

FINANCE AND RESOURCES COMMITTEE

Wednesday 25 November 2020

FINANCE AND RESOURCES COMMITTEE

A meeting of the Finance and Resources Committee will be held on Wednesday 25 November 2020 at 4.30 pm.

The meeting will be held remotely due to Covid-19 restrictions.

A G E N D A

- | | | | | | |
|--------------|--------------------------|--|--|--|----------|
| 20.51 | Welcome and Apologies | | | | D Newall |
| 20.52 | Declarations of Interest | | | | D Newall |

Minutes of Previous Meeting

- | | | | | | |
|--------------|--|---|---|--|----------|
| 20.53 | Minutes of the Finance and Resources Committee of 7 October 2020 | P | D | | D Newall |
| 20.54 | Matters Arising Action Grid | P | D | | D Newall |

Items for Discussion

- | | | | | | |
|--------------|---|---|----|--|-------------|
| 20.55 | Draft Financial Statements for year ended 31 July 2020 | P | ND | | T Elliott |
| 20.56 | Financial Report year to October 20 and Forecast to July 2021 | P | ND | | T Elliott |
| 20.57 | Capital Expenditure & Masterplan Update | P | D | | J Thomson |
| 20.58 | Commercial & External Funding Update | P | ND | | D McDougall |
| 20.59 | Estates Update | P | ND | | J Thomson |
| 20.60 | Tuition Fee Update | V | ND | | T Elliott |
| 20.61 | College Financial Regulations | P | ND | | T Elliott |

Items for Noting

- | | | | | | |
|--------------|---|---|----|--|-----------|
| 20.62 | Procurement Update | P | ND | | T Elliott |
| 20.63 | Glasgow Clyde Education Foundation update | P | D | | J Thomson |
| 20.64 | College Strategic Risk Register – Financial Risks | P | D | | J Thomson |
| 20.65 | Any Other Business | | | | D Newall |

Date of next meeting Wednesday 24 March 2021 at 4.30pm

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	25 November 2020
Paper Title	Capital Expenditure Update against Masterplan
Agenda Item	20.57
Paper Number	20.57A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

- 1.1 This report provides an update on capital expenditure for the period from 1 April 2020 to mid November 2020 against the approved capital plan for the College.

2 RECOMMENDATIONS

- 2.1 The Finance and Resources Committee is asked to discuss the capital expenditure report against plan.

3 BACKGROUND

- 3.1 The Scottish Funding Council (SFC) provides capital funding to GCRB who then allocate it to the Glasgow Colleges and this funding is provided on a fiscal year basis, i.e. April to March.
- 3.2 The Glasgow Regional capital funding allocation for Glasgow Clyde College in 2019/20 was £1.65Million, being £630k for life cycle maintenance and £1.023Million for very high priority estates maintenance. The life cycle maintenance allocation element is utilised within the College's revenue budget for premises related expenditure.
- 3.2 The SFC/GCRB funding for very high priority estates maintenance for 2019/20 was allocated to fund five projects. These were Chiller Plant and Air Handling Units replacement, Disabled Access Lifts and Flat Roof and Lighting replacements all at the Cardonald campus, plus the replacement of the boiler plant at the Mary Stuart building at the Langside campus. Some of this allocation was carried forward to complete works in 2020/21 following the

COVID virus and College closure and these are included on the attached capital expenditure update against plan.

- 3.3 For 2020/21, the initial SFC/GCRB funding for estates maintenance to Glasgow Clyde College was £2.88Million which was £945k for life cycle maintenance and £1.94Million for very high priority estates maintenance. The very high priority estates maintenance funds have been allocated to six project areas as shown on the attached capital masterplan (on priority lines 2 to 7 of the report). These are Lighting Replacement phase 2 at Cardonald, External Drainage & Lightning Protection at Cardonald, Mary Stuart Building Lighting & Fire Intruder Alarm Replacement, College Building Management System Replacement/ Upgrade, Anniesland Heating & Ventilation Works, and Floorcoverings Replacement. The appointed design team are progressing the tenders for these works.
- 3.4 There was a further capital allocation from SFC/GCRB for 2020/21 which was an economic recovery funding allocation and Glasgow Clyde College got additional funding from this of £599k of which £403k was high priority maintenance in the allocation. This is proposed to be used towards funding Student Space refurbishment works at Anniesland or other priority maintenance works. A tender for this work has been issued.
- 3.5 The capital expenditure from 1 April 2020 to mid November 2020 against capital plan is attached, which shows expenditure against the plan as approved at the October Board of Management meeting.

4 RISK ANALYSIS

- 4.1 There is a risk that if the capital masterplan is not achieved then the correct level of investment is not made to maintain a suitable educational experience for the students of Glasgow Clyde College.

5 LEGAL IMPLICATIONS

- 5.1 There are no specific legal implications associated with this capital expenditure update.

6 FINANCIAL IMPLICATIONS

- 6.1 The financial values of each of the capital masterplan project are highlighted within the report.

7 REGIONAL OUTCOME AGREEMENT IMPLICATIONS

7.1 The Regional Outcome Agreement implications are that each of the Colleges in Glasgow needs to have a suitable, fit-for-purpose estate and this is emphasised in discussion on any related funding allocations.

8 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

8.1 Not applicable.

Glasgow Clyde College
Capital Masterplan Update as at 17th November 2020

Paper 20.44A

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan c/fwd as approved at October Board of Management	2020/21 Capital Projects Plan as approved at October Board of Management
19/20 project c/fwd	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding 19/20	£247,000	£200,000
19/20 project c/fwd	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£69,000	£64,000
19/20 project c/fwd	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£96,000	£42,000
19/20 project c/fwd	Replacement of boiler plant at Mary Stuart /Litehouse at Langside and replacement of some lighting at the Cardonald campus	SFC/GCRB very high priority works capital funding allocation 19/20	£45,000	£260,000
last stage project c/fwd	Cardonald Campus Lifts project final stages	Foundation Approved	£116,000	£34,000
1	Cardonald Lighting Replacement - Phase 2	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£500,000
2	Cardonald External Drainage & Lightning Protection	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£175,000
3	Mary Stuart Building Lighting & Fire Intruder Alarm Replacement	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£260,000
4	College Building Management System Replacement/Upgrade	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000
5	Anniesland Heating & Ventilation Works	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000
6	Floorcoverings - range of replacements in each of the three campuses	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£717,000
7	Student Space Project at Anniesland.	Economic Recovery SFC/GCRB Priority Maintenance 2020/21	N/A	£403,000
19/20 project c/fwd	Capital maintenance for works 2019/20 - Main project is Science Lab Upgrade at Langside to improve disabled access	Foundation funded of £250k agreed for 19/20 and c/fwd to 20/21.	£44,000	£206,000
Current projects shown in lines above	Condition Survey Estimates of Works. Actual for 19/20 and plan for 20/21 shown above as specific projects. Future years will be dependent on funding.	Future years funding as available.	N/A	N/A
	Capital Masterplan projects total		£617,000	£3,151,000

Total 2 year Capital Projects plan 19/20 c/fwd and 20/21	2020/21 Capital Expenditure April 2020 to November 2020	Comments
£447,000	£182,481	Chiller plant and AHU across Cardonald campus Tower building. Works were due to be completed by end March 2020 however had to be stopped due to College closure as a result of COVID 19. This project is now almost completed with some commissioning works remaining.
£133,000	£49,679	Three disabled access lifts in the Tower building and Business Centre at Cardonald being replaced. Two of the three lifts were to be completed by end March with the third completing in April. These had some delays due to College closure as a result of COVID 19 virus. This project is now completed.
£138,000	£4,548	Replacement of the one remaining flat roof area at Cardonald as high priority estates project. These works were affected by poor weather in Jan/Feb & COVID. Small c/fwd to 2020/21. This project is now completed.
£305,000	£132,172	Two projects from 19/20 estates high priority maintenance SFC/GCRB funding allocation. Tender requested completion by end March. Carried forward due to College closure as a result of COVID 19 virus closure. These projects are now completed.
£150,000	£0	Funding approved from Foundation for total three part large scale plant upgrade project. Main lifts replacement progressed from May 2017 and concluded August 2018. Phase 1 of heating and ventilation, and mechanical and electrical services completed in summer 2017. Final stage option being reviewed for some lift lobby artworks.
£500,000	£92,850	Second phase of lighting replacement at the Cardonald campus. The replacements are modern more efficient lighting and will result in lower utilities costs and lower maintenance costs.
£175,000	£0	The external drainage and lightning protection equipment at the Cardonald campus are in need of replacement/upgrading.
£260,000	£0	The lighting and the fire intruder alarm system at the Mary Stuart Building in the Langside campus needs replacement/upgrading.
£145,000	£0	The College Building Management System (BMS) controls the settings of all the associated estates equipment across the College and has a major impact on the efficiency of the operation of all of these. The BMS needs upgraded/replacement to enable greater use to be made of its potential benefits for the College.
£145,000	£0	There are a couple of areas within the Anniesland campus where the heating and ventilation has been causing some issues. This project is to investigate these areas further and enable any potential necessary works.
£717,000	£0	There are many areas of floorcovering across the College which need to be replaced and this proposed project would complete as many of these replacements as the funding would allow. The total condition survey estimate for floorcoverings was much higher than the £717k figure shown.
£403,000	£0	Limited student space at Anniesland campus compared to the other two campuses. Design in place and supported by GCCSA. Tender issued.
£250,000	£0	Funding of £250k approved for thLifecycle maintenance works. Projects being undertaken on a prioritised basis as per specific lines in this plan. Any future works would have to be part of SFC/GCRB high priority maintenance. Funding of £250k approved by GCEF. Any further works would have to be subject to a future bid.
N/A	£0	Figures from approved plan with projects for 2019/20 and 2020/21 shown as separate lines above. Future years projects will be taken forward on a prioritised basis which would be progressed based on affordability and available funding.
£3,768,000	£461,730	

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	25 November 2020
Paper Title	Estates Update
Agenda Item	20.59
Paper Number	20.59
Responsible Officer	Janet Thomson, Vice-Principal: Resources & College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College.

2 RECOMMENDATION

- 2.1 Committee Members are invited to discuss this paper.

3 CURRENT PROJECTS

- 3.1 The College's major Capital works are based on the College Estates Capital Masterplan, the College Estates Condition Survey of all the College buildings (as completed in 2014), plus College plans in discussion with the Faculties and Units on any emerging needs.
- 3.2 There were five main projects being progressed during 2019/20 as reported to previous Committee meetings, which were all related to estates high priority backlog maintenance works projects. These were the replacement of chillers and air handling units, disabled access lifts and flat roof replacement all at the Cardonald campus, plus the replacement of the boiler plant for the Mary Stuart and Litehouse building at the Langside campus, and some lighting replacement at the Cardonald campus.
- 3.3 The conclusion of all of the five high priority projects for 2019/20 had to be put on hold as the College closed due to lockdown in March as a result of the COVID 19 virus. The projects were recommenced when it was possible to do so again in June 2020, and four of them are now complete with the final one of the chillers and air handling units almost complete and at the commissioning stage.

3.4 For 2020/21 the College has £2.88M of initial capital allocation from SFC/GCRB which is £945k of lifecycle maintenance and £1.94M of high priority maintenance. There are six Estates projects which the College have agreed under the heading of this high priority maintenance allocation which are as below with the outline estimates for each project shown :-

- Cardonald Lighting Replacement Phase 2 £500k;
- External Drainage & Lightning Protection at Cardonald £175k;
- Mary Stuart Building Lighting & Fire Intruder Alarm Replacement £260k;
- College Building Management System Replacement/ Upgrade £145k;
- Anniesland Heating & Ventilation Works £145k; and
- Floorcoverings Replacement £717k (the total figure for replacements is higher than this based on the original condition survey and could be increased/decreased if other projects estimates change).

A design team is taking forward the design and tenders for these six projects.

3.5 There was also an additional SFC/GCRB capital allocation this year to support economic recovery. The College received £403k of this funding for high priority maintenance and £196k for lifecycle maintenance. This is planned for use on the refurbishment of the Student Space at Anniesland and a tender has been issued.

3.6 All of the 2020/21 SFC/GCRB funded projects allocations are due to be expended by the end of March 2021.

4 COVID 19 VIRUS IMPACTS ON ESTATES

4.1 As indicated above the COVID 19 Virus had an impact on the College's 2019/20 Estates projects with work on these projects halted during lockdown and it took some time to mobilise again once contractors were allowed back on campus. There is also a tight timescale to complete the 2020/21 projects which is dependent on construction being able to continue through the forthcoming period.

4.2 During lockdown there were very few College staff on site however the Estates Team had to attend as required to enable essential maintenance to continue.

4.3 As part of the College planning for reopening in August the Estates Team

worked very closely with the Health and Safety Team on any matters including risk assessments and on following national guidelines for the reopening of the College buildings. This involved a great deal of work to and quite a lot of expenditure to prepare the campuses for reopening.

- 4.4 The campus team and the cleaning team within Estates continue to be on site all week to ensure the buildings are available for access and are operated with the planned cleaning environment.
- 4.5 The catering team at the Cardonald campus are also within the College Estates Department. The College has limited staff and student footfall on campus at the moment, and the Cardonald catering staff have been on furlough for most of the period since March 2020. There is a new rota arrangement now in place under the extended furlough scheme.
- 4.6 In terms of vending across the College there were already arrangements in place prior to March 2020 to replace the vending machines at the Cardonald campus to more modern machines which are contactless. This was concluded and they were installed in September 2020. A tender was later undertaken to replace the vending machines at the Anniesland and Langside campuses following the removal of the previous machines by the catering provider and this has now been completed.

7 RISK ANALYSIS

- 7.1 There is a risk that if the estates planned works are not progressed annually then the College estate will not be fit-for-purpose.

8 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 8.1 There are no legal implications from this paper and the capital financial implications are captured above and in the College capital masterplan. There have been additional financial implications from the COVID 16 virus situation with a lot of additional equipment needed to be purchased for reopening.

9 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

- 9.1 N/A.

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	25 November 2020
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	20.63
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

- 1.1 The purpose of this report is to provide an update on the activity of the Glasgow Clyde Education Foundation since last reported to the Committee.

2 RECOMMENDATION

- 2.1 Members are invited to **NOTE** this paper.

3 BACKGROUND

- 3.1 The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College.
- 3.2 Glasgow Clyde Education Foundation's charitable objectives as listed on OSCR are as follows:-

through grant giving (with a view that the organisation will grow its own funds to generate additional income for its beneficiaries) to enhance the learning experience for students, potential students and the communities (including by supporting (financially and otherwise) community and not for profit groups and organisations operating within the communities) served by Glasgow Clyde College (a registered Scottish charity, SC021182). In furtherance of its charitable purposes, the organisation will support (a) the delivery of improved teaching accommodation, facilities, infrastructure and/or equipment; (b) the development of teaching and curriculum resources and opportunities; and (c) staff development for the staff of the Glasgow Clyde College to assist and develop the student learning experience

- 3.3 A sum of £15M was transferred to the Foundation from the College in two sums between end of March 2014 and March 2015, which was the College cash backed reserves at the time and a later donation. There have been no

further donations since that time. The Foundation had over £5Million remaining after allowing for all previously approved bids to the middle of November.

- 3.4 The College submitted a substantial funding bid to the Foundation at their most recent meeting on 17 November 2020 seeking their support for a College Financial Sustainability Funding bid. This bid was for up to £1.8Million in 2020/21 and for up to £500k in 2021/22. Following full discussion on the bid with the Trustees the bid was approved. These funds have been requested to provide match funding to create a financial bridge for the College to enable it to sustain as far as possible a range of key services for students and some developmental services in the short to medium term to achieve a financially sustainable future. Without this funding there would be an unacceptable reduction in services for students, adversely affecting their learning experience. There would also be a reduction in resources for staff development and support at a time when staff need to acquire new skills and adapt to new ways of working. During the period of these funds the College will be adapting and changing to modernise its structures to best meet the future needs of students including reviewing service delivery of student service related areas, more interactive services for students, and process and systems improvements to deliver business transformation for a future more digitally based College environment. This will be a challenging period however with this financial sustainability funding from GCEF the College has a key building block in place to achieve its three-year financial plan and future financial sustainability.
- 3.5 The above funding is in addition to other successful bids during 2019 and 2020. At its August 2020 meeting the Foundation approved a revenue bid for £350k for 2020/21 to provide funding for the need to purchase additional equipment, materials and other costs to meet the exceptional circumstances of the 2020/21 academic year in a COVID secure related teaching environment. This is in addition to previously agreed bids in 2019/20 for a) Staff Development, Leadership Framework and Core Values, b) Commercial Investment and c) ICT equipment. The total value of these two projects is £302k for the Staff Development, Leadership Framework and Core Values bid, and £745k for the commercial investment/recovery plan. For the ICT equipment the value is £396k in year 1, and then £241k in each of the two years after that, plus £28k investment in ESports equipment. The phasings of some of the expenditure on the projects a) and b) has been impacted by the COVID 19 virus and College closure, and adjusted phasings will be implemented through the GCEF claims process.
- 3.6 Also, GCEF approved £100k of an emergency fund to be used to supply ICT equipment to students who did not have access to the necessary equipment to receive on-line support for teaching and learning following the College closure due to COVID and the new methods being used by teaching staff.

This provided a vital resource for a significant number of students and was much appreciated by those who were able to benefit from it.

4 RISK ANALYSIS

- 4.1 There are no specific risk implications associated with this paper.

5 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 5.1 GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications related to this paper are the funding of these agreed projects, which is important for the future financial plans for the College.

6 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT? N/A

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	25 November 2020
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	20.64
Paper Number	20.64A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

- 1.1 This report considers the Financial Risk areas within the College's Strategic Risk Register which is updated regularly and reported to the Board of Management on a quarterly basis.

2 RECOMMENDATION

- 2.1 Committee Members are invited to note this paper.

3 BACKGROUND

- 3.1 The College's Strategic Risk Register as at 16th November is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.
- 3.2 The changes since last reported to the Board in October are highlighted in red.
- 3.3 Of the fifteen risks on the College Strategic Risk Register five of them are financial risks which are shown on the first page of the Register and are risks F1 to F5. Four of these are scoring as high risk after mitigating actions which are Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income, Failure to reduce College cost base on managed basis to meet requirements of the three year financial forecast, Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF), Failure to be able to fund the proposed VS scheme. The College is monitoring each of these risks on an ongoing basis and taking all relevant actions to help to mitigate them as far as possible.

4 RISK ANALYSIS

- 4.1 The College Strategic Risk Register is a key part of the College's risk management framework.

5 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 5.1 The College is required to have a risk register as part of the Financial Memorandum and the financial implications are detailed within the financial risks section of the College Strategic Risk Register.

6 Has An Equality Impact Assessment been carried out?

- 6.1 N/A

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee	as at 16th November 2020							
Score Before Mitigating Actions								Score After Mitigating Actions								
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change	
Financial Risks																
F1	Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income	Financial / COVID impacts	Theme 2 and 5 - Partner of Choice and Financial Resilience through Operational Excellence	Assistant Principal International and Business Development	5	5	25	i) Previous ambitious commercial income/surplus growth plan now in recovery plan stage for 2020/21 and to rebuild for future years by each sector area based on medium and long term impacts following COVID 19 virus. ii) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC activity and future replacement activity will be identified as far as can be estimated however significant impacts likely through 2020/21 at least. iii) Pipeline of activity being re-established as much as possible based on on line or on site delivery iv) FWDF key element of total activity and expected to increasing based on recent funding announcements v) Greater use of digital marketing to promote course areas as effectively as possible vi) Costing templates completed for all commercial activity. Further monitoring in year staff costs transfers of permanent staff costs ongoing. vii) Increased engagement and marketing effort post COVID to try to maintain as much of business as possible and to open and grow new income streams e.g. for retraining. viii) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. ix) Review and develop market opportunities through business development strategy and growing new markets. x) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum. xi) Continued work with key partners to ensure successful projects delivered and funding maintained as much as possible.	5	5	25	F1	Short	25	No change	
F2	Failure to reduce College cost base on managed basis to meet requirements of the three year financial forecast	Financial/ Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	5	5	25	i) Financial plan prepared which shows required cost reductions based on anticipated income reductions due to COVID impacts. ii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible. VS Reductions and academic management restructure now being implemented to later timescales. iii) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) Plan had first staff area change from October 2019 and through use of current VS scheme and variation to scheme with required agreement with GCRB and SFC. v) Application to GCEF for additional funding support from November 2020. vi) Discussion on future potential changes being taken forward including academic management restructure. vii) Zero based budgeting for 19/20 onwards for non-staff costs.	4	5	20	F2	Medium	20	No change	
F3	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	Financial/ Organisational/ COVID impacts	Theme 2 and 3 - Partner of choice and Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	5	4	20	i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, and improved retention of students. ii) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance iii) Focused support for students to deliver student experience and to ensure stated teaching activity targets are met. iv) Closely monitor tuition fees income to assess potential post COVID impacts on income v) Work closely with relevant partners to ensure programmes implemented as planned vi) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved however now has COVID impacts due to shutdown . vii) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts on ongoing basis.	4	4	16	F3	Short	16	No change	
F4	Failure to be able to fund the proposed VS scheme	Financial/ Organisational	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	i) Financial plan prepared and FFR which show recovery after VS scheme and financial sustainability plan implemented ii) Discussions within Glasgow Colleges Regional Board iii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible iv) If VS scheme not able to be achieved will have to move to compulsory redundancy action v) Ensure stated teaching activity targets are met re SFC requirements.	3	5	15	F4	Medium	15	No change	
F5	Adverse Funding changes in 2020/21(SFC/SDS/ESF)	Financial / COVID Impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	i) Financial plans developed by College Senior Leadership and monitored within framework of available activity through Glasgow Regional funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis. Portfolio for 2020/21 being monitored with on line activity where possible. ii) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. SFC funding allocation for 2020/21 confirmed. iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources. Closely monitor ESF delivery levels and suitable record keeping. iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Glasgow Clyde Education Foundation v) College working to achieve Flexible Workforce Development Fund target levels however this was impacted by COVID 19 arrangements and number of the related areas now moved to on line delivery.	3	4	12	F5	Short	12	No change	

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee	as at 16th November 2020								
Score Before Mitigating Actions								Score After Mitigating Actions									
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change		
Organisational Risks																	
O1	Failure of College operational processes/ systems /ICT infrastructure including risk of cyber attack or fraud	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Vice Principal- Curriculum & External Relations		4	5	20 i) Monitoring systems in place across College and feedback from relevant staff. Any issues addressed as necessary and action taken. Need to ensure key systems not impacted by financially challenging budget in 2019/20. Many systems cloud based and using remote desktop for staff to access files while home working. Delivered laptops and wireless devices to staff and students who need them during shutdown period. ii) Business system improvement process in place iii) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. iv) Virtualisation infrastructure which improves server resilience with two main data centres at different campuses. v) Member of JISC Information Security service which provides support to secure against cyber attack and regular ICT network penetration testing undertaken. vi) ICT backup procedures and Disaster Recovery planning. Penetration testing exercise-completed. Cyber essentials plus status achieved. vii) Web filtering technology in place and uninterruptable power supply in place. viii) Fraud response plan in place		4	4	16	O1	Medium	16	No Change	
O2	Failure in any area of College data management processes	Organisational/ Reputational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Vice Principal- Curriculum & External Relations		4	5	20 i) Ongoing monitoring by ICT of any potential systems being targeted ii) ICT backup procedures and Disaster Recovery planning iii) Data protection officer in place who has set up processes for the College for any potential data breaches. iv) Document retention scheme in place for all key record types v) Member of JISC Information Security service which provides information on data management and any sectoral updates. vi) ICT backup procedures and Disaster Recovery planning. Penetration testing exercise completed. Cyber essentials plus status achieved. vii) Web filtering technology in place viii) Homeworking guidance in place for staff		4	4	16	O2	Medium	16	No change	
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	Organisational/ Financial/ COVID impacts	Theme 1 & 3 - Inspirational Learning & Teaching & Unvalued Student Experience	Vice Principal - Curriculum & External Relations		5	5	25 i) Monitor of teaching KPIs across all subject areas and action taken to address areas of concern. ii) Quality mechanisms undertaken through annual cycle including self evaluation and internal and external verification processes. Lots of activity has been undertaken by quality with course-teams on new arrangements for assessment during College closure- iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service during year and follow up on any issues. College staff training programme and E learning team support staff in new blended learning needs and updating course materials. iv) Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues v) Deployment of digital resources to areas of need to assist in delivering blended learning approaches as well as the enhanced use of the VLE vi) Development of classroom observation protocol as intimated in national bargaining vii) Make efficiencies in business processes to deliver quality of services viii) Monitor feedback from student focus groups on student experience ix) Enhance the monitoring of a range of KPI data on an ongoing basis to quickly identify any emerging negative trends in student performance.		4	4	16	O3	Medium	16	No change	
O4	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Theme 4 - Employer of Choice	Principal/ Assistant Principal HR		4	5	20 i) Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications. ii) Regular direct communication with staff e.g. staff briefings, focus groups. iii) COVID 19 related communication sent regularly to all staff from the Principal and union involvement in risk assessment discussions iv) Representation made through Employers Association Group, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. v) Emphasis being made nationally on imperative of financial sustainability and affordability issues particularly given increased staffing costs and challenges of the Glasgow Regional context. vi) Discussion with unions on impact on College financial sustainability and organisational impacts. vii) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action. viii) Ensure transparency of consultation process to maximise opportunities for enhanced communications with Trade Unions		3	5	15	O4	Short	15	No change. Academic management structure timing delayed except for VS leavers.	
O5	High Impact Disaster for College e.g. fire, long term power loss	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development		3	5	15 i) Health and safety risk assessments in place and required testing and audits completed on an annual cycle ii) Business Continuity Plan for College in place. iii) Estates condition survey completed and prioritising projects through estates based on affordability. iv) Business interruption insurance in place however under COVID will need to assess claim-options.		3	4	12	O5	Medium	12	No change	

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS							Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee	as at 16th November 2020							
Score Before Mitigating Actions							Score After Mitigating Actions								
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
O6	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Theme 1 & 5 - Inspirational Learning & Teaching& Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development	4	4	16	i) Capital masterplan in place and related to estates condition survey which highlighte required investment to maintain College estate . Funding for very high priority items allocated by GCRB to College although there are logistical issues in spending the funds within the timeframe . ii) Work with GCRB and SFC to ensure fully informed of estates requirements. iii) Estates Strategy Review completed iv) Need to plan within very tight resources due to financially challenging budget and items will be rephased as required. v) Plans being worked on for use of the estates high priority maintenance funding vi) Monitor use of College estate as result of COVID impacts and updated cleaning regime in place.	3	3	9	O6	Long	g	No change
O7	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Theme 1 & 4 - Inspirational Learning & Teaching & Employer of Choice	Assistant Principal HR	3	5	15	i) Recruitment and retention of staff for a few skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps vi) Managers work with their staff to consider any enhancements to skillsets and access to training e.g. webinars. General risk across staff in new levels of home working. vi) Need to manage to retain appropriate staff through challenge of restructures	2	4	8	O7	Medium	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee	as at 16th November 2020						
Score Before Mitigating Actions								Score After Mitigating Actions							
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
Governance Risks															
G1	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational/ COVID Impacts	Theme 2, 4 & 5 - Partner of choice, Employer of Choice, & Financial Resilience through Operational Excellence	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Legislation and associated related guidance. ii) Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. College ensure full knowledge and implementation of legislative, regulatory and guidance requirements including requirements of Financial Memorandum with GCRB. iii) Close involvement in ongoing discussions on COVID 19 implications with SFC and representative forums to contribute towards sector input to seek support for current and future resultant challenges iv) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls v) Ensure Board have appropriate training on key guidance and legislation and take proactive role in ensuring meet all requirements. vi) Modern Slavery statement in place vii) Quality audit process in place and new-DELTA project delivering greater levels of blended learning with staff viii) Seek legal advice as required. ix) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	3	4	12	G1	Medium	12	No change
G2	Failure to comply with Health and Safety and Safeguarding requirements	Organisational/ COVID Impacts	Theme 1 & 5 - Inspirational Learning & Teaching& Financial Resilience through Operational Excellence	Assistant Principal HR	3	5	15	i) Glasgow Clyde College Health and Safety and Safeguarding Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. ii) Safeguarding officers and safeguarding forum on each campus iii) Project Board and working groups ongoing for post-COVID related operating arrangements discussed at SLT iv) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed v) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements vi) Full review of Health and Safety Policy and Procedures being undertaken	3	4	12	G2	Short	12	No change
G3	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Theme 1, 2, 3, 4 & 5 - inspirational Learning & Teaching, Partner of Choice, Unrivalled Student Experience, Employer of Choice, & Financial Resilience through Operational Excellence	Clerk to the Board	3	4	12	i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Succession planning taking place with the Nominations Committee considering future vacancies well in advance. ii) Annual self assessment for Board members and training provided as required. iii) Board effectiveness review completed and being updated iv) Induction provided for all new Board members. v) Ensure Board undertake an ongoing programme of training to meet CPD needs. vi) Board member handbook in place and an annual review/update to be undertaken.	2	3	6	G3	Medium	6	No change