to) / from pension reserve         (114)         186           Transfer to Statement of recognised gains & losses         -         (30)           Transfer from revaluation reserve         255         196           At 31 March 2014         2,259         23,811           Pension Reserve         2,259         23,811           Pension Reserve         (2,682)         (6,747)           Current service cost         (1,048)         (1,503)           Curtailments         -         (14)           Employer contributions         920         1,339           Net return / (cost) on liabilities         242         (8)           Transfer from / (to) income & expenditure account         114         (186)           Actuarial (loss) / gain         (3,544)         4,251           At 31 March 2014         (6,112)         (2,682)           Reconciliation           Income & Expenditure Reserve         2,259         23,811           Pension Reserve         (6,112)         (2,682)			22,001
Transfer to Statement of recognised gains & losses       -       (30)         Transfer from revaluation reserve       255       196         At 31 March 2014       2,259       23,811         Pension Reserve       -       -         Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       (6,112)       (2,682)         Pension Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)			528
Transfer from revaluation reserve       255       196         At 31 March 2014       2,259       23,811         Pension Reserve       Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Transfer (to) / from pension reserve	(114)	186
At 31 March 2014       2,259       23,811         Pension Reserve       Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Transfer to Statement of recognised gains & losses	-	(30)
Pension Reserve         Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Transfer from revaluation reserve	255	196
Balance at 1 August       (2,682)       (6,747)         Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	At 31 March 2014	2,259	23,811
Current service cost       (1,048)       (1,503)         Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Pension Reserve		
Curtailments       -       (14)         Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Balance at 1 August	(2,682)	(6,747)
Employer contributions       920       1,339         Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Current service cost	(1,048)	(1,503)
Net return / (cost) on liabilities       242       (8)         Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation         Income & Expenditure Reserve       2,259       23,811         Pension Reserve       (6,112)       (2,682)	Curtailments	-	(14)
Transfer from / (to) income & expenditure account       114       (186)         Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       2,259       23,811         Pension Reserve       (6,112)       (2,682)			
Actuarial (loss) / gain       (3,544)       4,251         At 31 March 2014       (6,112)       (2,682)         Reconciliation       2,259       23,811         Pension Reserve       (6,112)       (2,682)			
At 31 March 2014       (6,112)       (2,682)         Reconciliation       2,259       23,811         Pension Reserve       (6,112)       (2,682)	·		` '
ReconciliationIncome & Expenditure Reserve2,25923,811Pension Reserve(6,112)(2,682)	Actuarial (loss) / gain	(3,544)	4,251
Income & Expenditure Reserve2,25923,811Pension Reserve(6,112)(2,682)		(6,112)	(2,682)
Pension Reserve (6,112) (2,682)			
	· · · · · · · · · · · · · · · · · · ·		
At 31 March 2014 (3,853) 21,129	Pension Reserve	(6,112)	
	At 31 March 2014	(3,853)	21,129

	8 months ended 31 March 2014	Year ended 31 July 2013
NOTES TO THE FINANCIAL STATEMENTS	£000	£000
16 RESERVES Restricted Reserves		
Balance at 1 August	510	510
Movement on restricted funds	-	-
At 31 March 2014	510	510
Revaluation Reserve		
Balance at 1 August	11,502	5,670
Transfer to income & expenditure account	(255)	(196)
Revaluation in year	-	6,028
At 31 March 2014	11,247	11,502

	8 months ended 31 March 2014	Year ended 31 July 2013
NOTES TO THE FINANCIAL STATEMENTS	£000	£000

#### 17 PENSION COMMITMENTS

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

#### **College Pension Costs**

SPF	1,020	1,441
STSS	1,747	2,347
Unfunded Pensions	69	17
FRS 17 Pension Charge	128	178
Total Pension Costs	2,964	3,983

#### **Scottish Teachers' Superannuation Scheme (STSS)**

The STSS is a multi-employer pension scheme and the Scottish Public Pensions Agency have indicated that at the moment they are not able to identify the net share of underlying assets and liabilities for each employer on a "consistent and reasonable basis". Therefore in accordance with FRS 17, contributions to the scheme are accounted for as if it were a defined contribution scheme.

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

The pension cost is assessed every five years in accordance with the advice of the government.

Valuation date	31 March 2010
Valuation method	Prospective benefits
Value of notional assets	£24,370 million
Rate of Return (Discount rate)	4.6%
Salary scale increases per annum	inflation plus 1.5%
Pension increases per annum	2.8%

A valuation of the STSS scheme was carried out as at 31st March 2010. Employer contribution rates are reviewed every five years following a scheme valuation from the Government actuary, with further changes made as a result of interim reviews. The employer's contribution rate is currently 14.9% of pensionable pay.

For the period 1 August 2013 to 31 March 2014, the employer contribution rate was 14.9% with an employee contribution rate of 6.4%.

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

#### 17 PENSION COMMITMENTS

#### **Strathclyde Pension Fund (SPF)**

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

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

Valuation date		31-Mar-11
Valuation method		Projected Unit
Market value of as	ssets	£11,322 million
Actuarial	- pre-retirement discount rate	5.9%
assumptions	- post retirement discount rate	5.5%
	- salary increase rate	5.1%
	- pension increase rate	2.8%

For the purposes of FRS 17 'Retirement benefits' an actuarial valuation was calculated by the actuary as at 31 March 2014.

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

Financial Assumptions	31-Mar-14	31-Jul-13
Pension Increase Rate	2.8%	2.8%
Salary Increase Rate	5.1%	5.1%
Expected Return on Assets	6.0%	5.8%
Discount Rate	4.3%	4.6%

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

#### **Mortality**

Life expectancy is based on the Fund's VitaCurves with improvements in line with 80% of the Medium Cohort lagged for 10 years and a 1% p.a. underpin for males and a 0.75% p.a. underpin for females from 2011. Based on these assumptions, average future life expectancies at age 65 are summarised below:

	Male	Female
Current Pensioners	21.0	23.4
Future Pensioners	23.3	25.3

#### 17 PENSION COMMITMENTS

#### **Strathclyde Pension Fund (SPF)**

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

	Long term rate of return	Value at 31-Mar-14 £000	Long term rate of return	Value at 31-Jul-13 £000
Equities	6.6%	32,533	6.4%	31,170
Bonds	3.7%	5,137	3.8%	5,742
Property	4.8%	2,996	4.6%	2,871
Cash	3.7%	2,140	3.4%	1,230
Total		42,806		41,013

#### Commutation

An allowance is included for future retirements to elect to take 50% of the maximum additional tax-free cash up to HMRC limits for pre-April 2009 service and 75% of the maximum tax-free cash for post-April 2009 service.

The following amounts represent the College's share of the scheme at 31 March 2014 and were measured in accordance with the requirements of FRS 17:

	31-Mar-14	31-Jul-13
	£000	£000
Fair value of employer assets	42,806	41,013
Present value of defined benefit obligations (liabilities)	(48,918)	(43,695)
Net (under) funding in Funded Plans	(6,112)	(2,682)
Net pension (liability)	(6,112)	(2,682)
Amount charged to staff costs (Note 6)		
Current service cost	1,048	1,503
Curtailments and settlements	-	14
Less: contributions paid	(920)	(1,339)
	128	178
Amount (credited)/charged to investment income (Note 5)		
Interest cost	1,339	1,674
Expected return on pension scheme assets	(1,581)	(1,666)
	(242)	8
Net revenue account (income)/cost	(114)	186
Actual return on scheme assets	1,109	6,637

#### 17 PENSION COMMITMENTS

**Strathclyde Pension Fund (SPF)** 

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

The total amount recognised in the Statement of Total Recognised Gains and Losses in the year is a loss of £3,544,000.

The cumulative amount of actuarial gains and (losses) taken to the Statement of Total Recognised Gains and Losses is (£3,681,000).

	2014	2013
	2000	£000
Movement in (deficit) during the year		
(Deficit) in scheme at beginning of the year	(2,682)	(6,747)
Movement in year:		
Current service cost	(1,048)	(1,503)
Contributions	920	1,339
Curtailments and settlements	-	(14)
Other finance income / (cost)	242	(8)
Actuarial (loss) / gain	(3,544)	4,251
(Deficit) in scheme at end of the year	(6,112)	(2,682)
Reconciliation of defined benefit obligations (liabilities)		
Opening defined benefit obligation (liabilities)	43,695	40,387
Current service cost	1,048	1,503
Interest cost	1,339	1,674
Contributions by members	298	432
Curtailments	-	14
Actuarial losses	3,072	720
Benefits paid	(534)	(1,035)
	48,918	43,695

#### 17 **PENSION COMMITMENTS**

Strathclyde Pension Fund (SPF)		
Reconciliation of fair value of employer assets	2014	2013
	£000	£000
Opening fair value of employer assets	41,013	33,640
Expected return on pension scheme assets	1,581	1,666
Contributions by members	298	432
Contributions by employer	920	1,339
Actuarial (losses) / gain	(472)	4,971
Benefits paid	(534)	(1,035)
	42,806	41,013

The contribution rates are set by the scheme actuaries.

	Employer contribution rates	Employee contribution rates (based on employee pensionable pay)
1st April 2013 to 31st March 2014	19.30%	5.5% - 12%
1st April 2014 to 31st March 2015	19.30%	5.5% - 12%
1st April 2015 to 31st March 2016	19.30%	5.5% - 12%

The actuarial value of the SPF scheme has set higher employer contribution rates to recover the scheme net liability. The fund has sufficient assets to cover all of the benefits that had accrued to members after allowing for future increases in earnings.

The employer contributions for the year to 31 March 2015 will be approximately £1,280,000.

An amount of £4,417,000 is included in provisions (note 14), which represents future pension costs arising from early retirements.

History of Experience Gains & Losses	31-Mar-14	31-Jul-13	31-Jul-12	31-Jul-11	31-Jul-10
	£000	£000	£000	£000	£000
Difference between the expected and actual return					
on assets	(472)	4,971	(1,520)	1,176	2,413
Value of assets	42,806	41,013	33,640	32,892	28,580
%age of scheme assets	(1.10%)	12.12%	(4.52%)	3.58%	8.44%
Experience gains and (losses) on scheme liabilities	11	-	2,915	-	3,990
Present value of liabilities	48,918	43,695	40,387	35,820	30,131
%age of scheme liabilities	0.02%	0.00%	7.22%	0.00%	13.24%
Actuarial (losses) / gain recognised in STRGL	(3,544)	4,251	(3,943)	(1,773)	7,424
Present value of liabilities	48,918	43,695	40,387	35,820	30,131
%age of scheme liabilities	(7.24%)	9.73%	(9.76%)	(4.95%)	24.64%
(Deficit) in the scheme	(6,112)	(2,682)	(6,747)	(2,928)	(1,551)

NOTES TO THE FINANCIAL STATEMENTS	Notes	8 months ended 31 March 2014 £000	
18 RECONCILIATION OF OPERATING (DEFICIT)/ SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES			
(Deficit)/Surplus on continuing operations after depreciation of assets at valuation and tax		(21,693)	528
Depreciation	10	1,703	3,163
Deferred capital grants released to income	2, 4	(682)	(1,803)
(Increase)/Decrease in stock		(3)	3
(Increase) in debtors	12	(4,311)	-
Increase/(Decrease) in creditors	13	6,098	(959)
(Decrease) in provisions	14	(95)	(222)
Interest receivable	5	(406)	(524)
Net return on pension liability	16	(114)	186
Net cash (outflow)/inflow from operating activities		(19,503)	372
19 RETURNS ON INVESTMENTS AND SERVICING OF FINANCE			
Other interest received		406	524
Net cash inflow from returns on investments & servicing of finance		406	524
20 CAPITAL EXPENDITURE			
Cash payments made to acquire tangible fixed assets Capital grants received	10 15	(1,387) 245	(1,766) 654
Net cash (outflow) from capital expenditure		(1,142)	(1,112)
21 MANAGEMENT OF LIQUID RESOURCES Utilisation of deposits		(17,795)	(1,705)
Net cash (outflow) from management of liquid resources		(17,795)	(1,705)

#### 22 ANALYSIS OF CHANGES IN NET FUNDS

Authorised but not contracted for at the year end

			Other	
	At	Cash	Non-Cash	At
	31 July 2013	Flow	Changes	31 March 2014
	£000	£000	£000	£000
Short Term Investments	17,795	(17,795)	-	-
Cash	8,544	(2,444)	-	6,100
Total	26,339	(20,239)	-	6,100

#### 23 CAPITAL COMMITMENTS

8 months ended Year ended 31 March 2014 31 July 2013 £000 £000 17,771 18,633

The new campus for the College will cost £228 million. The College contribution to the new campus is £19 million and the balance remaining to be spent is included in the future authorised capital commitments. The NPD contract for the new campus was awarded to Glasgow Learning Quarter Consortium in August 2013.

Name		NOTES TO THE FINANCIAL STATEMENTS						
B months ended   31 March   2014   2010   2000		24 STUDENT SUPPORT FUNDS						
Bulsance b/fwd								
Balance b/fwd         Funds         Hardship         EMA         Funds         Total         Total           Balance b/fwd         -         107         -         -         107         200           Prior year clawback         -         (40)         -         -         (40)         (93)           Grants received in year         3,162         446         312         495         4,415         5,984           Vired between funds         -         -         -         -         -         -         231           College contribution to funds         -         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support parals are available solely for student support parals and therefore are excluded from the lncome and Expenditure Account.         8 months ended and paral			£000	£000	£000	£000	£000	£000
Balance b/fwd         -         107         -         -         107         200           Prior year clawback         -         (40)         -         -         (40)         (93)           Grants received in year         3,162         446         312         495         4,415         5,984           Vired between funds         -         -         -         -         -         231           College contribution to funds         -         -         -         -         -         40           Disbursement in support of students         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.         8 months ended         31 July 2013           FE Childcare Fund         £000         £000         £000         £000           Balance b/fwd         10         276         276         276         276         276         276         2			Bursary	FE		HE		
Prior year clawback         -         (40)         -         -         (40)         (93)           Grants received in year         3,162         446         312         495         4,415         5,984           Vired between funds         -         -         -         -         -         -         231           College contribution to funds         -         -         -         -         -         40           Disbursement in support of students         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for students support payments and therefore are excluded from the lncome and Expenditure Account.         8 months ended         31 July 2013         496         276         276         276         276         276         276         276         276         276         276         276         276         276			Funds	Hardship	EMA	Funds	Total	Total
Grants received in year         3,162         446         312         495         4,415         5,984           Vired between funds         -         -         -         -         -         231           College contribution to funds         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.         8 months ended         31 July 2013           FE Childcare Fund         8 months ended         31 July 2013         276         276           Prior year clawback         (195)         -		Balance b/fwd	-	107	-	-		200
Vired between funds         -         -         -         -         231           College contribution to funds         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for students support payments and therefore are excluded from the lncome and Expenditure Account.         8 months ended         Year ended           31 March 2014         31 March 2014         31 July 2013         276           FE Childcare Fund         2000         2000         2000           Balance b/fwd         276         276         276           Prior year clawback         (195)         -         -           Grants received in year         543         657         511)           Vired between funds         270         276         276           Balance c/fwd         270         276         276         276           HE Childcare Fund         8 months ended         31 July 2013         427         276         276         276         276         276 <td></td> <td>•</td> <td>-</td> <td>(40)</td> <td>-</td> <td>-</td> <td>(40)</td> <td>(93)</td>		•	-	(40)	-	-	(40)	(93)
College contribution to funds         -         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.         8 months ended 31 March 2014         Year ended 31 July 2013           FE Childcare Fund         £0000         £0000         £0000           Balance b/fwd         276         276         276           Prior year clawback         (195)         -         -         657           Disbursement in support of students         (354)         (511)         (511)         Vired between funds         270         276         276           Balance c/fwd         270         8 months ended 31 March 2014         Year ended 31 July 2013         467         467         467         467         467         467         467         467         467         467         467         467         467         467         467         467         467         467         467		Grants received in year	3,162	446	312	495	4,415	5,984
Funds         -         -         -         -         40           Disbursement in support of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.         8 months ended 31 March 2014         Year ended 31 July 2013           FE Childcare Fund         \$000         £0000         £0000           Balance b/fwd         276         276         276           Prior year clawback         (195)		Vired between funds	-	-	-	-	-	231
of students         (3,623)         (496)         (307)         (276)         (4,702)         (6,255)           Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.           8 months ended 31 March 2014         Year ended 31 July 2013           FE Childcare Fund         £000         £000         £000           Balance b/fwd         276         276         276           Prior year clawback         (195)         -           Grants received in year         543         657           Disbursement in support of students         (354)         (511)           Vired between funds         270         276           8 months ended 31 March 2014         Year ended 31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)		_	-	-	-	-	-	40
Balance c/fwd         (461)         17         5         219         (220)         107           These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.           8 months ended 31 March 2014         Year ended 31 July 2013           FE Childcare Fund £000         £000           Balance b/fwd         276         276           Prior year clawback         (195)         -           Grants received in year         543         657           Disbursement in support of students         (354)         (511)           Vired between funds         -         (146)           Balance c/fwd         270         276           8 months ended         31 March 2014         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63		Disbursement in support						
These grants are available solely for student support payments and therefore are excluded from the Income and Expenditure Account.         8 months ended 31 March 2014 31 July 2013           FE Childcare Fund         £0000         £0000         £0000           Balance b/fwd         276         276         276           Prior year clawback         (195)         -         -         657         110         -         (146)         -         (146)         -         (146)         -         (146)         -         276         276         8 months ended         31 July 2013         -         -         (146)         -         270         276         276         8 months ended         31 July 2013         -		of students	(3,623)	(496)	(307)	(276)	(4,702)	(6,255)
the Income and Expenditure Account.  8 months ended 31 March 2014 31 July 2013  FE Childcare Fund £000 £000  Balance b/fwd 276 276  Prior year clawback (195) - Grants received in year 543 657  Disbursement in support of students (354) (511)  Vired between funds - (146)  Balance c/fwd 270 276  8 months ended 31 March 2014 31 July 2013  HE Childcare Fund £000 £000  Balance b/fwd 63 63  Prior year clawback (63) - Grants received in year 278 395  Disbursement in support of students (174) (310)  Vired between funds - (85)  Balance c/fwd 104 63		Balance c/fwd	(461)	17	5	219	(220)	107
FE Childcare Fund         £0000         £0000           Balance b/fwd         £76         £76           Prior year clawback         (195)         -           Grants received in year         543         657           Disbursement in support of students         (354)         (511)           Vired between funds         -         (146)           Balance c/fwd         270         276           8 months ended         Year ended         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63           25 CONTINGENT LIABILITIES         104         63					pport pa	yments a	and therefore are e	excluded from
FE Childcare Fund         £000         £0000           Balance b/fwd         276         276           Prior year clawback         (195)         -           Grants received in year         543         657           Disbursement in support of students         (354)         (511)           Vired between funds         -         (146)           Balance c/fwd         270         276           8 months ended         Year ended         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63           25 CONTINGENT LIABILITIES         104         63							8 months ended	Year ended
Balance b/fwd         276         276           Prior year clawback         (195)         -           Grants received in year         543         657           Disbursement in support of students         (354)         (511)           Vired between funds         -         (146)           Balance c/fwd         270         276           8 months ended 31 March 2014         Year ended           31 March 2014         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63           25 CONTINGENT LIABILITIES         -         (85)							31 March 2014	31 July 2013
Prior year clawback       (195)       -         Grants received in year       543       657         Disbursement in support of students       (354)       (511)         Vired between funds       -       (146)         Balance c/fwd       270       276         8 months ended 31 March 2014       31 July 2013         HE Childcare Fund       £000       £000         Balance b/fwd       63       63         Prior year clawback       (63)       -         Grants received in year       278       395         Disbursement in support of students       (174)       (310)         Vired between funds       -       (85)         Balance c/fwd       104       63         25 CONTINGENT LIABILITIES		FE Childcare Fund					£000	£000
Grants received in year       543       657         Disbursement in support of students       (354)       (511)         Vired between funds       - (146)         Balance c/fwd       270       276         8 months ended       Year ended         31 March 2014       31 July 2013         HE Childcare Fund       £000       £000         Balance b/fwd       63       63         Prior year clawback       (63)       -         Grants received in year       278       395         Disbursement in support of students       (174)       (310)         Vired between funds       - (85)         Balance c/fwd       104       63         25 CONTINGENT LIABILITIES		Balance b/fwd					276	276
Disbursement in support of students       (354)       (511)         Vired between funds       -       (146)         Balance c/fwd       270       276         8 months ended       Year ended         31 March 2014       31 July 2013         HE Childcare Fund       £000       £000         Balance b/fwd       63       63         Prior year clawback       (63)       -         Grants received in year       278       395         Disbursement in support of students       (174)       (310)         Vired between funds       -       (85)         Balance c/fwd       104       63         25 CONTINGENT LIABILITIES		Prior year clawback (195)						-
Vired between funds         -         (146)           Balance c/fwd         270         276           8 months ended         Year ended           31 March 2014         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63           25 CONTINGENT LIABILITIES							657	
Balance c/fwd         270         276           8 months ended         Year ended           31 March 2014         31 July 2013           HE Childcare Fund         £000         £000           Balance b/fwd         63         63           Prior year clawback         (63)         -           Grants received in year         278         395           Disbursement in support of students         (174)         (310)           Vired between funds         -         (85)           Balance c/fwd         104         63           25 CONTINGENT LIABILITIES         -         -		Disbursement in support of	students				(354)	(511)
8 months ended 31 March 2014Year ended 31 July 2013HE Childcare Fund£000£000Balance b/fwd6363Prior year clawback(63)-Grants received in year278395Disbursement in support of students(174)(310)Vired between funds-(85)Balance c/fwd1046325 CONTINGENT LIABILITIES							(146)	
31 March 2014       31 July 2013         HE Childcare Fund       £000       £000         Balance b/fwd       63       63         Prior year clawback       (63)       -         Grants received in year       278       395         Disbursement in support of students       (174)       (310)         Vired between funds       -       (85)         Balance c/fwd       104       63         25 CONTINGENT LIABILITIES		Balance c/fwd					270	276
HE Childcare Fund £000 £000 Balance b/fwd 63 63 Prior year clawback (63) - Grants received in year 278 395 Disbursement in support of students (174) (310) Vired between funds - (85) Balance c/fwd 104 63							8 months ended	Year ended
Balance b/fwd6363Prior year clawback(63)-Grants received in year278395Disbursement in support of students(174)(310)Vired between funds-(85)Balance c/fwd1046325 CONTINGENT LIABILITIES							31 March 2014	31 July 2013
Prior year clawback (63) - Grants received in year 278 395 Disbursement in support of students (174) (310) Vired between funds - (85) Balance c/fwd 104 63  25 CONTINGENT LIABILITIES		HE Childcare Fund					£000	£000
Grants received in year 278 395 Disbursement in support of students (174) (310) Vired between funds - (85) Balance c/fwd 104 63  25 CONTINGENT LIABILITIES		Balance b/fwd					63	63
Disbursement in support of students (174) (310) Vired between funds - (85)  Balance c/fwd 104 63  25 CONTINGENT LIABILITIES		Prior year clawback					(63)	-
Vired between funds - (85)  Balance c/fwd 104 63  25 CONTINGENT LIABILITIES		Grants received in year					278	395
Balance c/fwd 104 63 25 CONTINGENT LIABILITIES		Disbursement in support of	students				(174)	(310)
25 CONTINGENT LIABILITIES		Vired between funds					-	(85)
		Balance c/fwd					104	63
The College has no contingent liabilities to disclose.		25 CONTINGENT LIABILITIES						
		The College has no contingent liabilities to disclose.						

#### 26 POST BALANCE SHEET EVENTS

There have been no material post balance sheet events.

#### 27 RELATED PARTY TRANSACTIONS

SFC is regarded as a related party. During the year City of Glasgow College had various material transactions with SFC and with other entities for which SFC is regarded as the sponsor Department via: Student Awards Agency for Scotland, Scottish Enterprise and a number of other colleges and higher education institutions.

All transactions involving organisations in which a member of the Board of Management may have an interest are conducted at arm's length and in accordance with normal project and procurement procedures. The College had transactions during the year, or worked in partnership with, the following publicly funded or representative bodies in which a member of the College Board of Management has an interest and which in aggregate exceeded £20,000.

		£000	
Clyde Marine	Sales	1,081	C McMurray Director
Glasgow Caledonian University	Sales	420	J Gallacher Emeritus Professor - Lifelong Learning
Clydesdale Bank	Deposits	2,515	D Baillie Head of Deposits

The balance due to the College by the above organisations at 31 March 2014 which is included within trade debtors is £647,000. The balance owed to the College at 31 March is £1,000.



# CITY OF GLASGOW COLLEGE

www.cityofglasgowcollege.ac.uk

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





City of Glasgow College Scottish Charity No SC036198.