



FINANCE AND RESOURCES COMMITTEE

**Wednesday 15 March 2023 at 4.30pm
via Teams**

FINANCE AND RESOURCES COMMITTEE

A meeting of the Finance and Resources Committee will be held on Wednesday 15 March 2023 at 4.30 pm

A G E N D A

23.01	Welcome and Apologies			D Newall
23.02	Declarations of Interest			D Newall

Minutes of Previous Meeting

23.03	Minute of the Finance and Resources Committee of 30 November 2022	P	D	D Newall
23.04	Matters Arising Action Grid	P	D	D Newall

Items for Discussion

23.05	Financial Report year to January 2023 and Forecast to July 2023	P	ND	T Elliott
23.06	SFC Indicative Funding Allocation for 23-24	V	ND	T Elliott
23.07	Draft 5 Year Plan Update	V	ND	T Elliott
23.08	Key Performance Indicators	P	ND	J Thomson
23.09	Savings Plan Report – Staff and Non Staff Costs	P	ND	J Thomson
23.10	Commercial & External Funding Update	P	ND	D McDougall
23.11	Estates, Capital Expenditure and Masterplan Update	P	ND	J Thomson
23.12	Procurement Update	P	ND	T Elliott

Items for Noting

23.13	GCEF Update	P	D	J Thomson
23.14	Committee Schedule of Work	P	D	K Mavor
23.15	Any Other Business			D Newall

Date of next meeting Wednesday 7 June 2023 at 4.30pm (Langside Campus)

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	15 March 2023
Paper Title	Key Performance Indicators – Committee Monitoring
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources & College Development
Agenda Item	23.08, 23.08A
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 March meeting as a matter of note or concern.

3 BRIEF BACKGROUND INFORMATION

- 3.1 The Board of Management 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 Committee KPIs as at the end of the second quarter of 2022/23 are attached in annex 23.08A. These show the latest information as monitored on a quarterly or annual basis, compared to target and compared to the previous periods as available.
- 3.3 A red, amber, green (RAG) indicator system is used on the KPI table as an indicator of performance level assessed against target to alert/assure the Committee of the current position.

RED – significant concern that the target will not be met

AMBER – some concern that the target will not be met

GREEN - target met or exceeded

3.4 The following KPI's are worth highlighting in Quarter one of 2022/23:

3.4.1 ***Forecast/Actual annual operating financial position surplus/(deficit)***

The forecast annual operating financial position is now a deficit of £2.063M which is therefore a red status KPI compared to the target of breakeven and compared to the budget of a £478k deficit. This has changed in the forecast as at the end of January mainly as a result of three re-forecasted areas with a significant negative impact. These three areas are reduced SFC income due to a potential clawback of £330k by SFC based on the new FA credits model and following change of advice on this (see 3.4.2 below), reduced HE fees income of £800k which has been reduced due to lower levels of HE activity than had been in previous history, and higher staff costs of £867k due to revised assumptions advised by SFC and higher absence costs estimate. Further detail is given on the forecast position in paper 23.05 in the Committee agenda.

3.4.2 ***Number of FA starts against target***

The treatment of FAs has changed in 2022/23. Prior to this the FA starts target was based on enrols however from 2022/23 the FAs are being credits based. When this occurred, the Region was offered an amount of FA credits and the College requested one third of them which it was allocated. This was on the understanding at the time that they would be treated flexibly as part of the overall credit target. This advice has since changed and it is potentially a ring-fenced target. Based on the previous KPI on FA starts based on enrols the target of 132 is close to being met at 120 enrols. However, a new KPI has been added for FA starts based on credits and this is at the red status as the target for year 1 starts is not close to and is not going to be met at 1,097 credits against a target of 2,320 credits FA starts in 2022/23.

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 23.08A.

4.2 **Financial Performance Indicators**

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

Financial Performance Indicators	Basis of Information
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.

Contract Fulfilment (for Teaching Delivery Performance Indicators	Basis of Information
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.

Sustainability and Recycling Performance Indicators	Basis of Information
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
FINANCIAL PERFORMANCE										
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	(£2.063M)		
Number of days' expenditure fundable by cash balances	Quarterly	20 days	23	43	62	75	65	56		
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	£1.47M		
Commercial contribution level to overhead against target after all costs	Quarterly	£932k contribution in 2022/23	£680k	£248k	£250k	£718k	£677k	£675k		
CONTRACT FULFILLMENT (FOR TEACHING DELIVERY)										
Percentage delivery against SFC Credit targets	Quarterly	SFC credits target	100.6%	100.9%	98.5%	96.3%	98.2%	98.9%		
Number of MA starts against target (where college is managing agent)	Quarterly	134 in 2022/23	107	112	123	119	106	134		
Number of FA starts against target - enrols	Quarterly	132 in 2022/23	TBC	398	208	133	143	120		
Number of FA starts against target - credits Yr 1s	Quarterly	2,320 in 22/23 (Note 1)	N/A	N/A	N/A	N/A	N/A	1,097		
FWDF ytd income against target	Quarterly	£750k in 2022/23	£421k	£438k	£434k	£652k	£289k	£290k		
RESOURCE UTILISATION										
Lecturer utilisation level	Termly	Being developed	Not avail	Not avail	Not avail	Not avail	Not avail	Not avail		
Assessor utilisation level	Termly	Being developed	Not avail	Not avail	Not avail	Not avail	Not avail	Not avail		
Room utilisation level	Termly	Being developed	Not avail	Not avail	Not avail	Not avail	Not avail	Not avail		
SUSTAINABILITY AND RECYCLING										
Tonnes of CO2 emissions	Quarterly.	Target to reduce by 3% to 5% annually	2,468	2,024	2,080 (note 2)	2,077	332	625		
Volume of paper consumed	Quarterly	Target being developed	Not measured	Not measured	Not measured	4.62M (equiv to 554 trees)	1.46M (equiv to 174 Trees)	1.06M (equiv to 127 Trees)		
Number of print copies (both mono and colour)	Quarterly	Target being developed	14.20M	10.67M	1.02M	3.07M	1.6M	1.6M		
Tonnes of waste generated	Quarterly	Target to reduce by 3% to 5% annually	422	225	134	204	64	50		

Notes

(1) New measure added from quarter 2 2022/23 as FAs credits now based on credits from this year hence for year 1s. Year 2s will still be based on enrols.

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	15 March 2023
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda Item	23.11, 23.11A, 23.11B
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 and on any other significant estates related matters.

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 update on the capital projects plan for 2022/23 and 2023/24 is shown in the attached schedule 23.11B. The College's indicative capital allocation for 2023/24 is not yet known and will not be until later in March 2023 however is anticipated to be of the order of 2022/23 given that the capital allocation to the sector for 2023/24 is higher than 2022/23 overall.
- 3.1.2 The College are working with Doig & Smith, the appointed project manager team to progress the projects in the capital plan for 2022/23. Doig and Smith

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were previously appointed for a two-year period following a tender process. The College's capital plan was prepared based on the College Estates Condition Survey, which was completed in 2021 for all the College buildings, and preparatory work already 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.

- 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 a range of priority areas to be progressed within the College's capital plans and the capital masterplan for 2022/23. The plans for 2022/23 have been worked upon in partnership with Doig and Smith with at least fortnightly progress discussions with the College taking place.
- 3.1.5 Several of the projects being managed by Doig and Smith have had updated costings through the progress of design and scope and the updated budget costs including VAT and professional fees are as in the attached plan update.
- 3.1.6 There are three projects where there have been significant changes since the original plan. The first of these is the situation in respect of the original Anniesland Render Repairs Project for which in 2022/23 is now Velfac Windows Health & Safety and Investigation Works. The changes are summarised in a separate attached annex paper i.e. annex A23.11A which is the narrative on this situation as has also been supplied to GCRB for their Performance and Resources Committee on 15th March. The other two projects with significant changes are the Cardonald Campus Lifts Project and the Heating and Cooling and Chillers at the Anniesland campus with further detail on them in the following two paragraphs. For both of these there have been significant increased budget costs from the original plan figure following review of scope and design.
- 3.1.7 The Cardonald Campus Lifts Project is a project to address significant issues with the five lifts at the ten storey Tower Building at the Cardonald campus which don't function properly, and whilst safe, there are problems in the effective functioning of their combined controls plus they break down frequently sometimes with student and/or staff entrapments. The original

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target budget cost was an estimate and the scope has changed significantly since that time to fully address the issues and to provide required improvements. This is a long programme of 46 weeks which will therefore continue into the 2023/24 capital period. The commitment of £750k is for the full five lifts upgrade project including VAT and professional fees and will span into next year with the balance of funding from the 2023/24 allocation (of around £405k). The lifts project has had a fully tendered process with four tenders returning and the College is about to commit to award this project.

- 3.1.8 The Heating and Cooling and Chillers Project at Anniesland was originally two separate projects which are now combined into one. The scope of this project was enhanced at tender stage to provide the most beneficial outcome including upgrading rather than like for like replacement and additional works. Some of these enhancements will provide more efficient equipment with lower future utility consumption hence a better overall investment.
- 3.1.9 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 complete the plan for 2023/24 which will be dependent on available allocation and costs associated with the Anniesland windows project following the initial remedial repairs.
- 3.1.10 The overall capital plan for 2022/23 as attached utilizes the full allocation of £2.089Million in 2022/23 and as indicated in paragraph 3.1.7 will utilise £405k of the 2023/24 allocation in relation to the lengthy Cardonald campus lifts project.
- 3.1.11 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 being progressed through 2022/23 to 2023/24. A design team has been appointed to progress this and an update on the progress on this project to date is included within the GCEF paper 23.13 later in the Committee agenda.
- 3.1.12 The updated capital plan for the College for 2022/23 and 2023/24 will be submitted to the Board of Management in March for approval.

3.2 CLEANING TENDER

- 3.2.1 The current cleaning contract for the Anniesland and Langside campuses expires on 6th May and work has been ongoing to prepare for the new contract working in partnership with the College's APUC representatives. The overall contract has a value of circa £3Million over the contract period. There have been four tenders received and these have been assessed with the report on the tenders due at the end of week commencing 6th March. Given the mobilization period of 6 to 8 weeks the Chair will be requested to sign the new award of contract as soon as possible once the report on the tenders is received.

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.

Annex A

Summary of Anniesland Render Repairs Project now Velfac Windows Initial Safety & Investigation Works Project

- 1.1 There has been an impact on College operations during 2022/23 due to the significant issues the College has experienced over the evolving situation at the Anniesland campus. This is in relation to the original planned Render Repairs Project which was planned to address longstanding water ingress issues at the campus where render repairs were originally believed to be the solution to the issue based on a visual survey previously undertaken by a survey provider some time earlier. These works were tendered in September and when the tenders were returned the lowest tender for the works was £580k excluding professional fees compared to the original plan estimate of a total of £280k due to the tenders including repairs to anticipated damage to fire breaks between the three floors from water ingress and associated works needed.
- 1.2 Following the receipt of these tenders some intrusive investigative works were undertaken through Doig & Smith to enable a full review of the planned works and with a hope at that point of bringing the tendered costs down. Through these investigative works it was discovered that the problem was much more significant than originally thought and that the water ingress was actually being caused by very poor workmanship in relation to all of the windows' original installation when the Anniesland campus building was built in 2009 to 2010, which had not been picked up previously.
- 1.3 In addition, it was highlighted that the window design was not the most appropriate for the climate in the West of Scotland, as these are Velfac windows which given their construction are better suited to warmer and drier climates. However, the main water ingress issues have been caused by the poor workmanship of the original windows installation where there are a range of issues including gaps around windows and sills not properly installed leaving incomplete surrounds for some windows which has led to timber decay of the windows inside the aluminium sashes and the extent of that decay is variable.
- 1.4 Further intrusive survey work was undertaken on 5/6 January 2023 which identified that the situation was even worse than previously understood when it was discovered that a panel was unsafe to the extent that it could fall from the main three storey building. This panel had remedial repairs completed at that time however having found this issue Doig & Smith were unable to assure the College about other windows and panels being safe from falling from the building. This was reported to the College on 10 January 2023 and the Principal therefore had to take the decision to close the Anniesland campus to students and staff immediately that day for health and safety reasons.
- 1.5 Survey work continued in the days thereafter with a first focus on reopening the single storey nursery if possible and safe which was able to be done the following week, and the second focus on the lower-level areas of the building which were able to reopen for staff from 30 January 2023 and for students from 1 February 2023. These lower-level building areas contain mainly a range of specialist facilities such as sport, dance, and construction and engineering workshops.

- 1.6 The main three storey Anniesland campus building remains closed. Discussions on reopening the campus with Doig & Smith and their structural engineer Blyth and Blyth had been a plan to scaffold the entire three storey building the whole way around with crash decks, to ensure that should any window or panel fall it would be caught and not cause injury. This would require a substantial structure with a lot of windows which are very heavy in places ranging up to 176kg.
- 1.7 Three scaffolding suppliers returned tenders and their costs ranged up to £350k excluding professional fees and all had an ongoing weekly hire cost which ranged between £5k and £10k. Doig and Smith reviewed the prices and methodologies and followed up on queries over a number of weeks in February.
- 1.8 It was then reported to the College that as well as the high cost of the scaffold there was an issue with the scaffold being constructed given the extent and height of the area to be covered. The College was informed that the first of the two options was a kentledge/ballast option to secure the scaffold which would protrude circa 7.5m beyond the working platform and would result in the total width of the scaffold being circa 10m wide which would provide issues with paths, roads etc. This option would also have very high costs. The second of the two options was for the scaffold to be secured to concrete floors. This would require a contractor to attend site in conjunction with the scaffold installer to remove aluminium sashes and cladding to allow fixings to be installed and the scaffold would require to be secured between 3-5m centres. This option would require further closure time for areas where sashes or cladding had been removed, which would likely have timber framing and boarding with temporary insulation installed to prevent heat loss.
- 1.9 Given the significant cost and logistics of the scaffolding options which would have to be in place for some time there was then an alternative proposed solution which was to directly undertake remedial repairs using a separate contractor and a cost for that option was returned at £83k excluding professional fees and with no ongoing hire costs. This was only reported to the College on 27 February 2023 and was agreed as the preferred option with a single source justification being completed for the contractor as it is an urgent health and safety matter.
- 1.10 The previous Render Repairs Project in 4.1 above is now amended to "Velfac Windows Initial Safety and Investigation Works" for the direct access remedial repairs project which is £166k including professional fees. This project needs to be completed to enable the main building at Anniesland to reopen. This is being done as a matter of urgency and it is hoped the building can reopen around Easter after these works are completed having commenced on 6 March 2023. In the meantime affected classes have been decanted or have gone online and whilst this continues there is a concern that there may be an impact on student retention. There will thereafter need to be works done to replace/repair the windows for the future on a phased basis however the design and extent of these works will not be fully known until the health and safety and investigative works are completed.
- 1.11 The College is in discussion with its lawyers on potential legal recourse for the very poor workmanship of the original building. Whilst the Anniesland campus building was built over 12 years ago the College is planning to write to the construction company who built the building BAM to indicate the serious concerns and implications as a result of the poor initial workmanship on the windows installation.

Glasgow Clyde College
Capital Masterplan 2022/23 - Expenditure against plan at 6th March 23

Project Ref	Project Description - Capital Projects	Project managed by	To be funded by	2022/23 Dec Board Approved Capital Projects Plan	2023/24 Dec Board Approved Capital Projects Plan	Dec 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 22 to Feb 23	Remaining balance of project	Comments at 6th March 2023
1	Cardonald Campus Fire Alarms and Intruder Alarms Replacement	Doig & Smith	SFC/GCRB	£371,514		£371,514		£379,000	All committed in 22/23. Spend c/fwd to 23/24.	£379,000	£54,172	£324,828	Current systems needing upgraded. Project awarded and being progressed.
2	Cardonald Campus Lifts - Project design only in 22/23. Works will be in 23/24.	Doig & Smith	SFC/GCRB	£270,000	£480,000	£750,000		£345,000	£405,000	£750,000	£51,625	£698,375	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 completed and tender returned to be signed off mid March with full £750k commitment. 46 week programme to complete all five lifts.
3	Cardonald Skills Centre Heating and Cooling	Doig & Smith	SFC/GCRB	£422,000		£422,000		£439,000	All committed in 22/23. Spend c/fwd to 23/24.	£439,000	£5,879	£433,121	Significant issues with Heating system in the Skills Centre have been experienced over a long term basis. Works commenced December 22 and due to complete March..
4a	Anniesland campus - Previously Render Repair works and made higher at Dec Board as larger scale of works. Now including larger scale of works	Doig & Smith	SFC/GCRB	£505,000	£120,000	£625,000		£166,000	Future costs to be confirmed after March/April health and safety and investigation works	TBC	£4,750	TBC	Render repair works were in original plan. After survey realised much more substantial works required mainly due to poor workmanship of the original installation. Campus closed in January due to health and safety issues with partial reopening in February. With these works which are a 4 week remedial project then plan to reopen from Easter with future further works to be programmed from summer 23 and likely to be until summer 24
4b	Anniesland Water Ingress	Doig & Smith	SFC/GCRB	Included above in 4a	Included above in 4a	Included above in 4a		Included above in 4a	Included above in 4a	Included above in 4a	Included above in 4a	Included above in 4a	Originally estimate for water ingress at the southern elevation of the building which needs to be remedied. This is now included as part of the above project.
5a	Anniesland campus - Heating & Cooling in Library & Dance areas of the building (now combined with 8 below)	Doig & Smith	SFC/GCRB	£273,000		£273,000		£504,000		£504,000	£67,843	£436,157	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. Contract awarded to progress in March and April.
5b	Anniesland campus - Chillers Replacement	Doig & Smith	SFC/GCRB	Included above in 5a	Included above in 5a	Included above in 5a			Included above in 5a	Included above in 7	Included above in 7	Included above in 7	The chillers are reaching end of useful life and need replaced. Part of the above project.
6a	Langside Campus - Intumescent paint to columns below Theatre building overhang	Doig & Smith	SFC/GCRB	Included below in 6b	Included below in 6b	Included below in 6b		Included below in 6b	Included below in 6b	Included below in 6b	Included below in 6b	Included below in 6b	Deterioration in this area and needs repaired.
6b	Langside - Litehouse Roof repairs (previously was for replacement). Now includes 10 above and retaining wall	Doig & Smith	SFC/GCRB	£193,000		£193,000		£193,000		£193,000	£17,118	£175,882	Profiled metal sheet roof on Litehouse building which needs repaired in areas of corrosion/ deterioration.
6c	Langside campus - works to repair retaining wall at the Litehouse building	Doig & Smith	SFC/GCRB	Included above in 6b	Included above in 6b	Included above in 6b		Included above in 6b	Included above in 6b	Included above in 6b	Included above in 6b	Included above in 6b	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.
Works reprioritised below this line - to be progressed after Anniesland works for 2023/24 as first priority													
7	All campuses - Building Management System Replacement/ Upgrade	Doig & Smith	SFC/GCRB		£250,000	£250,000		£25,000	£225,000	£250,000		£250,000	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
8	Cardonald Car Park Entrance Project (amended from previously planned in 2022/23 to summer 2023)	Doig & Smith	SFC/GCRB		£66,000	£66,000		£15,000	£55,000	£70,000		£70,000	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.
9	Langside Mary Stuart Building Fire escape repair	Doig & Smith	SFC/GCRB			£0			TBC	TBC		TBC	Project was previously considered however can't be done in term time. To be reconsidered for summer 23. The escape can be use but could be much improved.
10	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC/GCRB		£150,000	£150,000			£150,000	£150,000		£150,000	CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
11	Cardonald Campus Roof and structure repair	To be planned for future years	SFC/GCRB		£50,000	£50,000			£50,000	£50,000		£50,000	Specific small areas to be repaired with issues for example of loose cladding or water overflow. Yet to be fully costed.
12	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC/GCRB		£80,000	£80,000			£80,000	£80,000		£80,000	System elements need replaced including fan coil units, panels and distribution boards. Yet to be fully costed.
13	Anniesland external works re disabled/taxi pick up and drop off	Doig & Smith	SFC/GCRB		£40,000	£40,000		£3,000	£37,000	£40,000	£2,727	£37,273	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.
14	Anniesland external drainage works	Doig & Smith	SFC/GCRB	£100,000		£100,000		£20,000	£80,000	£100,000	£19,521	£80,479	Drainage issues which require extensive underground works and which are causing ongoing problems. Works due for tender and to be complete by March.
15	Cardonald campus Heating System Flue	To be planned for future years	SFC/GCRB		£400,000	£400,000			TBC	TBC	TBC	TBC	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	Other future years projects to be prioritised (based on condition survey/any other priorities)	To be planned for future years			£2,500,000	£2,500,000			TBC . Balancing figure based on total allocation as available after Anniesland works	TBC	TBC	TBC	Overall figures based broadly on condition survey. Further analysis to be undertaken and detail of future works specified.
Capital Masterplan totals				£2,134,514	£4,136,000	£6,270,514		£2,089,000	£1,082,000	£3,171,000	£223,635	£2,947,365	
plus GCEF projects													
1	Cardonald Public Realm (p22/23 figure previously approved - missed from Dec 22 Board plan update report)	Doig & Smith	GCEF	£652,000		£652,000		£640,000	£20,000	£660,000	£639,332	£639,332	Main works completed summer 22. Final phase of mural to complete in 2023.
2	Learning Spaces	Doig & Smith/ Form Design	GCEF	£75,000	£1,000,000	£1,075,000		£75,000	£1,000,000	£1,075,000	£0	£0	Design works for the Learning Spaces project being undertaken with Form Design Consultants. First stage at cost to College. Presentation to GCEF on 7th March and presentation going to Board of Management at their March meeting.
Capital Masterplan totals				£2,861,514	£5,136,000	£7,997,514		£2,804,000	£2,102,000	£4,906,000	£862,967	£3,586,697	

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	15 March 2023
Paper Title	Glasgow Clyde Education Foundation Update
Action	For noting
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda No	23.13
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 early March 2023.

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 main works were completed in late summer/autumn 2022. The only remaining aspect of the project is the planned mural at the base of the Tower building, which will be completed by summer 2023.
- 2) **Financial Sustainability Funding** – This approved fund was for a total of £2.3M at August 2021, which was agreed to be increased by GCEF to £2.4M to include the previous business transformation

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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 3310k of available funds at end July 21 with no claims since then (Note this figure has slightly increased since last report to Committee of 3271k due to a review of amounts claimed for the project). For 2021/22 there was expenditure of £44k on Digital Marketing Non Staff Costs and £31k on the Digital Marketing Officer post who left post in June 22 which leaves a total i.e. a total of £75k which leaves a balance of £235k for 22/23 onwards.. This balance has been being used for Digital Marketing costs to date in 2022/23 and four appointments have now been made which will utilise the remaining funds. These posts are a new Digital Marketing Officer for twelve months who should commence in late March/early/April and three posts to support the new commercial structure. The restructure was completed in November with a revised focus in the structure into employer related commercial activities and into individuals' related training and funding activities. One post is for fifteen months and two are for twelve months and all commenced in January 2023.

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

- 3.3 In addition to the above projects the College is progressing the Learning Spaces Project which is to invest in the refurbishment of internal areas on all three campuses to create high quality informal learning spaces. There has been a College Project Group working on this and a number of site visits were 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. The discussions have included student involvement through the GCCSA.

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- 3.4 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 campuses.
- 3.5 A design consultancy team called Form Design Consultants has been appointed for the first phase of works to be funded from College costs at a cost of £27k which will be funded from contingency funds. They are planning for potential seven areas across the three campuses with funding of up to a total of £2.3M for this project.
- 3.6 A presentation was made by Form Design of the progress of their thoughts and plans so far to the GCEF Board on 7th March which was favourably received. A presentation will be made to the March Board of Management meeting and next steps agreed after that including approaching GCEF for the next phase of funds to take forward soon thereafter.

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 & Resources Committee Schedule of Work 2022/23

STANDING ITEMS
For Discussion/Decision
Key Performance Indicators
Estates, Capital Expenditure & Masterplan Update
Commercial & External Funding Update Outturn 2022/23 and Plan 2023/24
Restructure Update (if required)
For information/Noting
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
5 OCTOBER 2022
For Discussion/Decision
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>)
30 NOVEMBER 2022
For Discussion/Decision
Draft Financial Statements for Year ended 31 July 2022
Financial Report – Year to October 2022 and Forecast to July 2023
College Financial Regulations (every 3 years)
Tuition Fee Approval
Savings Plan Report
15 MARCH 2023
For Discussion/Decision
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
7 June 2023
For Discussion/Decision
Financial Report – Year to April 23 and Forecast to July 2023
Draft Revenue Budget for 2023-24
Financial Forecast Return
Savings Plan Report