

## Fol/17/02857: Table of documents

Reference	Date	Document
File 1	31 August 2017	Email from SFC to Director of Advanced Learning and Science
File 2	31 August 2017	GCRB Staff Remuneration Paper
File 3	31 August 2017	SFC Draft Letter to GCRB
File 4	01 September 2017	Email between Director of Advanced Learning and Science and Scottish Government officials
File 5	03 September 2017	Email exchange between Director of Advanced Learning and Science and SFC
File 6	03 September 2017	Email from SFC to Director of Advanced Learning and Science
File 7	01 September 2017	SFC Letter to GCRB
File 8	05 September 2017	Email from SFC to Director of Advanced Learning and Science
File 9	05 September 2017	Letter from GCRB to SFC
File 10	13 September 2017	Email from SFC to Director of Advanced Learning and Science
File 11	13 September 2017	Letter from GCRB to SFC
File 12	14 September 2017	Email from Director of Advanced Learning and Science to Private office - Deputy First Minister and Minister for Further Education, Higher Education and Science
File 13	15 September 2017	Email from Private Office to Director of Advanced Learning and Science
File 14	15 September 2017	Email from Director of Advanced Learning and Science to Private office - Deputy First Minister and Minister for Further Education, Higher Education and Science
File 15	15 September 2017	Email from GCRB to Director of Advanced Learning and Science
File 16	15 September 2017	Letter from GCRB to Director of Advanced Learning and Science
File 17	15-18 September 2017	Email exchange between officials and Private Office - Deputy First Minister and Minister for Further Education, Higher Education and Science
File 18	15 September 2017	Letter from Deputy First Minister to PAPLSC
File 19	16 September 2017	Email exchange between Director of Advanced Learning and Science and GCRB
File 20	27 September 2017	Email exchange between Scottish Government officials

**File 1**

**From:** [redacted]  
**Sent:** 31 August 2017 10:00  
**To:** Director of Advanced Learning and Science  
**Subject:** GCRB salaries

Aileen,

As you know GCRB have been reviewing their salaries. Attached is a paper they are putting to their board on Monday and a draft letter I plan to send to them in the next day or so. I have also discussed the issue with [redacted]. As you will see they have moderated the proposed salary quite a bit – [redacted].

Are you available for a quick discussion on this later today?

[redacted]  
[redacted]  
Interim Chief Executive  
T: [redacted] M: [redacted]

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## Nominations & Remuneration Committee

Date of Meeting	Tuesday 22 August 2017
Paper Title	GCRB Staff Remuneration
Agenda Item	6
Paper Number	NRC1-B
Responsible Officer	[REDACTED] Nominations and Remuneration Committee Chair
Status	Non-Disclosable
Action	For Decision

### 1. Purpose

- 1.1 To provide for the Committee's consideration proposals for GCRB staffing for fully-operational fundable body status which ensure GCRB has the capacity to meet its full statutory obligations.
- 1.2 To provide the Committee with the additional documentation requested to develop terms and conditions for the Executive Director role and the Finance and Resources Director role, including consideration of college based role and salary relativities, for the next meeting of the GCRB Board.

### 2. Recommendations

#### 2.1 The Committee is invited to:

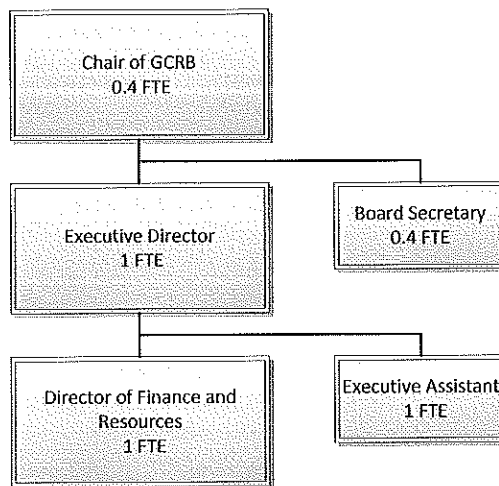
- **note** and **consider** the GCRB staffing proposals as set out in this paper;
- **note** the salary benchmarking information in relation to the Executive Director and Director of Finance and Resources roles;
- **note** the proposals in relation to salary placement for the above roles;
- **note** the risk and financial implications set out within the paper;
- **recommend** to the Board the salary levels proposed in the paper; and
- **consider** matching the current incumbent of the role of Executive Director to the newly revised role definition, following fully fundable body status.

### **3. Background**

- 3.1** When the Glasgow Colleges' Regional Board fully took up its powers on 1<sup>st</sup> April 2017 it became accountable for the allocation of over £100 million annually and over one fifth of the total delivery of Scotland's colleges.
- 3.2** The Post 16 Education (Scotland) Act requires each regional college body to have regard to the economic and social needs of its region, its skills needs, social inclusion needs and equalities needs, and to use its funding to improve the economic and social well-being of the region through the coherent provision of high quality fundable higher and further education. GCRB's role is to lead the strategic development of college education across the region and fund the assigned colleges to support achievement of these goals, taking a regional approach to planning, performance and funding and ensuring that funds are used as effectively and efficiently as possible.
- 3.3** This paper sets out proposals for a staffing structure for GCRB appropriate to its role and accountabilities, and which seeks to provide GCRB with sufficient delivery capacity in the most efficient manner, maximising opportunities for close collaborative working and resource sharing with senior staff from within the assigned colleges.

### **4. Proposed GCRB staffing structure**

- 4.1** At previous meetings of the GCRB Board members considered the range of responsibilities for which GCRB is now accountable.
- 4.2** These were grouped under three main headings:
- strategy development and ROA related responsibilities;
  - funding and financial management responsibilities; and
  - governance responsibilities.
- 4.3** At its meeting of 27<sup>th</sup> February 2017 the GCRB Board, recognising the current GCRB staffing experience and skills and the existing collaborative working arrangements across the region, agreed to proposals for the complement of GCRB staffing to include a Finance and Resources Director in addition to the Executive Director role and the Board Secretary is role which were already in place.
- 4.4** The proposed GCRB staffing structure following fully-operational status is therefore:



In respect of the above structure, members are reminded that when the Post-16 Education Act was being drawn up, the Scottish Government provided an estimate of staffing needs of Regional Strategic Bodies to ensure that the board can administer effectively the funding it receives from the SFC and be held to account by the SFC for the delivery of agreed outcomes. This suggested that a regional strategic body such as GCRB was likely to require a chief officer, a finance officer, a regional curriculum lead and a senior ICT post. The above structure is therefore significantly smaller than this initial government estimate.

- 4.5 With this minimal level of staffing, and bearing in mind the extent of GCRB’s statutory and financial responsibilities, the joint effectiveness of roles of Executive Director and Director of Finance and Resources is critical to ensuring that GCRB meets its responsibilities. It is therefore important that there is full coverage of key GCRB functions across the two roles and Annex A sets out job descriptions for both roles to ensure that the two roles are complementary and respect appropriately the required levels of accountability relating to fully-operational fundable body status.
- 4.6 It is noted that a collaborative management approach has been used to build on current existing practice and develop for GCRB a flexible, collaborative management structure which increases its capacity to deliver regional strategic aims, further empowers college members to contribute to regional decision making, and ensures that direct GCRB executive staffing is kept to a minimum. Nominated regional leads have now been identified, each with clear agreed regional responsibilities and working practices have been implemented to provide space to collaborate as a regional team.

## 5. The Role of Executive Director

- 5.1 The Committee is asked to note that the Scottish Government estimates of regional strategic body staffing which suggested that:

*“the chief officer of a regional board would operate at a strategic level, comparable to principal level. The post holder would be responsible for regional planning, holding colleges to account for their agreed contribution to regional delivery and with overall accountability for the delivery of the region’s outcome agreement.”*

- 5.2 The post of Executive Director, as amended to show the full responsibilities within a fully funded body, has therefore been compared to the role of a Principal. Annex B sets out the comparison between the job description of the originally advertised role of Executive Director, the update job description of that role showing the accountability under fully fundable body status and the job description for a College Principal (the recent job description for Clyde College was used for this comparison).

Section 6 of this paper sets out in more detail the salary proposals for the roles of Executive Director and Director of Finance and Resources now that the collaborative approach above has been put in place.

## 6. Salary levels commensurate with fully-operational status


- 6.1 The Committee is asked to note that with respect of salary levels for the chief officer of a regional strategic body, the Scottish Government suggested that, *“costs are expected to vary by region and are at the lower end of current college principal salaries.”*

- 6.2 In order to provide appropriate benchmarks and comparisons salary comparison was therefore made with the following staff in the associated colleges against the role of Executive Director:

- College Principals
- College Depute Principals
- College Vice Principals
- (see Annex C)

- 6.3 The salary range for these roles is:

- College Principals £121,650-£156,090
- College Depute Principals £94,808-£106,000
- College Vice Principals £80,000-£90,000

- 6.4 Members should note that the current salary of the GCRB Executive Director is circa 

- 6.5 In addition, the SFC has provided GCRB with the job descriptions for senior posts within their organisation. The Committee had noted the SFC's opinion that there are parallels between the senior SFC roles and those of GCRB and that SFC salaries are of relevance.

An examination of those roles would indicate that the responsibilities of the Executive Director and the Director of Finance and Resources in GCRB do bear some comparison with the senior SFC roles (Chief Operating Officer and Director of Finance and Corporate Resources - job descriptions attached at Annex D). The SFC Chief Operating Officer role, which we have been advised by SFC is now no longer in existence, was paid £110,000 to £115,000, with the role now sitting at Senior Director Level. For SFC Directors the remuneration is in the region of £95,000 to £100,000.

However as set out in Annex B, the GCRB roles have a much greater overlap with the college roles of Principal and Vice-Principal.

- 6.6** Give the above comparisons and the Scottish Government guidance, it is recommended that the salary banding of the post of Executive Director be set at a rate comparable to the lower range of the salary scale of post of Depute Principal at College level and slightly above the salary range of a Vice Principal, i.e. a proposed salary range of £95,000 to £98,000.
- 6.7** Members should note that further consideration of appropriate terms and conditions for the Director of Finance and Resources post within GCRB staffing structures is also required. The setting of the salary for this role needs to take into account the salary range of the Executive Director to whom it reports.

Based on the above information, the proposed salary range for the post of Director of Finance and Resources would be in the range of £85,000 to £88,000.

- 6.8** The Committee is asked to note that the GCRB budget for 2017/18 made certain assumptions about the potential salaries and the total salary cost for these 2 posts was estimated to be £244,800. This estimate includes the cost of Employers' National Insurance, and Pension, Contributions.

Using the indicative salaries above (i.e. £95,000 - £98,000 and £85,000 - £88,000) the total (including on-costs) is estimated in the range of £235,300 to £243,300. The lower figure equates to both salaries being at the bottom of the scale and the higher figure at the top of the scale. The Committee should note that the actual cost for 2017/18 may be lower depending upon the date that a revised salary is applied to the post of Executive Director and the date of appointment of the Director of Finance & Resources.

- 6.9** The post of Executive Director was appointed on 16 May 2016 when the GCRB was in the process of achieving fully fundable body status and the job description at that time has now been superseded. In employment terms when the job description of a role is enhanced with additional responsibilities, standard practice is to consider a "matching" process if the new role contains at least 75% of the old role and if the individual has the necessary skills to undertake the new role. In this case, the new role contains at least 75% of the old role and the individual has been assessed through performance appraisal with the Chair of the Board to have the necessary skills to undertake the role. In addition, their CV and application for the role demonstrated that they met the essential criteria for the role.

The Committee is asked to consider matching the current incumbent of the role of Executive Director to the newly revised role definition, following fully fundable body status.

## **7. Risk Analysis**

- 7.1** Management of the following risks identified by GCRB in its risk register is contingent on GCRB having the capacity to fulfil its specified responsibilities.

- If SFC is not satisfied with how GCRB has responded to its requirements for fully-operational fundable body status, GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained;
- If key stakeholders lose confidence in GCRB, leverage of current and future partnership resources for delivery of the ROA will be impaired;
- If the assigned colleges lack confidence in the quality of GCRB's governance, effective collaboration across the region will be impaired and GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained;
- If staff across the region lack confidence in regional co-ordination of key change activities, collaboration will be ineffective;
- If GCRB is unable to improve its reputation, its ability to ability to make a positive difference on the student experience in Glasgow might be constrained; and
- The Regional Outcome Agreement is not appropriately aligned with local needs/ market intelligence and curriculum planning does not respond appropriately to regional needs.

**7.2** Successful implementation of fully-operational status is contingent on GCRB having the required staffing capacity.

## **8. Legal Implications**

**8.1** The staffing proposals described in this paper are intended to develop GCRB capacity to enable it to take full responsibility for its statutory obligations.

## **9. Financial Implications**

**9.1** The staffing proposals described in this paper, which are intended to allow the necessary GCRB capacity for full responsibility for its statutory obligations, have a saving of circa £9,000 in the first year. It is noted that the current role of Director of Finance and Resources is paid on a consultancy rate equivalent to the range proposed.



**Annex A – Role Descriptions: Executive Director and Director of Finance and Resources under Fully-Operational Status**

GCRB Executive Director	GCRB Finance and Resources Director
<p><b>Job Purpose</b></p> <p>Lead regional strategic and curriculum planning and provide strategic and corporate leadership for the delivery of a regionally coherent and high quality college education service which seeks to improve the economic and social well-being of the localities of its colleges.</p> <p>Take overall responsibility for the allocation of funding made available to the region, with a responsibility equivalent to that of an 'Accountable Officer' for an annual budget of circa £100 million, and ensuring that any funding is used as economically, efficiently and effectively as possible.</p> <p>Take overall responsibility for the management of strategic and operational risks across the Glasgow College Region and to be accountable for the achievement of regional strategic objectives.</p> <p>Responsible for ensuring that GCRB meets in full in statutory and regulatory obligations, including leading the development of an effective governance framework within a complex regional structure which delivers strategic objectives and provides assurance on the use of significant public budgets.</p> <p>Lead the development of collaborative relationships at both a national and regional level, and related working practices essential to both the delivery of the strategic ambitions for the region and to fully meet GCRB's statutory functions.</p>	<p><b>Job Purpose</b></p> <p>Lead regional financial strategy development, supporting the long-term financial sustainability of the region's colleges and ensuring that funds made available to the region are used as economically, efficiently and effectively as possible.</p> <p>Responsible for the GCRB's financial planning, accounting and financial stability, ensuring a robust framework of financial management to meet the requirements of GCRB's strategic, financial and business plans and its financial and legal responsibilities.</p> <p>Responsible for leading, in collaboration with the Executive Director, the development and implementation of funding arrangements for the assigned colleges to a total value of circa £100 million and ensuring that these deliver regional strategic goals and achieve best value.</p> <p>Lead regional planning of estates and resource use, ensuring that college services are delivered in support of regional strategic objectives and provide high quality learning environments and efficient and effective use of available resources.</p> <p>Lead the development of collaborative relationships at both a national and regional level, and related working practices essential to both the delivery of the strategic ambitions for the region and to fully meet GCRB's statutory functions.</p>

GCRB Executive Director	GCRB Finance and Resources Director
<p><b>Role Specification</b></p> <p>Lead the development and implementation of a regional strategy for college education in the context of GCRB's statutory roles and national/regional policy objectives and stakeholder interests.</p> <p>Lead the planning and monitoring of college curriculum and service delivery to ensure that it has regard to economic, social and stakeholder needs and improves regional economic and social wellbeing and report on progress to the Board.</p> <p>To lead regional activity which supports the joint planning of curriculum portfolio across the region, supporting the development of a strategic, regional approach to portfolio review and workforce development based on local, regional and national needs.</p> <p>Take overall responsibility for the development of regional funding arrangements and resource use to ensure that the funds made available to the region are used as economically, efficiently and effectively as possible and are aligned to best support regional strategic objectives.</p> <p>Lead the analysis, consultation and agreement on the translation of the Board's strategic objectives into operational plans and outcomes (including the Regional Outcome Agreement) that will be delivered through the assigned colleges and/or other partners.</p> <p>Lead the development and implementation of arrangements to monitor the performance of the assigned colleges, including monitoring or assessing the quality of education provided by its colleges and monitoring the impact</p>	<p><b>Role Specification</b></p> <p>Responsible for GCRB's financial planning, accounting and financial stability, ensuring a robust framework of financial management and contract compliance and that GCRB achieves maximum value for money.</p> <p>Lead the development of arrangements which deliver GCRB's financial and funding responsibilities and which ensure that proper control and audit systems are in place.</p> <p>Responsible for regional financial planning, production of financial documents and management of the regional budgets to meet the requirements of the region's strategic, financial and business plans and ensuring the region meets its financial and legal responsibilities.</p> <p>Lead the development of strategic initiatives designed to improve economy, efficiency and effectiveness in the management or operations of any of its colleges.</p> <p>Responsible for the development of regional arrangements which monitor and review regional finances and provide evaluative reports to GCRB highlighting risks and identifying mitigating actions.</p> <p>Responsible for leading collaborative activity to develop regional funding approaches which align to delivery of regional strategic goals and which improve the efficient use of regional funds.</p> <p>Lead the strategic management of the regional estate and the provision of high quality learning environments, including responsibility for the delivery</p>

<p>which providing that education has on the wellbeing of the students and former students of its colleges, the localities in which its colleges are situated, and Scotland.</p> <p>Lead and promote collaborative work with staff in the assigned colleges on regional strategic planning and delivery in areas including (but not limited to) funding, curriculum, learner journeys and transitions, quality, student support, estates, resource management, and regional and national skills requirements.</p> <p>Take overall responsibility for the management of strategic and operational risks across the Glasgow College Region through the design and development of processes, systems and working practices that enable the identification of risks and provide effective risk management.</p> <p>Build close, collaborative relationships with the assigned colleges to achieve an enhanced impact and ensure effective engagement with institutional stakeholders (such as SFC and Scottish Government) and other regional/national leaders with an interest in (for example) pre and post 16 education, skills, economic development, community planning, social inclusion and other areas related to the regional objectives of the Board.</p> <p>Lead the development of an effective governance framework within a complex regional structure that delivers the right outcomes and provides assurance on the use of significant public budgets.</p> <p>Represent the Board in a wide variety of environments with significant opportunities to influence major stakeholders.</p>	<p>of major strategic projects.</p> <p>Lead collaborative activity to enhance the regional internal control environment, including improving the alignment of internal audit and risk management functions.</p> <p>Provide effective liaison and support to the Board of Management including managing the requirements of the Audit Committee of the Board and other committees where appropriate.</p> <p>Lead, in collaboration with the Executive Director, the management of strategic and operational risks across the Glasgow College Region through the design and development of processes, systems and working practices that enable the identification of risks and provide effective risk management.</p> <p>Build close, collaborative relationships with the assigned colleges to achieve an enhanced impact and ensure effective engagement with institutional stakeholders (such as SFC and Scottish Government) and other agencies related to the financial management and efficient use of regional resources (including college bankers, insurance brokers, inland Revenue, and Customs and Excise).</p> <p>Represent the Board in a variety of environments with significant opportunities to influence major stakeholders.</p>
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GCRB Executive Director	GCRB Finance and Resources Director
<p><b>Person Specification</b></p> <p><u>Qualifications</u></p> <ul style="list-style-type: none"> <li>• Degree level qualification</li> </ul> <p><u>Knowledge and Experience</u></p> <ul style="list-style-type: none"> <li>• Track record of operating effectively at a senior level in a complex strategic environment with significant budget, performance and governance responsibilities</li> <li>• Responsibility for strategic leadership and successful delivery of high level operational objectives.</li> <li>• Experience of leading transformational change processes and significant strategic and operational development projects.</li> <li>• Experience of high level financial management and the ability to work with financial information for decision making purposes.</li> <li>• Experience of leading risk management within a complex operating environment.</li> <li>• Comprehensive understanding of the FE/HE sector, particularly in terms of curriculum planning and delivery, quality enhancement and relationships with relevant external agencies.</li> <li>• Experience of leading collaborative teams in complex environments and successfully developing both formal and informal relationships to successfully deliver operational objectives.</li> <li>• Understanding of and commitment to good organisational governance.</li> <li>• Experience of working autonomously while meeting diverse stakeholder needs</li> <li>• Experience of working in partnership to deliver local regeneration and economic development.</li> <li>• Experience of working to a Non-Executive Board.</li> </ul>	<p><b>Person Specification</b></p> <p><u>Qualifications</u></p> <ul style="list-style-type: none"> <li>• Degree level qualification</li> <li>• ACA, CIMA, ACCA or CIPFA</li> </ul> <p><u>Knowledge and Experience</u></p> <ul style="list-style-type: none"> <li>• Several years' experience at a senior management level, leading and contributing to the strategic development of the organisation.</li> <li>• Experience of financial management at senior management level and leading and managing areas of financial complexity, including responsibility for accounting and financial management policies.</li> <li>• Responsibility for the preparation and presentation of financial information at senior management and board level.</li> <li>• Experience of developing and implementing effective governance and controls over financial operations, including the setting and monitoring of significant college budgets.</li> <li>• Experience of managing financial information systems and ensuring that financial policies and procedures are robust and fit for purpose</li> <li>• Undertaking financial analysis and inputting into the assessment of strategic and operational planning to ensure that financial risk is identified, assessed and mitigated.</li> <li>• Evidence of leading significant organisational change, particularly in relation to efficiency and resource orientated projects.</li> <li>• Experience of leading risk management within a complex operating environment.</li> <li>• An understanding of the legislative framework within which the Glasgow Colleges' Regional Board (GCRB) operates.</li> <li>• Understanding of and commitment to good organisational</li> </ul>

<ul style="list-style-type: none"> <li>• An understanding of the legislative framework within which the Glasgow Colleges' Regional Board (GCRB) operates.</li> <li>• Practical knowledge of the college sector gained from direct FE/HE experience.</li> </ul> <p><u>Skills</u></p> <ul style="list-style-type: none"> <li>• Leadership skills that inspire and motivate others to develop and deliver shared objectives.</li> <li>• Strategic problem solving abilities.</li> <li>• Financial management skills appropriate to the significant scale of the budget.</li> <li>• Strong analytical skills that enable the translation of complex strategic intent into deliverable actions.</li> <li>• Excellent relationship and communication skills (including effective negotiation &amp; influencing).</li> <li>• Change management skills.</li> <li>• The ability to identify and manage the needs of a diverse range of stakeholders.</li> <li>• Excellent written and oral communications skills within a highly demanding and complex area with the need to transfer highly complex information to a wide variety of audiences.</li> </ul>	<p>governance.</p> <ul style="list-style-type: none"> <li>• Comprehensive understanding of the FE/HE sector, particularly in terms of resource management and relationships with relevant external agencies.</li> </ul> <p><u>Skills</u></p> <ul style="list-style-type: none"> <li>• High level financial skills and commercial awareness.</li> <li>• Highly developed leadership, managerial and project management skills.</li> <li>• Leadership and strategic management and problem solving skills.</li> <li>• Excellent relationship and communication skills, including effective negotiation &amp; influencing.</li> <li>• Strong analytical skills that enable the translation of complex strategic intent into deliverable actions.</li> <li>• Flexible and able to work within a rapidly changing environment.</li> <li>• Excellent written and oral communications skills within a highly demanding and complex area with the need to transfer highly complex information to a wide variety of audiences.</li> </ul>
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**Annex B: Role Matching and Comparator Exercise for GCRB Executive Director**

Method:

Reviewed and cross matched existing GCRB Executive Director job description with new GCRB Executive Director job description as agreed by the GCRB Board at its meeting of 27 February 2017, and with an equivalent college Principal job description (from Glasgow Clyde College).

Findings:

There is a clear overlap with the following duties:

Original GCRB Executive Director Responsibilities	Revised GCRB Executive Director Responsibilities (for fully operational fundable body status)	College Principal Responsibilities
	<p>Lead regional strategic and curriculum planning and provide strategic and corporate leadership for the delivery of a regionally coherent and high quality college education service which seeks to improve the economic and social well-being of the localities of its colleges.</p>	<p>Lead the strategic planning process in partnership with the Board, involving staff and stakeholders, to develop, agree and implement a plan which will build and sustain the College's success.</p> <p>Contribute to regional strategic planning and the delivery of a regionally coherent and high quality college education service which seeks to improve the economic and social well-being of the region.</p> <p>Achieve outstanding success rates across all the College's provision through a continuous focus on high quality teaching and learning.</p>

<p>Being accountable for GCRB's financial and funding responsibilities and ensuring that proper control and audit systems are in place</p>	<p>Take overall responsibility for the allocation of funding made available to the region, with a responsibility equivalent to that of an <i>Accountable Officer</i> for an annual budget of circa £100 million, and ensuring that any funding is used as economically, efficiently and effectively as possible.</p>	<p>To be the Senior Manager with financial accountability and responsibility for good governance.</p> <p>Continually review income, developing strategies for sustainable growth in line with the College's mission and strategic direction.</p>
	<p>Take overall responsibility for the management of strategic and operational risks across the Glasgow College Region and to be accountable for the achievement of regional strategic objectives.</p>	<p>To lead the College in the successful achievement of its mission and strategic aims as detailed in the college corporate plan.</p> <p>Provide strong, clear leadership to deliver a successful and sustainable College.</p>
<p>Maintenance of an effective governance framework within a complex regional structure that delivers the right outcomes and provides assurance on the use of significant public budgets</p>	<p>Responsible for ensuring that GCRB meets in full its statutory and regulatory obligations, including leading the development of an effective governance framework within a complex regional structure which delivers strategic objectives and provides assurance on the use of significant public budgets.</p>	<p>To ensure that all aspects of the College are managed effectively.</p> <p>Lead the Senior Leadership Team and be accountable for managing the College effectively and efficiently;</p> <p>To operate in line with the Financial Memorandum and within the approved budget.</p>
<p>Effective engagement with institutional stakeholders (such as SFC and Scottish Government) and other regional/national leaders with an interest in (for example) pre and post 16 education, skills, economic development, community planning, social inclusion and other areas related to the</p>	<p>Lead the development of collaborative relationships at both a national and regional level, and related working practices essential to both the delivery of the strategic ambitions for the region and to fully meet GCRB's statutory functions.</p>	<p>To work effectively in a Regional structure and build close, collaborative relationships with the Glasgow Colleges' Regional Board and the assigned colleges to achieve an enhanced impact.</p> <p>Have in place and review the organisational structures and management accountabilities to deliver the strategic plan and meet the current and</p>

<p>regional objectives of the Board.</p>		<p>future needs of the College.</p>
<p>Working with Principals and senior management teams in the assigned colleges on regional strategic planning and delivery in areas including (but not limited to) funding, curriculum, learner journeys and transitions, quality, student support, estates, resource management, workforce modernisation /harmonisation, regional and national skills requirements.</p>	<p>Lead the development and implementation of a regional strategy for college education in the context of GCRB's statutory roles and national/regional policy objectives and stakeholder interests.</p>	<p>To support and ensure delivery of the College's contribution to the Glasgow Regional Outcome Agreement and other agreed regional strategic goals.</p> <p>Ensure the College fulfils its legal, statutory and regulatory requirements from government, funding and regulatory bodies.</p>
<p>Working with Principals and senior management teams in the assigned colleges on regional strategic planning and delivery in areas including (but not limited to) funding, curriculum, learner journeys and transitions, quality, student support, estates, resource management, workforce modernisation /harmonisation, regional and national skills requirements.</p>	<p>Lead the planning and monitoring of college curriculum and service delivery to ensure that it has regard to economic, social and stakeholder needs and improves regional economic and social wellbeing and report on progress to the Board.</p>	<p>Ensure the development and delivery of a highly responsive curriculum which anticipates, stimulates and meets changing demand from business, the community and learners.</p> <p>To promote learning opportunities within local communities, Glasgow and beyond.</p>
<p>Working with Principals and senior management teams in the assigned colleges on regional strategic planning and delivery in areas including (but not limited to) funding, curriculum, learner journeys and transitions, quality, student support, estates, resource management, workforce modernisation /harmonisation, regional and national skills requirements.</p>	<p>Lead regional activity which supports the joint planning of curriculum portfolio across the region, supporting the development of a strategic, regional approach to portfolio review and workforce development based on local, regional and national needs.</p>	<p>Oversee the formulation of an effective curriculum plan that meets the objectives of the Government's Youth Employment Strategy and Putting Learners at the Centre, and which integrates within a coherent regional curriculum offer.</p> <p>To widen local, national and international business links creating opportunities to develop high quality training solutions.</p>



	<p>Take overall responsibility for the development of regional funding arrangements, resources and estates to ensure that the funds made available to the region are used as economically, efficiently and effectively as possible and are aligned to best support regional strategic objectives</p>	<p>Be accountable for the proper and effective operation of financial, planning and management controls such that physical and financial resources are efficiently utilised, public funds safeguarded and value for money achieved.</p> <p>Contribute to the development of regional funding approaches and the identification and implementation of regional efficiencies.</p> <p>Have in place and further develop a strategy of investment in the college estate and facilities of the College to provide a welcoming, safe and high quality learning and working environment.</p>
<p>Analysis, consultation and agreement on the translation of the Board's strategic objectives into operational plans and outcomes (including the Regional Outcome Agreement) that will be delivered through the assigned colleges and/or other partners</p>	<p>Lead the analysis, consultation and agreement on the translation of the Board's strategic objectives into operational plans and outcomes (including the Regional Outcome Agreement) that will be delivered through the assigned colleges and/or other partners.</p>	<p>Lead the College to achieve its mission, priorities and aims developing an ambitious vision which inspires learners, staff and other stakeholders.</p>
<p>Monitoring KPIs and reporting on progress while providing advice to the Board on next steps.</p>	<p>Lead the development and implementation of arrangements to monitor the performance of the assigned colleges, including monitoring or assessing the quality of education provided by its colleges and monitoring the impact that education has on the wellbeing of the students and former students of its colleges, the localities in which its colleges are</p>	<p>Have in place robust and responsive ICT, data, information and management systems to inform and monitor the delivery of strategic, financial and operational plans and which comply with statutory reporting requirements as necessary.</p> <p>To create a culture of high quality and continuous</p>

<p>Building close collaborative relationships with the assigned colleges to achieve an enhanced impact; recognising and meeting local, regional, national and international needs</p>	<p>situated, and Scotland.</p>	<p>improvement and develop the College as the major provider of learning, education and training in the communities it serves.</p> <p>Have in place and further develop a strategy of continuous quality improvement ensuring robust and effective quality assurance systems are in place and standards are maintained and improved.</p>
<p>Building close collaborative relationships with the assigned colleges to achieve an enhanced impact; recognising and meeting local, regional, national and international needs</p>	<p>Lead and promote collaborative work with staff in the assigned colleges on regional strategic planning and delivery in areas including (but not limited to) funding, curriculum, learner journeys and transitions, quality student support, estates, resource management, and regional and national skills requirements.</p> <p>Take overall responsibility for the management of strategic and operational risks across the Glasgow College Region through the design and development of processes, systems and working practices that enable the identification of risks and provide effective risk management.</p>	<p>Build and develop relationships with the Glasgow Colleges' Regional Board and the assigned Colleges within the Glasgow College Region to support achievement of shared strategic goals.</p> <p>Enable the talent, skills and potential of staff in the College to be developed through appropriate policies and processes within a culture and environment of challenge, engagement and support.</p> <p>Ensure that appropriate and effective risk management strategies and processes are in place.</p> <p>Anticipate changes and developments within the external environment identifying implications for the College and ensuring that appropriate plans are put in place which take advantage of opportunities and safeguard the College's interests.</p>

<p>Effective engagement with institutional stakeholders (such as SFC and Scottish Government) and other regional/national leaders with an interest in (for example) pre and post 16 education, skills, economic development, community planning, social inclusion and other areas related to the regional objectives of the Board.</p>	<p>Build close, collaborative relationships with the assigned colleges to achieve an enhanced impact and ensure effective engagement with institutional stakeholders (such as SFC and Scottish Government) and other regional/national leaders with an interest in (for example) pre and post 16 education, skills, economic development, community planning, social inclusion and other areas related to the regional objectives of the Board.</p>	<p>Develop strong, effective and harmonious working relationships with the College Board of Management and the Glasgow Colleges' Regional Board.</p>
	<p>Lead the development of an effective governance framework within a complex regional structure that delivers the right outcomes and provides assurance on the use of significant public budgets.</p>	<p>Provide advice, guidance and support to the Chair and the Board of Management on all aspects of college governance in line with the College Articles of Governance.</p>
	<p>Represent the Board in a wide variety of environments with significant opportunities to influence major stakeholders.</p>	<p>Lead and contribute to activities outside the College, including representing the College on external committees and bodies, which will enhance the reach, reputation and influence of the College.</p> <p>Develop and maintain community relationships establishing the College as a community asset providing high quality learning and skills and embedding it within the wider community.</p> <p>Develop and maintain excellent relationships with employers which enable the College to deliver a wide range of innovative and responsive services for businesses and relevant agencies.</p>

There is no clear GCRB Executive Director match for the following Principal main duties:

- Lead the College in advancing equality and diversity (*however, the Executive Director is responsible for ensuring the Board meets its requirements within equalities legislation*).
- Ensure an effective learner voice in the College through the engagement of learners in the development and improvement of the College and in the co-creation of their own learning (*however, the Executive Director is responsible for ensuring that the board meets its statutory obligations to consult with student representatives on a range of regional matters*).
- Promote the development and use of innovative practices within learning and teaching to benefit all learners (*however, the Executive Director is responsible for ensuring that the board meets its statutory obligations to promote sharing of practice between the assigned colleges*).
- Negotiate with Recognised trade union representatives on local terms and conditions on behalf of the Board of Management (*however, the Executive Director is responsible for ensuring that the board meets its statutory obligations to consult with staff representatives on a range of regional matters*).
- Lead and further develop an entrepreneurial and enterprising culture within the College to enable it to respond flexibly and quickly to new opportunities maximising benefits to the College through income generation and diversification.
- Ensure there is an effective and fair framework of staff policies, procedures and terms and conditions of employment which support the recruitment and retention of high performing staff committed to the success of the College (*however, since the decision of the Board that GCRB should become an employer, the Executive Director is now responsible for similar aspects for GCRB*)

## Annex C - Background Evidence for GCRB Remuneration Levels

### Glasgow Region College Context

In terms of relativities to roles within the three Glasgow colleges, the table below provides an overview of salaries across the Glasgow College Region.

College	Role Title	Salary
City of Glasgow College	Principal	[REDACTED]
Glasgow Clyde College	Principal	[REDACTED]
Glasgow Kelvin College	Principal	[REDACTED]
City of Glasgow College	Depute Principal	[REDACTED]
Glasgow Clyde College	Depute Principal	[REDACTED]
City of Glasgow College	Vice Principal Finance and Human Resources	[REDACTED]
Glasgow Clyde College	Vice Principal Resources and College Development	[REDACTED]
Glasgow Kelvin College	Vice Principal Finance and Corporate Services	[REDACTED]

### Additional Information:

#### Scottish Funding Council Context

In 2015-16, the annual salary of the Chief Executive of the SFC was £115,000 - £120,000, the Chief Operating Officer was paid £110,000 to £115,000 and for Directors reporting to the Chief Executive, the remuneration was in the region of £95,000 to £100,000.

#### Scottish College Context

Colleges Scotland commissioned research on salary levels of senior staff in colleges in academic year 2014-15. The average Principal's salary was £109,836 and the average Level 2 salary (covering Depute Principals, Vice Principals, Assistant Principals, Directors and Heads of Division) was £74,407.

#### United Kingdom Market Context

An independent job evaluation of the Executive Director and Finance and Resources Director role was undertaken by the Hay Group. Job descriptions of both GCRB roles for fully-operational status are attached as Annex A.

The Hay evaluation report stated that, based on an analysis of market data from across the public and private sectors (organisations based all over the UK except for inner London), an average salary rate for the Finance and Resources Director role as compared to a role of this size in the Accountancy and Finance profession would be in the region of £98,000.

In terms of the GCRB Executive Director, the Hay evaluation report stated that an average salary paid to similar roles in the public and not for profit sectors across the UK except inner London would be in the region of £120,000.

## Annex D - SFC Role Profiles

### Job Profile 1

**Post:** Chief Operating Officer

**Directorate:** Corporate Services

**Purpose:** Reporting to the Chief Executive, this post will direct the operations of the Corporate Services Directorate to ensure the Directorate's teams effectively deliver and contribute to the SFC's priorities and support the delivery of SFC's long-term vision for Scotland. To ensure that there is effective corporate governance of SFC and it complies with the statute or other instruction from the Scottish Government for SFC. To be an inward-facing Director ensuring the effective leadership and management of SFC on behalf of the Chief Executive.

### Key Responsibilities

1. To lead and manage the Corporate Services Directorate, with responsibility for SFC's services (HR, IT, Information and Records Management, Strategy, Improvement Project, Communications), which support the operational and strategic functions of the three other Directorates, in order to ensure the SFC is able to deliver against its purpose and vision.
2. To lead and manage the governance of the SFC, in order to ensure the effective governance of the SFC through effective support and servicing of the Council and its subsidiary Committees, and to ensure the governance of SFC is compliant with the requirements of the Scottish Government and any other mandatory regulations.
3. To act as Secretary to the Council, in order to facilitate and support effective meetings and subsequent actions deriving from its meetings.
4. To provide strategic leadership and effective management of SFC's people and resources in an ever changing environment, promoting a culture based on co-operative working, acceptance of change, equality, the development of staff potential, empowerment and a commitment to quality improvement and accountability, in order to enable all staff to work to the best of their abilities, be fully employed and aligned to SFC's purpose and vision, and have a strong sense of engagement.
5. To give new impetus to SFC's improvement agenda fully embedding the improvement philosophy in our culture and operations.
6. To lead and support the development of our ICT so we have the infrastructure required so that staff can be the most productive possible.
7. To develop the wider SFC strategy and programme of change as a member of the Chief Executive's Group (CEG), in order to enable SFC to meet its purpose and vision.

## **Skills, Qualification & Experience**

### ***Essential***

- Qualified to degree or equivalent experience
- Strong people skills to provide strategic leadership and support to all staff in SFC and to lead culture change within SFC
- A strong track record in working collaboratively, being an effective team player both within an organisation and with other partners
- Excellent communication and stakeholder management skills and the ability to enhance the organisations reputation in the media, in the parliament, with ministers and with the public more generally
- First class planning skills and the ability to operationalise our strategic plan
- Experience of or the ability to lead strategic performance improvement for an organisation
- Ability to provide effective secretariat functions to a major strategic Board, with knowledge of governance issues in a non-departmental public body and professional standards in public life.
- Strong leadership abilities, with the ability to create and lead a high performing team, and the ability to be both demanding but also fair, respectful and considerate.

### ***Desirable***

- Evidence of continuous personal, professional, leadership and management development and its application in the workplace.
- Comprehensive understanding of FE and HE policy and strategy in Scotland and the wider UK context, including the Scottish Government's key objectives for FE and HE and sustainable economic growth.

### **Status of Job Profile**

This profile has been created to describe, in outline, the nature of appointments at this level. It is an indicative document and the exact nature of these duties will vary with time and from post to post. Post holders will be expected to carry out any work that is commensurate with their grade or that may reasonably be required of them.

### **Additional Information**

This is a significant leadership role – there is an internal focus but the post-holder must also have a high level of credibility with external stakeholders in FE and HE and on the SFC Board.

The post-holder must have the ability to lead and manage complex stakeholder relationships as well as offering leadership within the organisation. This is a role that requires an ability and gravitas that



does not come from expertise in any knowledge or expertise area - but comes from substantial experience of working across corporate and management/leadership responsibilities through a number of successively larger roles.

The role holder must understand the political, economic, educational and policy framework within which SFC and the institutions operate - and be able to look forward to the future context and change in context and understand what the implications are for the work of the SFC and the institutions.

## **Job profile 2**

**Post:** Director of Finance and Corporate Resources

**Group:** Finance and Corporate Resources

**Purpose:** Reporting to the Senior Director , Institutions and Corporate Services, this post will ensure that the Council's financial, HR, IT and property resources are deployed and managed optimally to support successful delivery of the Council's reform agenda, outcome agreements and other aspects of the strategic plan.

### **Key responsibilities**

1. To provide management with strategic-decision making support in the areas of financial, HR, IT and property resources.
2. To ensure that the Group collates and controls budgets and spend for individual outcome agreements, other programme activities and SFC's running costs to ensure that both planned and actual spend is affordable.
3. Manage and meet complex government financial control requirements and ensure legal compliance in all relevant areas.
4. To be strategically responsible for the financial management of programme and running cost funds (circa £1.6 billion) managing the Council's system of internal financial control and providing assurance to the Chief Executive in his role as Accountable Officer.
5. Responsibility for production of statutory annual accounts for audit and approval, and for publication and laying before Parliament by the Scottish Ministers.
6. To ensure that the Group processes all the Council's financial transactions, provides both statutory and management financial reports and runs all central HR, procurement, ICT and facility services.
7. To represent the Council and the Chief Executive/ Senior Director effectively as required – networking and influencing appropriately – including deputising for the Senior Director when required.

## Skills, Qualifications & Experience

### Essential

- A substantial track record of experience and high achievement at senior management level.
- Qualified accountant with the ability to articulate, and turn into practical actions, a high level vision and goals for the future in the policy areas for which the Group is responsible.
- Sophisticated high level analytical skills – in particular the ability to use and interpret complex evidence, both quantitative and qualitative, to support policy making and implementation.
- Ability to think and act strategically.
- High-level oral and written communication skills, together with a proven ability to analyse, understand and respond to complex issues in an appropriate manner, demonstrating good judgement.
- Strong interpersonal skills, including experience of representation and negotiation, in order to represent, negotiate and persuade, build/develop and maintain work relationships with internal and external stakeholders, as well as to work flexibly with colleagues in other parts of the organisation.
- Management and development of people.
- Strong organisational (including effective personal management) and project management abilities to cope with diverse and changing workload.

### Desirable

- An in depth knowledge of funding across the HE and FE sector.
- A good understanding of the current Scottish political and Government environment.
- Experience of managing the delivery of broad based financial and corporate services function covering finance, human resources, governance and secretariat.
- Senior management experience within the public sector or government.
- Post-graduate or equivalent professional or management qualification relevant to the work of the Council

### Status of Job Profile

This profile has been created to describe, in outline, the nature of appointments at this level. It is an indicative document and the exact nature of these duties will vary with time and from post to post. Post holders will be expected to carry out any work that is commensurate with their grade or that may reasonably be required of them.

### **Additional information**

This **postholder** will report to the Senior Director, Institutions and Corporate Services.

This is a significant leadership role, mainly internally focussed but must have a high level of credibility with external stakeholders in FE and HE and on the SFC Board.

The roleholder must have the ability to lead and manage complex stakeholder relationships as well as offering leadership within the organisation. This is a role that requires an ability and gravitas that does not come from expertise in any knowledge or expertise area - but comes from substantial experience of working across corporate and management/leadership responsibilities through a number of successively larger roles.

The role holder must understand the political, economic, educational and policy framework within which SFC and the institutions operate - and be able to look forward to the future context and change in context and understand what the implications are for the work of the SFC and the institutions.

Draft letter to GCRB

Dear [redacted],

I am writing to follow up our recent discussion on the paper that has been agreed by you Nominations and Remuneration Committee and which will be discussed by your board on Monday.

As you know I had previously been in discussion with your predecessor about the proposed changes to senior salaries in the GCRB and I had indicated that I would like to be kept informed of the outcome of discussion at your Nominations and Remuneration Committee so that I could consider whether or not to use the power that SFC has to direct GCRB on this issue.

My view is that that power to direct should not be used lightly and that in most circumstances decisions should be taken by your board. SFC welcomes the steps forward that the GCRB has taken in the past year, including moving to fully operational status which gives the Board the responsibility to take decisions over very large sums of money. I do not therefore intend to use the power at this stage if the decision you reach is no higher than the range quoted in your paper. That said, my view is that you should consider very carefully whether going to that level is necessary given what I say on comparator salaries below.

The proposals in the paper from your Nominations and Remuneration Committee have changed considerably from the initial proposals and I am grateful that through discussion you have made a difference to your proposals. There are however, some issues/risks that I think it is important that your Board is fully aware of as it takes a decision on whether to accept the recommendation of your Committee:

- **The context of public sector finances.** As you will be aware that we are entering a challenging spending review period and one in which negotiations continue on the implementation of national bargaining in the in the college sector. Your board needs to be very clear on whether this is the best use of the public funds it is responsible for at this time and the potential impact on national bargaining of a considerable increase in senior salaries.
- **The reputational impact on the GCRB in a time when there is considerable focus on senior salaries.** This one of the key risks you should consider.
- **The full range of the comparator salaries you quote.** The comparators used in the paper – while reasonable – need to be seen in a wider context than presented in the paper. The paper quotes salaries in SFC as a comparator. However, the budgets and the number of institutions dealt with by SFC are far larger than those dealt with by GCRB. In addition, the salaries that you quote for SFC do not show the full range of the Director scale which goes from ~~£75,000~~ £7,000 to ~~£987,000~~. Your paper also quotes a paper from the Government which said that the expectation was that the salaries for those heading regional strategic bodies would be at the lower end of the current principals' salaries. The range of salaries for principals your paper quotes

appears to be for Glasgow principals (where the three colleges are relatively large) rather than for all of the sector. The lower end for a principal's salary is considerably lower than the figures your paper quotes. Given this information, you should consider carefully whether the salary range should be lower than that recommended in your paper.

I would be grateful if you could ensure that your board members see this letter either at or prior to the Board meeting on Monday so that they are aware of SFC's views on this issue.

I would be grateful if you could let me know the outcome of the meeting.



**Interim Chief Executive**

**File 4**

**From:** [redacted]  
**Sent:** 01 September 2017 10:00  
**To:** Director of Advanced Learning and Science  
**Cc:** [redacted]; [redacted]  
**Subject:** RE: GCRB salaries

Yes, as discussed. On SG website.

Head of College Policy  
Telephone: [redacted]  
Mobile: [redacted]

**From:** Director of Advanced Learning and Science  
**Sent:** 01 September 2017 09:52  
**To:** [redacted]  
**Cc:** [redacted]; [redacted] Director of Advanced Learning and Science  
**Subject:** RE: GCRB salaries

Thanks [redacted] – is this a public doc?



[redacted] | **Director of Advanced Learning & Science | Scottish Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU  
[redacted] @scotland.gsi.gov.uk | [redacted]



**gov.scot**



**I AM AN ALLY**

**From:** [redacted]  
**Sent:** 01 September 2017 09:45  
**To:** Director of Advanced Learning and Science  
**Cc:** [redacted]; [redacted]  
**Subject:** RE: GCRB salaries

Will grab a word before your telephone call at 10am. Relevant material here:

Para 3.43 in the following document: <http://www.gov.scot/Resource/0051/00516219.pdf>

3.43 Since 2010, the Pay Policy for Senior Appointments has included the expectation that the remuneration of a new Chief Executive appointment will be at least 10 per cent lower than that of the outgoing Chief Executive. **This expectation is predicated on the ability to fill the post with a suitable candidate having regard to external market levels, value for money and recruitment and retention issues.**

Head of College Policy  
Telephone: [redacted]  
Mobile: [redacted]

**From:** Director of Advanced Learning and Science  
**Sent:** 31 August 2017 16:38  
**To:** [redacted]; [redacted]  
**Cc:** Director of Advanced Learning and Science  
**Subject:** FW: GCRB salaries

All – to see. Any views?

[redacted]

[redacted] **Director of Advanced Learning & Science | Scottish Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU  
[redacted] @scotland.gsi.gov.uk | [redacted]



gov.scot



**I AM AN ALLY**

**From:** [redacted]  
**Sent:** 31 August 2017 10:00  
**To:** Director of Advanced Learning and Science  
**Subject:** GCRB salaries

[redacted]

As you know GCRB have been reviewing their salaries. Attached is a paper they are putting to their board on Monday and a draft letter I plan to send to them in the next day or so. I have also discussed the issue with [redacted]. As you will see they have moderated the proposed salary quite a bit – [redacted]

Are you available for a quick discussion on this later today?

[redacted]

[redacted]

Interim Chief Executive  
T: [redacted] M: [redacted]

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We welcome correspondence in Gaelic and endeavour to respond in Gaelic, acknowledging receipt within 20 working days.

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**File 5**

**From:** Director of Advanced Learning and Science  
**Sent:** 03 September 2017 18:07  
**To:** [redacted]  
**Cc:** [redacted]; [redacted] Director of Advanced Learning and Science  
**Subject:** Re: GCRB salaries

[redacted]

Would be helpful to see final version please. We should alert ministers if this is likely to go public again.

For awareness, I met a board member at an event on Friday night. No further papers had issued for the meeting.

Regards

[redacted]

Sent from my BlackBerry 10 smartphone.

**From:** [redacted]  
**Sent:** Friday, 1 September 2017 10:13  
**To:** Director of Advanced Learning and Science  
**Cc:** [redacted]; [redacted]  
**Subject:** RE: GCRB salaries

Helpful. Will include.

**From:** Director of Advanced Learning and Science  
**Sent:** 01 September 2017 10:03  
**To:** [redacted]  
**Cc:** [redacted]; [redacted]  
**Subject:** RE: GCRB salaries

[redacted]

Here is the public body pay line, which you might want to include:

Para 3.43 in the following document: <http://www.gov.scot/Resource/0051/00516219.pdf>

3.43 Since 2010, the Pay Policy for Senior Appointments has included the expectation that the remuneration of a new Chief Executive appointment will be at least 10 per cent lower than that of the outgoing Chief Executive. **This expectation is predicated on the ability to fill the post with a suitable candidate having regard to external market levels, value for money and recruitment and retention issues.**

[redacted]

Thanks for call,



[redacted]  
[redacted] | **Director of Advanced Learning & Science | Scottish Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU

[redacted] @scotland.gsi.gov.uk | [redacted]



**gov.scot**



**I AM AN ALLY**

**From:** [redacted]  
**Sent:** 31 August 2017 21:48  
**To:** Director of Advanced Learning and Science  
**Subject:** Re: GCRB salaries

[redacted]  
Of course. What suits you? I have a fairly full day of meetings but with short gaps between the morning ones. Could also speak on Mobile before 8.45 or between 9.15 and 10.

Keen to get the letter out early in the day as I think we need to give them for it to be circulated to the board.

[redacted]  
John Kemp, Interim Chief Executive  
T: [redacted], M: [redacted]

On Thu, Aug 31, 2017 at 9:43 PM +0100, "[redacted] @gov.scot" <[redacted] @gov.scot> wrote:

[redacted]  
Just picking this up now. Are you able to speak tomorrow? [redacted] mentioned to me in fringes of a meeting yesterday.

[redacted]  
Sent from my BlackBerry 10 smartphone.

**From:** [redacted]  
**Sent:** Thursday, 31 August 2017 10:00  
**To:** Director of Advanced Learning and Science  
**Subject:** GCRB salaries

[redacted]  
As you know GCRB have been reviewing their salaries. Attached is a paper they are putting to their board on Monday and a draft letter I plan to send to them in the next day or so. I have also discussed

the issue with [redacted]. As you will see they have moderated the proposed salary quite a bit – [redacted]

Are you available for a quick discussion on this later today?

[redacted]

[redacted]

Interim Chief Executive

T: [redacted] M: [redacted]

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**File 6**

**From:** [redacted]  
**Sent:** 03 September 2017 21:46  
**To:** Director of Advanced Learning and Science  
**Subject:** Fwd: Letter to [redacted]

[redacted]

Final version. I left a phone message for [redacted] on Friday but have not spoken to him yet.

[redacted]

[redacted] Interim Chief Executive  
T: [redacted] M: [redacted]

---

From: [redacted]  
Sent: Friday, September 1, 2017 1:11 pm  
Subject: RE: Letter to [redacted]  
To: [redacted]  
Cc: [redacted]

Dear [redacted]

Just to confirm that I have forwarded this letter to [redacted].

Kind Regards  
[redacted]

[redacted]  
Executive Assistant  
Glasgow Colleges' Regional Board

telephone: [redacted]  
email: [redacted]

**From:** [redacted]  
**Sent:** 01 September 2017 12:03  
**To:** [redacted]  
**Cc:** [redacted]  
**Subject:** Letter to [redacted]

Dear [redacted],

I would be grateful if you could make sure that [redacted] sees this letter urgently as it relates to a matter being discussed by the Board on Monday.

[redacted]

[redacted]  
Interim Chief Executive  
T: [redacted] M: [redacted]

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FILE 7



Scottish Funding Council  
Promoting further and higher education



Comhairle Maoinachaidh na h-Alba  
A' brosnachadh foghlam adhartach agus àrd ìre

1 September 2017

[REDACTED]  
Chair, Glasgow Colleges Regional Board  
By email

Dear [REDACTED]

#### **Proposed salaries for GCRB staff**

I am writing to follow up our recent discussion on the paper on salaries that has been agreed by your Nominations and Remuneration Committee and which will be discussed by your Board on Monday.

As you know I had previously been in discussion with your predecessor about the proposed changes to senior salaries in the GCRB and I had asked that I be kept informed of the outcome of discussions at your Nominations and Remuneration Committee so that I could consider whether to use the power that SFC has to direct GCRB on this issue.

My view is that that power to direct should not be used lightly and that in most circumstances decisions should be taken by your Board. SFC welcomes the steps forward that the GCRB has taken in the past year, including moving to fully operational status which gives the Board the responsibility to take decisions over very large sums of money. Consistent with the position the Board is now in, I do not therefore intend to use the power to direct at this stage on condition that the decision your Board reaches is no higher than the salary range quoted in the paper. That said, my view is that the Board should consider very carefully whether going to that level of salary is necessary and appropriate given my comments on comparator salaries below.

Scottish Funding Council  
Apex 2  
97 Haymarket Terrace  
Edinburgh  
EH12 5HD  
T 0131 313 6500  
F 0131 313 6501  
[www.sfc.ac.uk](http://www.sfc.ac.uk)

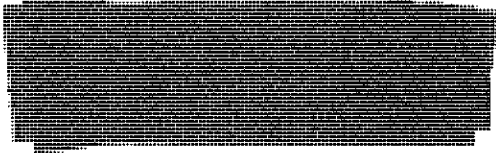
The proposals in the paper from your Nominations and Remuneration Committee have changed considerably from the initial proposals on salaries and I am grateful that, through further consideration and discussion, improvements to the proposals have been made. There are however, some issues/risks that I think it is important that your Board is fully aware of before it takes a decision on whether to accept the recommendation of your Committee:

- **The context of public sector finances.** As you will be aware, we are entering a challenging spending review period and one in which negotiations continue on the implementation of national bargaining in the college sector. Your Board needs to be very clear on whether the proposals represent the best use of the public funds it is responsible for at this time, and also the potential impact on national bargaining of a considerable increase in senior salaries. The Government has stated that it does not want the changes in the college sector to lead to higher management costs. It has also had a policy in recent years of expecting the salaries of newly appointed chief executives to be reduced by ten per cent compared to their predecessors – consistent with being able to recruit successfully.
- **The reputational impact on the GCRB – and the sector as a whole – in a time when there is considerable focus on senior salaries.** This is one of the key risks you should consider.
- **The full range of the comparator salaries you quote.** The comparators used in the paper – while reasonable up to a point – should be seen in a wider context than presented in the paper. In particular, you should fully consider the relatively small scale of GCRB when comparing with other organisations. The paper quotes salaries in SFC as a comparator. However, the budgets and the number of institutions dealt with by SFC are considerably larger than those dealt with by GCRB. In addition, the salaries that you quote for SFC do not show the full range of the Director scale which ranges from £77,000 to £98,000. The paper also quotes a paper from the Scottish Government that said that the expectation was that the salaries for those heading regional strategic bodies would be at the lower end of the current Principals' salaries. The range of salaries for Principals quoted in the paper appears to be for Glasgow Principals (where the three Colleges are relatively large) rather than for all of the sector. This point is important, since the lower end for a Principal's salary is considerably lower than the figures quoted in the paper and because of the scale of GCRB in comparison to the colleges used in the paper.

Given the above points, your Board should consider carefully whether the salary range should be lower than that recommended in the paper. My own view is that, taking these factors on board, it is hard to justify the proposed increase in salary for the Executive Director.

I would be grateful if you could ensure that your Board members see this letter either at or prior to the Board meeting on Monday so that they are aware of SFC's views on this matter.

I would be grateful if you could let me know the outcome of the meeting.

A large rectangular area of the document is completely redacted with a dense black pattern, obscuring any text or graphics that might have been present.A small rectangular area of the document is redacted with a solid black box, obscuring the name of the sender.

**Interim Chief Executive**

**File 8**

**From:** [redacted]  
**Sent:** 05 September 2017 21:49  
**To:** Director of Advanced Learning and Science  
**Subject:** Fwd: GCRB Staff Salaries

Aileen,

For information.

[redacted]

[redacted] Interim Chief Executive  
T: [redacted], M: [redacted]

----- Forwarded message -----

**From:** [redacted]  
**Date:** Tue, Sep 5, 2017 at 9:42 PM +0100  
**Subject:** GCRB Staff Salaries  
**To:** [redacted]

Dear John

Please find attached a letter confirming the decision of the GCRB re staff salaries. Happy to discuss of course.

Regards  
[redacted]

Sent from my iPhone

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FILE 9



City of Glasgow College | 190 Cathedral Street | Glasgow G4 0RF | T: [redacted]

GS/WO/1718006

Tuesday 5 September 2017

[redacted]  
Interim Chief Executive  
Scottish Funding Council  
by e-mail

[redacted]  
When I emailed you last night, I promised to respond to your letter of 1 September which was considered by the Glasgow Colleges Regional Board's at its meeting yesterday during its deliberations on staffing.

As I advised you, the Board approved the recommendations of its Nominations and Remuneration Committee with regard to the remuneration of executive staff, but decided that salaries should be fixed at the bottom of the proposed scales, ie, at £95,000 for the Executive Director and £85,000 for the Director of Finance and Resources.

As you know, the Committee was asked by the Board to review staff roles and remuneration in the context of GCRB assuming its full powers as a regional strategic body with accountability for the allocation of circa £80 – £100 million annually, and the coordination of a coherent regional education service comprising over one fifth of the total delivery of Scotland's colleges.

In undertaking this task, the Nominations and Remuneration Committee, cognisant of the lack of direct comparators for the Executive Director role, gathered and scrutinised a large amount of relevant data, sought the advice of independent consultants, and took account of the views of the SFC. The information that was considered by the Committee at its meeting on 22 August was provided to the Board in full in advance of the meeting on 4 September, together with your letter which was tabled.

The Board welcomed your indication that you do not intend to use SFC's powers to direct GCRB on this matter and your recognition of the Board's enhanced status and its responsibility for decisions such as the remuneration of its senior executives. Nonetheless, you make a series of comments in your letter to which I'm happy to respond.

You refer to the Committee having changed its proposal considerably. It is worth mentioning, for the sake of accuracy, that the significantly higher salary proposal that was reported in the press earlier in the year was not at any stage a recommendation of the Committee nor considered by the Board. It was a figure extracted from the report of an independent consultant commissioned by the Committee defining a level of remuneration for the Executive Officer and Director of Finance and Resources roles that would be commensurate with market values.

As you would expect, the Committee has revised its position over the course of this review process as it considered the information available to it. However, it has made no recommendation to the Board prior to its recommendation on 4 September.

The Committee has listened to the advice of the SFC in the context of recruiting a Finance and Resources Director at an appropriate level, who would be accountable to the Executive Director, and it was recognised

City of Glasgow College | 190 Cathedral Street | Glasgow G4 0RF | T: [redacted]

that this role would lead the strategic oversight of finance and resources across the Glasgow college region. The need to ensure a relevant differential between the two posts was a consideration addressed by the Committee and by the Board.

With regard to your comments about the public sector context, it is important to emphasise that the Scottish Government originally envisaged a larger staffing structure for the regional board with more senior executives. Through the implementation of a collaborative management structure, GCRB's actual staffing costs, taking account of the approved changes, are significantly less than originally envisaged.

The Scottish Government suggested that the Chief Officer of a regional board would operate at a level comparable to principal and be remunerated "at the lower end of current college principal salaries". The level of remuneration agreed by the Board for the Executive Director role is £35k less than independently recommended, is 40% less than the highest salary in the sector and is at the lower end of the scale for principals' salaries in Scotland's colleges. Indeed, I understand that it ranks fifth lowest. In comparison with the Glasgow colleges, it is at the lower end of the Depute Principal salary range.

I would also wish to stress that the Committee and the Board have considered carefully the reputational risks associated with senior executive remuneration decisions and is aware that, after years of pay restraint for most staff in the college sector, salary levels for senior staff are contentious. Having weighed the evidence and debated the matter thoroughly and maturely, it is the Board's view that the risks associated with failing to recruit and retain senior staff with the requisite skills and experience to fulfil the strategic and operational functions of GCRB outweigh the reputational risks inherent in setting senior executive salaries in the college sector.

I trust that this helps to clarify the basis for the Board's decision. I would, of course, be pleased to answer any questions you may have.

Kind regards

Yours sincerely

[redacted]  
Interim Chair  
Glasgow Colleges' Regional Board

**File 10**

**From:** [redacted]  
**Sent:** 13 September 2017 13:27  
**To:** [redacted]  
**Subject:** FW: Letter from [redacted], Interim GCRB Chair

[redacted]

For information.

[redacted]

**From:** [redacted]  
**Sent:** 13 September 2017 09:45  
**To:** [redacted]  
**Cc:** [redacted] ; [redacted]  
**Subject:** Letter from [redacted], Interim GCRB Chair

Dear [redacted]

Please find attached letter from [redacted], Interim GCRB Chair.

Kind Regards  
[redacted]

[redacted]  
Executive Assistant  
Glasgow Colleges' Regional Board

telephone: [redacted]  
email: [redacted]

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FILE 11



City of Glasgow College | 190 Cathedral Street | Glasgow G4 0RF | T: [REDACTED]

GS/WO/1718007

Wednesday 13 September 2017

[REDACTED]  
Interim Chief Executive  
Scottish Funding Council  
by e-mail

Dear [REDACTED]

I refer to the article which appeared in yesterday's Herald newspaper and the comments attributed to 'a spokesman' from the Scottish Funding Council.

In your letter to me of 1 September you advised that it was your view that the salary for the Executive Director proposed by the GCRB Nominations and Remuneration Committee was 'hard to justify'. Immediately following the GCRB Board meeting on 4 September, I wrote to you to explain the rationale for the Board's decision to accept the recommendations of its Nominations and Remuneration Committee and addressed the points raised in your letter. It is, therefore, deeply disappointing that the SFC chose to issue a statement to the press confirming your view on our decisions and, in effect, dismissing the points made in my letter, without having responded formally to me beforehand to explain why you reject the justification I provided for the Board's decision.

For the reasons set out in my letter, I believe the decision of the GCRB Board to be fully justified, and solely in the interests of improving college services in Glasgow, and I therefore disagree with your assessment.

I know we share the objective of building a constructive relationship between the GCRB Board and the SFC. Unfortunately, your decision to respond in the press as you did is unhelpful in this regard. That said, for my part, I do not intend to let this interfere with my commitment to work constructively with you and the SFC in the interests of ensuring the success of the Scottish Government's college regionalisation objectives for Glasgow and delivering the best possible college education for our students.

Yours sincerely

[REDACTED]

[REDACTED]  
Interim Chair  
Glasgow Colleges' Regional Board

**File 12**

**From:** Director of Advanced Learning and Science

**Sent:** 14 September 2017 22:56

**To:** Deputy First Minister and Cabinet Secretary for Education and Skills; Minister for Further Education, Higher Education and Science

**Cc:** [redacted]; [redacted]; Communications DFM & Education; News Desk; [redacted]; DG Education, Communities & Justice; [redacted]; [redacted]; [redacted]; [redacted]; Director of Advanced Learning and Science; [redacted]

**Subject:** IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

PO Colleagues

I've just had a long discussion with [redacted], interim Chair of GCRB.

He explained the Board's approach to diligence around the resourcing matter to ensure that the Board had the right resources to support its ambitions for the region; the rigour with which the Remuneration Committee and the Board had considered the matter; [redacted]. [redacted].

[redacted]

Many thanks,

[redacted]

[redacted] | **Director of Advanced Learning & Science | Scottish**

**Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU

[redacted] [@scotland.gsi.gov.uk](mailto:[redacted]@scotland.gsi.gov.uk) | [redacted]

**File 13**

**From:** Minister for Further Education, Higher Education and Science

**Sent:** Friday, 15 September 2017 10:02

**To:** Director of Advanced Learning and Science; Deputy First Minister and Cabinet Secretary for Education and Skills

**Cc:** [redacted]; [redacted]; Communications DFM & Education; News Desk; [redacted]; Minister for Further Education, Higher Education and Science; DG Education, Communities & Justice; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

[redacted]  
Thanks for your note below. [redacted].

[redacted]

In the meantime the Government's line must be strong and definitive – that the increase is unacceptable.

Kind regards,  
[redacted]

[redacted] | Deputy Private Secretary | Minister for Further Education, Higher Education and Science & Minister for Childcare and Early Years | Scottish Government | St Andrew's House | Edinburgh | EH1 3DG

**File 14**

**From:** Director of Advanced Learning and Science

**Sent:** 15 September 2017 10:35

**To:** Minister for Further Education, Higher Education and Science; Deputy First Minister and Cabinet Secretary for Education and Skills

**Cc:** [redacted]; [redacted]; Communications DFM & Education; News Desk; [redacted]; Minister for Further Education, Higher Education and Science; DG Education, Communities & Justice; [redacted] [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Director of Advanced Learning and Science

**Subject:** Re: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

[redacted]

Many thanks for swift response.

I've discussed further with [redacted]. He is now prepared to confirm formally that the Board position has changed, following due consideration of the need to respect the parameters of PSPP and the expectation of a reduction in salaries of senior posts on recruitment. This means **no change** to the Ts and Cs of the current incumbent. [redacted]

[redacted] will write to me and SFC today to confirm this approach. [redacted]

[redacted]

Many thanks,

[redacted]

Sent from my BlackBerry 10 smartphone.

**File 15**

**From:** [redacted]  
**Sent:** 15 September 2017 12:36  
**To:** Director of Advanced Learning and Science  
**Cc:** [redacted]  
**Subject:** GCRB Staffing Structure

Dear [redacted]

Please find attached letter from [redacted], Interim GCRB Chair.

Regards  
[redacted]

[redacted]  
Executive Assistant  
Glasgow Colleges' Regional Board

telephone: [redacted]  
email: [redacted]

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FILE 16



City of Glasgow College | 190 Cathedral Street | Glasgow G4 0RF | T: [REDACTED]

GS/WO/1718008

Friday 15 September 2017

[REDACTED]  
Director of Advanced Learning and Science  
Scottish Government  
by e-mail

Dear [REDACTED]

In light of the questions raised and the views expressed at yesterday's session of the Parliament's Public Audit and Post-legislative Scrutiny Committee and our discussions, I have considered again the decisions made by the GCRB Board on its staffing structure, recognising the spirit of the parameters of public sector pay set by the Scottish Government.

Having done so, I have proposed to the Board that the salary of the revised Executive Director post we agreed to establish should take more fully into account the expectation of public sector pay policy that salaries of newly appointed Chief Executives are reduced by 10%. The salary level of this new post will therefore be reduced in line with this expectation, and as a result will be consistent with the existing terms and conditions of the current post holder.

We will, of course, now require to consider the implications of this for the new Director of Finance post and its salary level.

Yours sincerely

[REDACTED]

[REDACTED]  
Interim Chair  
Glasgow Colleges' Regional Board





[redacted] @scotland.gsi.gov.uk | [redacted]



gov.scot



I AM AN ALLY

**From:** [redacted] **On Behalf Of** Deputy First Minister and Cabinet Secretary for Education and Skills

**Sent:** 16 September 2017 10:17

**To:** [redacted]; Deputy First Minister and Cabinet Secretary for Education and Skills; Minister for Further Education, Higher Education and Science; [redacted]

**Cc:** [redacted]; Communications DFM & Education; News Desk; Minister for Further Education, Higher Education and Science; DG Education, Communities & Justice; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Director of Advanced Learning and Science; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

[redacted]

Many thanks for this letter which has now issued. Please find attached the signed copy for your records.

[redacted], [redacted] – this can now be shared.

[redacted]

Deputy PS/ Deputy First Minister and Cabinet Secretary for Education and Skills

Tel: [redacted] Mob: [redacted] e-mail: [redacted]@scotland.gsi.gov.uk

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**From:** [redacted]

**Sent:** 15 September 2017 14:37

**To:** Deputy First Minister and Cabinet Secretary for Education and Skills; Minister for Further Education, Higher Education and Science

**Cc:** [redacted]; Communications DFM & Education; News Desk; Minister for Further Education, Higher Education and Science; DG Education, Communities & Justice; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; Director of Advanced Learning and Science; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

PO

Please find attached a draft response to PAPLS Committee. I also attach for reference the letter from [redacted], Interim Chair GCRB to Scottish Government.

[redacted]

Kind regards,

[redacted]

[redacted]

College Policy Team | Colleges, Young Workforce & SFC Sponsorship | Advanced Learning & Science Directorate | The Scottish Government | 5 Atlantic Quay, 150 Broomielaw, Glasgow G2 8LU

[redacted]

#collegesforscotland

**From:** [redacted] **On Behalf Of** Deputy First Minister and Cabinet Secretary for Education and Skills  
**Sent:** 15 September 2017 13:41  
**To:** [redacted]; Director of Advanced Learning and Science; Minister for Further Education, Higher Education and Science; Deputy First Minister and Cabinet Secretary for Education and Skills  
**Cc:** [redacted]; Communications DFM & Education; News Desk; [redacted]; Minister for Further Education, Higher Education and Science; DG Education, Communities & [redacted]  
[redacted]; [redacted]; [redacted]; [redacted]; [redacted]  
**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

[redacted]

DFM is content with the approach but will obviously need to see the response and the lines.

Thanks

[redacted]  
[redacted]

Deputy PS/ Deputy First Minister and Cabinet Secretary for Education and Skills

Tel: [redacted] Mob: [redacted] e-mail: [redacted]@scotland.gsi.gov.uk

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**From:** [redacted]

**Sent:** 15 September 2017 12:53

**To:** Director of Advanced Learning and Science; Minister for Further Education, Higher Education and Science; Deputy First Minister and Cabinet Secretary for Education and Skills

**Cc:** [redacted]; Communications DFM & Education; News Desk; [redacted]; Minister for Further Education, Higher Education and Science; DG Education, Communities & Justice; [redacted]  
[redacted]; [redacted]; [redacted]; [redacted]; [redacted]

**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE - GCRB PROPOSITION

[redacted], [redacted],

[redacted]

Can you please confirm if DFM and Ms Somerville are content with this proposed handling?

Thanks,

[redacted]

[redacted] Communications Team Leader | Scottish Government | T: [redacted] M: [redacted]

[redacted]@gov.scot | [www.gov.scot](http://www.gov.scot)

FILE 18

Deputy First Minister and Cabinet Secretary for  
Education and Skills  
John Swinney MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

F/T: 0300 244 4000  
E: dfmcse@gov.scot

Ms Jackie Baillie MSP  
Acting Convenor  
Public Audit and Post-legislative Scrutiny Committee  
Room T 3,60  
The Scottish Parliament  
EDINBURGH  
EH99 1SP

(by email - [papls.committee@parliament.scot](mailto:papls.committee@parliament.scot))

15 September 2017

*Dear Jackie,*

Thank you for your letter dated 14 September regarding yesterday's Public Audit and Post-Legislative Scrutiny Committee (PAPLSC), where you considered the Auditor General's report 'Scotland's Colleges 2017' and where there was significant focus on the recent decision by Glasgow Colleges Regional Board (GCRB) on senior salaries.

This level of salary increase is indeed unacceptable, particularly in the current climate of challenging public sector finances. I expect all publicly funded institutions to ensure they operate with maximum efficiency and effectiveness.

I am pleased to be able to inform you that my officials have subsequently been in close discussion with the Interim Chair of GCRB and the SFC. We have today been advised by the Interim Chair that he has re-considered the decision made by the Board, taking account of the views of PAPLSC members and recognising the expectations of the Scottish Government that those funded from the public purse should operate within the spirit of the principles of the Public Sector Pay Policy. He has confirmed that there will be no change to the existing terms and conditions of the current post-holder. The salary, therefore, remains in line with the previous level of remuneration for this post.

I am pleased that the GCRB has recognised the legitimate concerns of the Scottish Parliament and Scottish Ministers and welcome the swift and constructive engagement of the GCRB to enable a swift resolution to be reached.

*Yours,  
JS*

JOHN SWINNEY

**File 19**

**From:** [redacted]  
**Sent:** 16 September 2017 14:51  
**To:** Director of Advanced Learning and Science  
**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE

Thanks [redacted]

Regards

[redacted]

**From:** [redacted] @gov.scot [mailto: [redacted] @gov.scot]  
**Sent:** 16 September 2017 14:10  
**To:** [redacted]  
**Cc:** [redacted] @gov.scot  
**Subject:** RE: IMMEDIATE - OFFICIAL SENSITIVE

[redacted]

For completeness (you may already have seen) – here are the lines which the SFC plans to issue:

[redacted]

[redacted]

[redacted] | **Director of Advanced Learning & Science | Scottish Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU

[redacted] @scotland.gsi.gov.uk | [redacted]



**gov.scot**



**I AM AN ALLY**

**From:** [redacted]  
**Sent:** 16 September 2017 12:34  
**To:** Director of Advanced Learning and Science  
**Subject:** Re: IMMEDIATE - OFFICIAL SENSITIVE

Hi [redacted]

Thanks for passing this on. If asked for comment I intend to do so along the following lines:

[redacted]

Regards  
[redacted]

Sent from my iPhone

On 16 Sep 2017, at 12:14, "[redacted]@gov.scot" <[redacted]@gov.scot> wrote:

[redacted]

Here is the SG letter, just issued to PAPSLC. [redacted]

Thanks again for your support on this.

Have a great holiday when it comes.

All best,

[redacted]

[redacted] | **Director of Advanced Learning & Science | Scottish Government**

5 Atlantic Quay | Broomielaw | Glasgow | G2 8LU  
[redacted]@scotland.gsi.gov.uk | [redacted]  
<image001.png> <image002.png>

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**File 20**

**From:** [redacted]  
**Sent:** 27 September 2017 11:15  
**To:** [redacted]; Director of Advanced Learning and Science; [redacted] [redacted]  
**Subject:** RE: Quick call?

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Deputy Director | Colleges, Young Workforce and SFC Sponsorship Division | Directorate for  
Advanced Learning & Science | The Scottish Government, 5 Atlantic Quay, 150 Broomielaw, Glasgow  
G2 8LU

Phone: [redacted]  
Blackberry: [redacted]  
Mobile: [redacted]  
Email: [redacted]@gov.scot

P.a. [redacted]: [redacted]

**From:** [redacted]  
**Sent:** 27 September 2017 10:57  
**To:** Director of Advanced Learning and Science; [redacted] [redacted]  
**Subject:** RE: Quick call?

[redacted]

**From:** Director of Advanced Learning and Science  
**Sent:** 27 September 2017 10:53  
**To:** [redacted] [redacted]  
**Cc:** Director of Advanced Learning and Science; [redacted]  
**Subject:** Fw: Quick call?

Both  
Are you aware of issues relating to these matters?

Thanks

[redacted]

Sent from my BlackBerry 10 smartphone.