



# **FINANCE AND RESOURCES COMMITTEE**

**Wednesday 30 November 2022 at 4.30pm  
via Teams**

## **FINANCE AND RESOURCES COMMITTEE**

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A meeting of the Finance and Resources Committee will be held on Wednesday 30 November 2022 at 4.30 pm via teams

### **A G E N D A**

<b>22.52</b>	Welcome and Apologies				D Newall
<b>22.53</b>	Declarations of Interest				D Newall

#### **Minutes of Previous Meeting**

<b>22.54</b>	Minutes of the Finance and Resources Committee of 5 October 2022	P	D		D Newall
<b>22.55</b>	Matters Arising Action Grid	P	D		D Newall

#### **Items for Discussion**

<b>22.56</b>	Draft Financial Statements for year ended 31 July 2022	P	ND		T Elliott
<b>22.57</b>	Financial Report to October 22 and Forecast to July 2023	P	ND		T Elliott
<b>22.58</b>	Savings Plan Report – Staff and Non-Staff Costs	P	ND		J Thomson
<b>22.59</b>	Capital Expenditure, Estates & Masterplan Update	P	D		J Thomson
<b>22.60</b>	Commercial & External Funding Update	P	ND		D McDougall
<b>22.61</b>	Key Performance Indicators	P	ND		J Thomson
<b>22.62</b>	Tuition Fee Update	P	ND		T Elliott

#### **Items for Noting/ Formal Approval\***

<b>22.63</b>	Procurement Update*	P	ND		T Elliott
<b>22.64</b>	Glasgow Clyde Education Foundation update	P	D		J Thomson
<b>22.65</b>	College Strategic Risk Register	P	D		J Thomson
<b>22.66</b>	Schedule of Work and Remit	P	D		K Mavor
<b>22.67</b>	Any Other Business				D Newall

Date of next meeting Wednesday 15 March 2023 at 4.30pm

## **FINANCE AND RESOURCES COMMITTEE**

Date of Meeting	30 November 2022
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda Item	22.59, 22.59A
Status	Disclosable

### **1. PURPOSE OF THE REPORT**

The purpose of this report is to provide a summary of the main current estates matters for Glasgow Clyde College as an update on the capital projects progress against plan for 2022/23 and 2023/24. The update on the capital projects plan for 2022/23 and 2023/24 is shown in the attached schedule.

### **2. ACTION FOR THE COMMITTEE**

- 2.1 Committee Members are invited to discuss this paper.

### **3. BRIEF BACKGROUND INFORMATION**

The College's major Capital works are based on the College Capital Masterplan, the College Estates Condition Survey information for all the College buildings, plus College plans for addressing emerging needs in discussion with Estates, and the Faculties and Units.

#### **3.1 COLLEGE CAPITAL PLAN FOR 2022/23 AND 2023/24**

- 3.1.1 The College's SFC/GCRB capital funding allocation for 2022/23 is £3.036M of capital allocation, which is split into £946k of lifecycle maintenance and £2.089M of high priority maintenance. The College's capital allocation for 2023/24 is not yet known and will not be until early 2023.
- 3.1.2 The College are working with Doig & Smith, the appointed project manager team to progress all but one of the projects in the capital plan for 2022/23. Doig and Smith were previously appointed for a two-year period following a tender process. The College's capital plan from 2022/23 onwards was prepared based on the College Estates Condition Survey, which was completed in 2021 for all the College buildings, and preparatory work already

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undertaken by Doig and Smith on a number of known urgent projects, combined with judgement and knowledge of projects which need to be prioritized to address emerging needs for the College. The plan as previously approved was based on past estimates which have now been further considered through detailed design stages.

- 3.1.3 The Condition Survey 2021 which was completed by the Oakleaf Group indicated £9.9M of estates works to be completed (with the breakdown being £3.2M at the Anniesland campus, £4.7M at the Cardonald campus, and £2.0M at the Langside campus) over the five-year period. These figures exclude VAT and professional fees hence the total figure based on the survey would be over £13M.
- 3.1.4 Following on from the above assessment there were twelve priority areas to be progressed within the College's capital plans and the capital masterplan for 2022/23. The plans for 2022/23 are being worked upon in partnership with Doig and Smith who have a team progressing them. Fortnightly progress discussions with the College are taking place. A number of the works have been tendered already and are due to commence shortly.
- 3.1.5 In addition, there are further projects for future years planned with outline timings at this stage and the identified works which need to be completed are shown in year 2 of the plan i.e. 2023/24. More work will be undertaken to further consider priorities for year 2 and beyond for the College's capital plan and this will be done with the Head of Estates, Facilities and Energy and in conjunction with Doig and Smith to build the plan for 2023/24 in costed detail early in 2023.
- 3.1.6 Each of the projects being managed by Doig and Smith in 2022/23 have all had updated costings completed recently and the new budget costs including VAT and professional fees are shown in the attached paper. The total capital masterplan figure as attached for 2022/23 is £2.135M which is just above the overall funding amount of £2.089M although is subject to timing of spend. It is also lower overall than the previous plan as several projects will now fully or partially be in 2023/24 due to logistics of completion.
- 3.1.7 There are two projects which have significant increased budget costs following review of scope and design by Doig and Smith and the rest of the appointed technical team and these are the Cardonald campus Lifts (project ref 2 in the attached) and the render repairs at the Anniesland campus (project ref 4). For both of these projects the original target budget cost was a very broad estimate and the scope has changed significantly since that time. The overall capital plan for 2022/23 is still around the total overall allocation level as some projects have had to be rephased into 2023/24 including the second phase of

these two higher cost projects.

- 3.1.8 In addition to the SFC/GCRB related capital projects for 2022/23 and 2023/24 there are two projects which are related to GCEF funding, and these are included at the bottom of the attached 2022/23 and 2023/24 masterplan summary. These two GCEF projects are the Cardonald Public Realm project which is largely now completed and the College Learning Spaces project which is £2.3Million in total and is intended to be progressed through 2022/23 to 2023/24 and summer of 2024 to be in phases during the period. An update on the progress on this project to date is included within the GCEF paper 22.64 later in the Committee agenda.
- 3.1.9 The updated capital plan for the College for 2022/23 and 2023/24 will be submitted to the Board of Management in December for approval.

#### **4. RISKS**

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

#### **5. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL/ FINANCIAL IMPLICATIONS/EQUALITY AND DIVERSITY**

- 5.1 There could possibly be legal implications from this paper in respect of the projects for the Cardonald campus lifts and the Anniesland render repair works relating to the issues with the previous works undertaken and a verbal update will be given at the meeting. The capital financial implications are captured above and in the College capital masterplan. Estates changes will take account of benefits to the student experience and any equality and diversity matters.

**Glasgow Clyde College**  
**Capital Masterplan 2022/23 - Expenditure against plan at 22nd November 22**

Project Ref	Project Description - Capital Projects	Project managed by	To be funded by	2022/23 Oct Board Approved Capital Projects Plan	2023/24 Oct Board Approved Capital Projects Plan	Oct Board Approved Two Year Capital Plan	2022/23 Updated Capital Projects Plan	2023/24 Updated Capital Projects Plan	Updated Two Year Capital Plan	Capital Expenditure August to 21st November	Remaining balance of project	Comments
1	Cardonald Campus Fire Alarms and Intruder Alarms Replacement	Doig & Smith	SFC/GCRB	£400,000		£400,000	£371,514		£371,514	£0	<b>£371,514</b>	High priority to progress this project. Current systems needing upgraded.
2	Cardonald Campus Lifts - Project design only in 22/23. Works will be in 23/24.	Doig & Smith	SFC/GCRB	£300,000		£300,000	£270,000	£480,000	£750,000	£0	<b>£750,000</b>	There are issues with the performance of the five main lifts at the Cardonald campus which service the ten storey Tower Building. This has a significant impact on building users, and remedial works are required to enable better control and reliability of lifts. Design being worked upon and tender to be issued within next month. Will be lengthy project to complete controllers and signalling works to all five lifts and will continue until Autumn 2023.
3	Cardonald Skills Centre Heating and Cooling	Doig & Smith	SFC/GCRB	£400,000		£400,000	£422,000		£422,000	£0	<b>£422,000</b>	Significant issues with Heating system in the Skills Centre have been experienced over a long term basis. Works commencing December.
4	Anniesland campus - Render repair works. Now including larger scale of works	Doig & Smith	SFC/GCRB	£200,000		£200,000	£505,000	£120,000	£625,000	£0	<b>£625,000</b>	Render repair works were in original plan. Now scoped to be much more substantial works required including window repairs. Full final scope for increased project now being prepared and updated technical report due by end November. The higher level of work will commence in 2022/23 and will have to continue into 2023/24.
5	Anniesland Water Ingress	Doig & Smith	SFC/GCRB	£80,000		£80,000	Included above in 4	Included above in 4	Included above in 4	N/A	<b>N/A</b>	There is water ingress at the southern elevation of the building which needs to be remedied. This is now included as part of the above project.
6	Anniesland external works re disabled/taxi pick up and drop off	Doig & Smith	SFC/GCRB	£40,000		£40,000		£40,000	£40,000	£0	<b>£40,000</b>	This is an issue particularly at the busy drop off and pick up times for mobility impaired students and for the traffic generated by the schools groups. A solution to the collection and drop off area is required.
7	Anniesland campus - Heating & Cooling in Library & Dance areas of the building (now combined with 8 below)	Doig & Smith	SFC/GCRB	£200,000		£200,000	£273,000		£273,000	£0	<b>£273,000</b>	There have been issues with the heating and cooling systems in the dance area and the library for a long time and the related chillers need replaced. Tender due for issue and works to be complete by March.
8	Anniesland campus - Chillers Replacement	Doig & Smith	SFC/GCRB	£100,000		£100,000	Included above in 7	Included above in 7	Included above in 7	N/A	<b>N/A</b>	The chillers are reaching end of useful life and need replaced. Part of the above project.
9	Anniesland external drainage works	Doig & Smith	SFC/GCRB	£100,000		£100,000	£100,000		£100,000	N/A	<b>N/A</b>	Drainage issues which require extensive underground works and which are causing ongoing problems. Works due for tender and to be complete by March.
10	Langside Campus - Intumescent paint to columns below Theatre building overhang (new line on plan - costing awaited)	Doig & Smith	SFC/GCRB			£0	Included below in 11	Included below in 11	Included below in 11	£0	<b>Incl below</b>	Deterioration in this area and needs repaired.
11	Langside - Litehouse Roof repairs (previously was for replacement). Now includes 10 above	Doig & Smith	SFC/GCRB	£250,000		£250,000	£193,000		£193,000	£0	<b>£193,000</b>	Profiled metal sheet roof on Litehouse building which needs repaired in areas of corrosion/deterioration.
12	All campuses - Building Management System Replacement/ Upgrade - College led project	College	SFC/GCRB	£250,000		£250,000		£250,000	£250,000	£0	<b>£250,000</b>	The building management system at each campus needs to be reviewed to enable a system which provides a higher degree of controls across the campuses. This is essential particularly for better utilities management and also for the comfort of building users in levels of heating across the campuses. Broad estimate only at this stage.
13	Cardonald Car Park Entrance Project (amended from previously planned in 2022/23 to summer 2023)	Doig & Smith	SFC/GCRB		£70,000	£70,000		£66,000	£66,000	£0	<b>£66,000</b>	Plan to amend access to Cardonald car park which is a very restricted space for two way traffic and causes issues at busy times for entry and exit as it is not sufficient for the busy traffic flows. Project best to be done out of term hence now will be summer 2023.
14	Langside campus - works to repair retaining wall at the Litehouse building	Doig & Smith	SFC/GCRB		£75,000	£75,000		£75,000	£75,000		<b>£75,000</b>	There is cracking to the stone wall in this area and needs to be repaired. Deferred to 23/24 and yet to be fully costed.
15	Cardonald campus Heating System Flue	To be planned for future years	SFC/GCRB		£400,000	£400,000		£400,000	£400,000		<b>£400,000</b>	The flue in the heating system is not operating as effectively as it should and this would provide a permanent fix to the issue. Yet to be fully costed.
16	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC/GCRB		£150,000	£150,000		£150,000	£150,000		<b>£150,000</b>	CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
17	Cardonald Campus Roof and structure repair	To be planned for future years	SFC/GCRB		£50,000	£50,000		£50,000	£50,000		<b>£50,000</b>	Specific small areas to be repaired with issues for example of loose cladding or water overflow. Yet to be fully costed.
18	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC/GCRB		£80,000	£80,000		£80,000	£80,000		<b>£80,000</b>	System elements need replaced including fan coil units, panels and distribution boards. Yet to be fully costed.
19	Other future years projects to be prioritised (based on condition survey totals)	To be planned for future years			£2,500,000	£2,500,000		£2,500,000	£2,500,000		<b>£2,500,000</b>	Overall figures based broadly on condition survey. Further analysis to be undertaken and detail of future works specified.
<b>Capital Masterplan totals</b>				<b>£2,320,000</b>	<b>£3,325,000</b>	<b>£5,645,000</b>	<b>£2,134,514</b>	<b>£4,211,000</b>	<b>£6,345,514</b>	<b>£0</b>	<b>£6,345,514</b>	
<b>plus GCEF projects</b>												
1	Cardonald Public Realm	Doig & Smith	GCEF	£652,000		£652,000			£0	£212,986	<b>£212,986</b>	Works completed from jne so some now billed prior to end July and in 2021/22 expenditure. Final phase to complete in Autumn 2022
2	Learning Spaces	College	GCEF	£500,000	£1,800,000	£2,300,000	£75,000	£1,000,000	£1,075,000	£0	<b>£0</b>	Initial estimate at this stage for the learning spaces redevelopment project at each campus
<b>Capital Masterplan totals</b>				<b>£3,472,000</b>	<b>£5,125,000</b>	<b>£8,597,000</b>	<b>£2,209,514</b>	<b>£5,211,000</b>	<b>£7,420,514</b>	<b>£212,986</b>	<b>£6,558,500</b>	

Total current Doig and Smith projects - 1 to 11 above plus 13 and 14

**£2,915,514**

## **FINANCE AND RESOURCES COMMITTEE**

Date of Meeting	30 November 2022
Paper Title	Key Performance Indicators – Committee Monitoring
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources & College Development
Agenda Item	22.61, 22,61A
Status	Disclosable

### **1 PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide Committee members with an update on the set of previously agreed Committee Monitoring Key Performance Indicators. These KPIs will continue to be reported to the Committee on an on-going basis.

### **2 ACTION FOR THE COMMITTEE**

- 2.1 The Committee is requested to discuss the Finance and Resources Committee Monitoring KPIs and decide whether any of them should be reported to the Board of Management at its December meeting as a matter of note or concern.

### **3 BRIEF BACKGROUND INFORMATION**

- 3.1 At the Board of Management development event in September 2021, there was a discussion on the role of the Board of Management's Committees in monitoring Key Performance Indicators. It was agreed that the Committees would monitor an agreed set of Key Performance Indicators at each meeting and report by exception any of those which should be highlighted to the next meeting of the Board of Management.
- 3.2 The Finance and Resources KPIs were supported by the Committee and an update on these is included in the attached annex 22.61A as at the end of the first quarter 2022/23. These show the latest information as monitored on a quarterly or annual basis, compared to target and compared to the previous periods as available. A red, amber, green indicator system is on the KPI table as an indicator of performance level assessed against target.

### **4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

- 4.1 The list of Finance and Resources KPIs is reported to allow Committee members to review the performance of the College and an overview of the approach for each KPI is given below under each of the four KPI indicator

category headings of financial performance, teaching and training delivery contract fulfilment, resource utilisation, and sustainability and recycling. These have been reported on in the attached annex 22.61A.

#### 4.2 Financial Performance Indicators

Each of the agreed financial performance indicators is listed below showing the basis of the information for the indicator.

<b>Financial Performance Indicators</b>	<b>Basis of Information</b>
Forecast/Actual annual operating position	This is the forecast full year's surplus/ (deficit) position which is reported to each Committee and now included in KPI table
Number of days' expenditure fundable by cash balances	This is the cash balance at the end of each quarter divided by the College estimated daily business cash requirements. As the College is mainly funded by the Scottish Funding Council and this is a monthly funding drawdown process this has a relatively low base level
Forecast percentage total income from non-SFC sources	This is all the non-funding council income as a percentage and as well as commercial income includes other areas e.g. external funded income, catering income, nursery income
Commercial income and contribution level against target	This previously proposed KPI has been split into two separate KPIs to show commercial income as the first and commercial contribution as the second on the grid



#### 4.3 Contract Fulfilment Performance Indicators

Each of the previously proposed contract fulfilment performance indicators is listed below showing the basis of the information for the indicator.

<b>Contract Fulfilment (for Teaching Delivery Performance Indicators)</b>	<b>Basis of Information</b>
Percentage delivery against SFC Credit target	This indicates performance against the Scottish Funding Council's credits (i.e. measure of teaching hours delivery) target. For the 2021/22 year this target is 129,328 credits of delivery. This information is available directly from the College Student Records System so can be monitored by staff in real time.
Number of MA starts (college managing agent) against target	This shows the number of Modern Apprenticeships against target where the College manages the delivery through offered places from Skills Development Scotland (SDS)
Number of FA starts against target	This shows the number of Foundation Apprenticeships against target which are part of a Regional arrangement and are now part of overall credits activity having previously been controlled by SDS
FWDF income against target	This shows the level of Flexible Workforce Development Fund against target. These funds come from SFC.

#### 4.4 Resource Utilisation Performance Indicators

There are three proposed resource utilisation performance indicators which are lecturer utilisation, assessor utilisation and room utilisation. As previously indicated these are to be developed so the KPI lines have been included in the grid however these are not available yet.

#### 4.5 Sustainability and Recycling Performance Indicators

Each of the previously proposed sustainability and recycling performance indicators is listed below showing the basis of the information for the indicator.

<b>Sustainability and Recycling Performance Indicators</b>	<b>Basis of Information</b>
Tonnes of CO2 emissions	This is the measure of the College Carbon Dioxide equivalent emissions which is done through a conversion factor against a range of areas. The biggest areas by far are electricity and gas consumption.
Volume of paper consumed	This has not been measured as such to date. This information has been requested from our paper supplier.
Number of print copies (both mono and colour)	This information is provided quarterly by our photocopier/printer supplier.
Tonnes of waste generated	This is measured by the volume of waste uplifted.

## **5 RISKS**

The proposed model of KPI reporting for the College and the Board of Management is intended to act as a mitigation measure to reduce the likelihood and impact of any key risks.

## **6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

There are no significant impacts from this report however it should enable the Committee to monitor these key indicators as previously discussed and to escalate any related matters to the Board of Management.

Key Performance Indicator	Reporting to Committee	Target	2018/19	2019/20	2020/21	2021/22	Quarter 1 2022/23	Quarter 2 2022/23	Quarter 3 2022/23	Quarter 4 2022/23
<b>FINANCIAL PERFORMANCE</b>										
Forecast/Actual annual operating financial position surplus/ (deficit)	Quarterly	Annual target should be breakeven. Budget for 2022/23 is deficit of £478k	£107k	£267k	£571k	£786k	£94k			
Number of days' expenditure fundable by cash balances	Quarterly	20 days	23	43	62	75	65			
Forecast percentage total income from non-SFC sources	Annually	19.3% in 2022/23 budget	23.3%	22.4%	22.8%	21.1%	N/A	N/A	N/A	
Commercial income (incl. FWDF) against target	Quarterly	£3.0M income in 2022/23	£2.4M	£1.9M	£1.7M	£2.3M	£1.03M			
Commercial contribution level to overhead against target after all costs	Quarterly	£400k contribution in 2021/22	£680k	£248k	£250k	£718k	£677k			
<b>CONTRACT FULFILLMENT (FOR TEACHING DELIVERY)</b>										
Percentage delivery against SFC Credit targets	Quarterly	SFC credits target	100.6%	100.9%	98.5%	96.3%	98.2%			
Number of MA starts against target (where college is managing agent)	Quarterly	132 in 2021/22	107	112	123	119	12			
Number of FA starts against target	Quarterly	114 in 2021/22	TBC	398	208	133	143			
FWDF ytd income against target	Quarterly	£750k in 2022/23	£421k	£438k	£434k	£652k	£289k			
<b>RESOURCE UTILISATION</b>										
Lecturer utilisation level	Quarterly	To be developed	Not avail	Not avail	Not avail	Not avail	Not avail			
Assessor utilisation level	Quarterly	To be developed	Not avail	Not avail	Not avail	Not avail	Not avail			
Room utilisation level	Annually	To be developed	Not avail	Not avail	Not avail	Not avail	Not avail			
<b>SUSTAINABILITY AND RECYCLING</b>										
Tonnes of CO2 emissions	Quarterly.	Target to reduce by 3% to 5% annually	2,468	2,024	2,080 (note 1)	2,077	332			
Volume of paper consumed	Quarterly	Target being developed	Not measured	Not measured	Not measured	4.62M (equal to 554 trees)	1.47M			
Number of print copies (both mono and colour)	Quarterly	Target being developed	14.20M	10.67M	1.02M	3.07M	1.6M			
Tonnes of waste generated	Quarterly	Target to reduce by 3% to 5% annually	422	225	134	204	64			

Notes

(1) Although there were closures due to COVID in 2020/21 CO2 Emissions increased in that year due to a new metric for estimating the impact of Homeworking

## **FINANCE AND RESOURCES COMMITTEE MEETING**

Date of Meeting	30 November 2022
Paper Title	Glasgow Clyde Education Foundation Update
Action	For noting
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda No	22.64
Status	Disclosable

### **1 PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide to the Committee an update on the Glasgow Clyde Education Foundation (GCEF) funded College projects as at end November 2022.

### **2 ACTION FOR THE COMMITTEE**

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

### **3 BRIEF BACKGROUND INFORMATION**

- 3.1 The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College. The College can apply for funds to the Foundation providing they meet GCEF's charitable objectives and following full consideration by the Foundation Board of Trustees.

- 3.2 As at August 2021 there were five remaining approved GCEF funded projects from those previously considered by them as follows :-

1) **Cardonald Public Realm** – This project has approved funding of £652k for the redevelopment of the Cardonald campus to provide an upgraded environment for students and staff through improvements to the external areas of the campus. The project team commenced from January 2022 and the works were undertaken in summer to autumn 2022. The main contract works are now complete and the only remaining aspect of the project is the planned mural at the base of the Tower building, which will be completed in March/April 2023.

2) **Financial Sustainability Funding** – This approved fund was for a total of £2.3M, which was agreed to be increased by GCEF to £2.4M to include the previous business transformation project remaining

funding and another small balance from the on line care courses project. The final phase of this funding will be utilised in 2022/23.

- 3) **Business Transformation Funding** – now included in 2) above
- 4) **DELTA Project (Delivering Excellence in Learning, Teaching & Assessment)** - There was £188k of the funding for this project remaining at August 2021 and GCEF agreed to allocate a further £500k to the DELTA project to extend it over an additional 2 year period.
- 5) **Supporting Commercial Income Growth** - There was £271k of GCEF funding remaining for this project from August 2021, and this is planned to be utilised in future years mainly for staffing to assist in the achievement of the commercial income plan. A restructure of the commercial and external funding team is nearing conclusion with a revised focus in the structure into employer related commercial activities and into individuals' related training and funding activities.

3.3 The College continues to progress each of these projects and to provide monitoring information as required by GCEF.

3.4 In addition to the above projects there have been discussions with the Foundation on the College's intended Learning Spaces Project which is to invest in the refurbishment of internal areas on all three campuses to create high quality informal learning spaces. The current stage of planning and feasibility work has been noted by GCEF and they have agreed to fund up to a total of £2.3M by 2024 for this programme, subject to further reporting on the detailed proposals. The planning for this work is ongoing. There is a College Project Group for this and a number of site visits have been undertaken to other institutions. In addition the College Learning and Inspiration Committee considered the Learning Spaces project at a workshop in mid September with discussions on the purpose of the spaces and what success would look like, potential pedagogy changes which could be made possible, consideration of type and size of space that may be involved and discussion on the technology impacts. Further discussions are planned with wider staff groups over coming months to further inform the plans for the spaces.

3.5 The Learning Spaces Project will involve a mix of smaller scale revenue projects which will be a range of refurbishment of existing areas with installation on new furnishings and fittings to modernise specific spaces at each campus, and larger scale capital projects for reviewing substantial areas at the Cardonald and Langside campuses, and if possible also at the Anniesland campus (although this is tighter for space and the Student Space area has been recently completed). The split between revenue and capital

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expenditure has been estimated by the Project Group to be 80% capital and 20% revenue hence £1.8M of capital and £500k of revenue including VAT and fees.

- 3.6 The first phase of the Learning Spaces Project is a proposed “proof of concept” purchase of a range of study style furnishings in the Cardonald library which occupies the majority of the second floor of the Tower Building. It is hoped that funds can be accessed from GCEF to move this forward early in 2023.

**4 SUPPORTING DOCUMENTATION/FURTHER INFORMATION**

N/A

**5 RISKS**

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

**6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/LEGAL/EQUALITY AND DIVERSITY**

- 6.1 GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications of each project are indicated above. All GCEF funded projects will be progressed to enhance the student experience where possible, and take account of any equality and diversity matters.

## **FINANCE AND RESOURCES COMMITTEE**

Date of Meeting	30 November 2022
Paper Title	College Strategic Risk Register
Action	For Noting
Prepared by	J Thomson, Vice Principal Resources & College
Agenda Item	Development 22.65
Status	Disclosable

### **1 PURPOSE OF THE REPORT**

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

### **2 ACTION FOR THE COMMITTEE**

- 2.1 Members are invited to note this paper.

### **3 BRIEF BACKGROUND INFORMATION**

- 3.1 The College's Strategic Risk Register as at 14<sup>th</sup> November is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.

### **4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION**

- 4.1 A comprehensive review of the risks register was recently completed considering the key risks for the College in achieving its five Strategic Plan themes.
- 4.2 The five themes of the Strategic Plan as approved by the Board of Management are as below:
- Theme 1 – Inspirational Learning and Teaching  
Theme 2 – Partner of Choice  
Theme 3 – Unrivalled Student Experience  
Cross Cutting Theme 1 – Employer of Choice  
Cross Cutting Theme 2 – Financial Resilience through Operational Excellence
- 4.3 The College Strategic Risk Register is attached which shows the final set of risks linked to the Strategic Plan themes and the related mitigating actions.

- 4.4 There are thirteen risks in the updated Strategic Risk register of which three have a high residual risk score after mitigating actions, five have a medium residual risk score and five have a low residual risk score.

- 4.5 The three high risks in the College Strategic Risk Register are :

**Risk 1 – Implications of national bargaining and possible negative impact on employee relations**

This is a high risk given the potential financial impacts on the College, and the sector, of national bargaining and unfunded pay awards as well as employee relations and services risks if there is to be any disruption through industrial action.

**Risk 2 – Failure to manage financial sustainability through period of financial plan**

There are a range of impacts from the financial plan which will be challenging including pay awards and inflation issues against a backdrop of flat cash from SFC income. This is a significant risk as has been reported on to the Board of Management through many recent discussions. The three year financial forecast has been approved by the Board of Management however the plan still has annual deficits and the College are planning to make savings in staff costs and non-staff costs through the period of the plan. The residual risk score of this risk has been increased since it was last reported in October.

**Risk 3 - Failure to achieve SFC credits target and clawback of funding**

The College (and many other Colleges) have not achieved their SFC credits target in each of 2020/21 and 2021/22 largely as an impact of COVID and effects on student retention. The College are closer to target for 2022/23 and the SFC have confirmed that Colleges have a 2% tolerance level on its credits target for the financial year. This could also be impacted by the future financial landscape and ability to deliver support services.

- 4.6 There are two risks where the residual risk score is above the College's Risk Appetite of Open which are risks 1 and 2 being above the residual score of 19 both being at a score of 20. For risk 1 which is related to implications of national bargaining and possible negative impact on employee relation there is a limit to what the College can control in relation to this risk given it is as a result of a national process however the College fully engages with related Employee Association, Principal and HR College Group discussions and communicates both formally and informally with the unions and staff. For risk 2 on failure to manage financial sustainability through the period of the



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financial plan this risk score was increased to be above the risk appetite following discussion at the Board of Management in October and the Board have tasked College management with providing a planned approach to improving College financial sustainability including how efficiency will be improved, costs decreased, prioritising the most successful areas of the curriculum over others, and developing any further revenue streams. This will be reported upon at each future Finance and Resources Committee from November for the 2022/23 year and an update given to each Board meeting.

## **5 RISKS**

- 5.1 The College Strategic Risk Register is a key part of the College's risk management framework.
- 5.2 The College is required to have a risk register as part of the Financial Memorandum and the risks cause and potential consequences are shown within the College Strategic Risk Register.

## **6 ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

- 6.1 Each of the risks in the College Strategic Risk Register reflect the current assessment of the key areas of College activity across the risks in delivering the Strategic Plan which include student experience, legal, financial, and equality and diversity matters.

			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions											
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs	Previous score at last report to Board	Increasing/Decreasing			
1	Implications of national bargaining and possible negative impact on employee relations	Reputational risks Poor industrial relations Potential service disruption through removal of labour e.g. strikes, action short of strike Loss of goodwill	5	5	25	i) Engagement with national process. Representation made through College Employers Scotland, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. ii) Emphasis made on imperative of financial sustainability and affordability issues particularly given increased staffing costs and flat cash SFC funding. iii) Relationships locally to maintain and build communications on national negotiations. Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications on any national matters iv) Effective clear, consistent communications in College with unions and with wider stakeholders and related message management v) Ensure proper consultation and early engagement on any local changes vi) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action vii) Engage with awarding bodies on any potential service change	5	4	20	Higher than risk appetite (Hungry) As this relates to a national process there is a limit on mitigating actions possible, hence residual score still higher than risk appetite.	4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Principal/ Assistant Principal HR	Annual operating position	20	No Change			
2	Failure to manage College financial sustainability through period of financial plan	Financial sustainability Inability to meet obligations and remain going concern Reputational risk Legal implications Not complying with SPFM Strained relationship with GCRB and SFC Pressures from national bargaining terms and conditions implications Implications for staffing	5	5	25	i) Revenue budget being prepared for 2022/23 and three year financial plan ii) Financial plans developed by College Senior Leadership Team 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 iii) Cost reduction plans continue to be implemented with reduction in staff levels and significant cuts in non-staff budgets across the College. First phases of VS Reductions and academic management restructure implemented. iv) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. v) Successful bid to GCEF for additional funding support from November 2020 ongoing into 22/23.	5	4	20	Higher than risk appetite (Hungry). Reporting to each Board from December.	5 - Financial Resilience through Operational Excellence	Principal/ Deputy Principal & Vice Principal	Annual operating position	16	Increasing			
3	Failure to achieve SFC credits target and clawback of funding	Reputational risk with SFC, GCRB Financial risk Not meeting needs of community and employers	5	5	25	i) Design and plan a curriculum that meets the needs of the community and attracts students ii) Deliver a curriculum portfolio that maximises SFC credits yield iii) Systematic monitoring of credits levels throughout the year iv) Efficient deployment of human and physical resources to deliver the curriculum and credits	4	4	16	As per Risk Appetite (Open)	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Deputy Principal	Credits target measure	16	No Change			
4	High Impact Business Continuity incident for College e.g. cyber attack, pandemic, fire, long term power loss, power rationing	Business interruption Impact on ability to meet future obligations Impact on student outcomes Legal implications Data protection issues Potential loss of essential data	4	5	20	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) Business interruption insurance in place. iv) Many systems/services cloud based and using VPN/remote desktop for staff to access systems while home working. v) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. vi) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides support to secure against cyber attack and regular ICT network penetration testing undertaken by external bodies. vii) ICT backup procedures and Disaster Recovery planning. Cyber essentials+ status maintained. viii) Fraud response plan in place	3	5	15	As per Risk Appetite (Open)	5 - Financial Resilience through Operational Excellence	Vice Principal - Resources & College Development	Health and Safety KPIs	15	No Change			
5	Failure to achieve the College Climate Change Action Plan and carbon reduction targets	Environmental impacts Financial impacts Failure to meet needs of customer base through carbon training/ carbon literacy Reputational risk Stakeholder relationships	5	5	25	i) College Climate Change Action Plan prepared and agreed by the Board ii) Carbon reduction target set over life of the climate change plan iii) College Climate Change group established and meets regularly iv) Glasgow Clyde College signed up to race to net zero pledge v) Carbon emissions data monitoring by campus on quarterly basis vi) Plans being developed to reduce utilities consumption through enhanced monitoring and targeted investment vii) Carbon literacy training for staff and students being developed viii) Plan to incorporate sustainability into wide range of College courses ix) Membership of Regional Green Team x) Annual Participation in Global Goals teach In	3	3	9	Lower than Risk Appetite (Minimalist)	1 - Inspirational Learning and Teaching 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	Sustainability KPIs measure	9	No Change			
			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions											
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/Decreasing			
6	Failure to deliver full range of support for all staff including for their health and well being.	Absenteeism Impact on student experience Impact on quality of service Low staff motivation Possible backfill costs Reputational risk	3	4	12	i) Modules on wellness available to staff via the VLE ii) Sessions held during staff development days iii) Employee assistance programme iv) Support for work life balance arrangements v) Commitment to blended working vi) College Healthy Working Lives Group vii) Occupational health reviews viii) Health and Wellbeing Officer and development of associated programme of activity ix) Creation of some staff networks being considered	3	3	9	Lower than Risk Appetite (Minimalist)	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Health and Wellbeing and Training KPIs measures	9	No change			
7	Not achieving target levels of student success through retention, attainment and progression	Low pass rates Reputational risk Sustainability risk through low internal progression Financial risk e.g. Apps Employer relationship risk	4	4	16	i) Effective use of data to monitor student attendance and attainment ii) Implementation of more effective interventions in relation to "at risk" factors for student retention iii) Providing effective guidance for students iv) Providing effective monitoring of evaluation measures by course teams v) Provision of highly effective inspiring and engaging learning and teaching approaches vi) Provision of formative and summative assessment approaches vii) Effective student feedback mechanisms viii) Digital access to learning and teaching materials to support learning through use of the VLE	3	3	9	Lower than Risk Appetite (Minimalist)	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Deputy Principal	Student Experience KPIs	9	No change			

8	Risk of not having culture of effective, capable leaders who are motivated and have ability to take staff with them.	Not developing College leadership skills Not delivering on strategic themes Failure to deliver on values Potential legal action Reputational risk Loss of key expertise Lack of scrutiny across strategic areas of the College Failure to achieve College mission and vision	4	5	20	i) CPD for managers and leaders at all levels of the organisation ii) Leaders well sighted on any issues and escalator them if required iii) College Leadership Charter and Leadership Framework in place iv) Personal Development Review/Plan process for all College managers and their staff v) Effective modelling of leadership styles vi) Provision of advice and training to encourage resilient leaders vii) College networks to create sense of community viii) Appropriately qualified, skilled and experienced staff in key positions ix) Support for managers through FE & HE sponsorship x) Satisfied that have appropriate health, safety and safeguarding arrangements in place xi) Effective Board members who are engaged with the College	3	3	9	Lower than Risk Appetite (Minimalist)	3 - Unrivalled Student Experience 4 - Employer of choice 5 - Financial Resilience through Operational Excellence	Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	9	No change				
9	Failure to recruit, retain and maintain effective and skilled leaders and teaching and support staff	Retention and attainment Failure to achieve ROA targets	3	4	12	i) Identifying and strengthening the key staff skills that are based on evidence, practice, and employment driven skills and in terms of future needs ii) Ensuring that we have the curriculum, leadership, expertise, resources, space and time for staff to develop these skills iii) Delivery of a professional pathway and professional development iv) Bespoke comprehensive programme for CMs support & research & dev programme v) College Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, work life balance vi) Further & higher sponsorship programme vii) Learning development days for staff viii) DELTA developing ELearning skills for staff to deliver effective on line learning & teaching ix) Learning and teaching strategy in place with key development areas x) Ensure all new teaching staff undertake appropriate induction xi) Plan to implement effective peer observation and sharing of practice xii) Review particular curriculum areas where market forces may impact on staff retention	2	3	6	Lower than Risk Appetite (Averse)	1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience 4 - Employer of Choice	Assistant Principal Quality & Performance, Assistant Principal HR	Development & Training and Staff Recruitment & Retention KPIs	6	No change				
10	Failure to provide a smooth effective pre entry experience for College students and in College student experience	Low student recruitment Poor student experience Reputational risks Retention and attainment impacts Loss of students to other providers Failure to deliver ROA targets	4	4	16	i) Ensure faculty staff get right students on right subject area at the right level ii) Responsive and timely admissions service, student funding, and student advice and guidance services iii) Providing students with appropriate digital support iv) Providing student support funding services including discretionary and hardship funding based on individual economic circumstances v) Ensure awareness of financial and pastoral support for students vi) Ensuring that students meet the minimum entry requirements and skills levels for courses and those skills will then be developed as they progress through their course vii) Quality and accuracy of marketing materials providing information to students to make right course choices. Effective and accurate communication to students prior to course during keep warm phase and through onboarding process viii) Systematically generate, analyse and action meaningful student feedback. ix) Providing accessible and inclusive student support services x) Collaboration between teaching and support teams to ensure improvements and efficiencies are delivered where possible across College business processes and to provide effective quality services for students	2	3	6	Lower than Risk Appetite (Averse)	2 - Partner of choice 3 - Unrivalled student experience	Assistant Principal Quality & Performance, Curriculum Assistant Principals	Student Experience ns Student Performance KPIs	6	No change				
11	Failure to maintain and develop appropriate accessible, dynamic, flexible learning and social spaces which is fit for purpose for teaching and learning and staff working environment.	Failure to recruit Retention impacts Reputational risk Less content students and staff	3	3	9	i) Provision of inspiring spaces for study and socialising. Learning spaces project planned. ii) Maintenance of the physical environment iii) Capital masterplan in place and related to need/estates condition survey. Funding for very high priority items allocated by GCRB to College. iv) Provision of attractive well maintained flexible indoor and outdoor spaces v) Work with GCRB, SFC and GCEF to ensure fully informed estates investment vi) Provision of appropriate locations for independent study vii) Work with GCCSA in developing and promoting use of student spaces viii) Explore potential for range of stakeholders to utilise College campus facilities	2	2	4		1 - Inspirational Learning & Teaching 3 - Unrivalled Student Experience	Vice Principal - Resources & College Development	Student Experience KPIs	4	No change				
			Risk Score Before Mitigating Actions				Risk Score After Mitigating Actions												
Risk Ref	Risk Description - Risk Cause	Potential Consequences	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Link to Strategic Theme(s)	Risk Owner	Links to KPIs (to be completed for future reporting)	Previous score at last report to Board	Increasing/Decreasing				
12	Failure to ensure the College is delivering the right curriculum portfolio to meet students and employers demand, and economic needs	Not meeting credit target Low retention Reputational risk Negative impact on College finances Not achieve College financial plan Not maintain financial sustainability Diminishing relevance of commercial course areas Failing to meet the needs of the economy Failure to meet ROA targets	3	4	12	i) Assessment annually to match portfolio to economic needs/changes including emerging priorities e.g. environmental education ii) Annual review of portfolio also to ensure an accessible and inclusive curriculum (including digital provision) iii) Facilitating strong team of curriculum leadership group who are prepared and focus on evaluation to drive change iv) Raise commercial awareness with faculty staff and significant emphasis on commercial opportunities for faculties v) Revised commercial income/ surplus plan for 22/23 to 24/25 vi) Effective digital marketing used with analytics to drive promotion of commercial courses vii) Maintain strong partnership working with universities with high level of retention and progression viii) Maintain strong partnership working with schools in the delivery of the schools curriculum portfolio ix) Deliver a responsive apprenticeship and upskilling and reskilling course portfolio x) Effective working with disadvantaged communities in relation to curriculum design xi) Monitor feedback from students, employers and other stakeholders on student experience	2	2	4	Lower than Risk Appetite (Averse)	1 - Inspirational Learning & Teaching 2 - Partner of Choice 5 - Financial resilience through operational excellence	Deputy Principal	Student Performance KPIs	4	No change				
13	Failure to have data available to effectively inform operational and strategic decision making	Poor management decision making Inefficient and ineffective operations Failure to achieve financial sustainability Failure to meet ROA targets Unresponsive to trends Reactive rather than proactive Poor horizon scanning ability Reputational risk	3	4	12	i) Accurate and timely reporting mechanisms for key business systems ii) Integration of data from multiple sources into accessible formats iii) Business process reviews regularly undertaken iv) Regular systematic reporting of student and staff data and key business metrics to improve decision making v) Development of dashboard reporting vi) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	2	2	4	Lower than Risk Appetite (Averse)	3 - Unrivalled Student Experience 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development / Deputy Principal	Student Performance and Resource Utilisation KPIs	4	No change				

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**LEARNING AND TEACHING COMMITTEE MEETING**


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Date of Meeting	16 November 2022
Paper Title	Finance and Resources Committee Remit and Schedule of Work 2022/23
Action	For noting
Paper Number	22.66
Prepared by	Kirsty Mavor, Clerk to the Board
Status	Disclosable

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**1. PURPOSE OF THE REPORT**

To ask the Committee to note:-

- (1) the Committee's remit contained in Appendix 1;
- (2) the Schedule of Work for 2022/23 contained in Appendix 2.

**2. BACKGROUND**

**2.1** In accordance with the College's Articles of Governance, each Committee must act in accordance with detailed Terms of Reference. The Learning and Teaching Committee's current remit is attached at Appendix 1. It is good governance practice to regularly review remits. This Committee's remit has been reviewed but no changes are proposed.

**2.2** The Schedule of Work attached at Appendix 2 was provided to the Committee at the 5 October 2022 meeting. This Schedule will be updated in line with the Board and Committee's priorities.

**3. ACTIONS FOR COMMITTEE**

The Committee is asked to note the remit and Schedule of Work.

**4. RISKS**

N/A

**5. ANY OTHER SIGNIFICANT IMPACT e.g. STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY**

Ensuring that the Committee remit is accurate is essential to ensure competency of decisions.

## **FINANCE AND RESOURCES COMMITTEE**

### **REMIT OF COMMITTEE**

These functions are delegated by the Board of Management to the Finance and Resources Committee

#### **REMIT**

Having regard to the need for financial stability of the College:

- To ensure the maintenance of a robust long-term financial strategy
- To ensure the capital masterplan is aligned with the College's estates strategy
- To monitor financial performance on a regular basis
- To review the performance against target of commercial activities
- To monitor expenditure against the agreed capital masterplan
- To monitor cash balances
- To approve tuition fees
- To approve Financial Regulations

To fulfil this function the Committee will

Make recommendations to the Board of Management on:

- the annual revenue budget
- the financial statements
- capital expenditure and the capital masterplan
- the estates strategy
- financial policies
- any other issues relating to the management of finance and physical resources

The Finance and Resources Committee will liaise as appropriate with the Audit Committee, Board of Management and all other Committees

#### **MEMBERSHIP**

The membership of the Committee is six Board members including the Principal, with one of the Board members providing the role of Chair of the Committee, and one to act as Vice Chair as elected. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. There should be no overlap of Board members with membership of the Audit Committee. The Board reviews the membership every four years.

The Vice Principal, Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisers. The Committee meets four times per year.

#### **QUORUM**

The quorum set by the Committee is three members of which at least two should be Non-Executive members.

VERSION REVIEWED AND APPROVED OCTOBER 2021

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## Finance & Resources Committee Schedule of Work 2022/23

<b>STANDING ITEMS</b>
<b>For Discussion/Decision</b>
Key Performance Indicators
Estates, Capital Expenditure & Masterplan Update
Commercial & External Funding Update Outturn 2022/23 and Plan 2023/24
Restructure Update (if required)
<b>For information/Noting</b>
Procurement Update
Glasgow Clyde Education Foundation Update
College Strategic Risk Register – Financial Risks
Any relevant SFC or other publications
Committee Remit and Schedule of Work
<b>5 OCTOBER 2022</b>
<b>For Discussion/Decision</b>
Draft Primary Financial Statements for y/e 31 July 2022
2022/23 Budget Update
Update on Draft Five Year Plan
2022/23 SFC Financial Forecast Return ( <i>depends on SFC timescales</i> )
<b>30 NOVEMBER 2022</b>
<b>For Discussion/Decision</b>
Draft Financial Statements for Year ended 31 July 2022
Financial Report – Year to October 2022 and Forecast to July 2023
Tuition Fee Approval
Savings Plan Report
<b>15 MARCH 2023</b>
<b>For Discussion/Decision</b>
Financial Report – Year to January 2023 and Forecast to July 2023
SFC Indicative Funding Allocation for 2023-24
Update on Draft Five Year Plan
Savings Plan Report
<b>7 June 2023</b>
<b>For Discussion/Decision</b>
Financial Report – Year to April 23 and Forecast to July 2023
Draft Revenue Budget for 2023-24
Financial Forecast Return
Savings Plan Report