

FINANCE AND RESOURCES COMMITTEE

**Wednesday 7 June 2023 at 4.30pm
Boardroom, Langside Campus**

FINANCE AND RESOURCES COMMITTEE

A meeting of the Finance and Resources Committee will be held on Wednesday 7 June 2023 at 4.30 pm (Langside Campus)

A G E N D A

23.16	Welcome and Apologies			D Newall
23.17	Declarations of Interest			D Newall

Minutes of Previous Meeting

23.18	Minutes of the Finance and Resources Committee - 15 March 2023 - 27 April 2023 - Letter to F&R Committee/Board	P	D	D Newall
23.19	Matters Arising Action Grid	P	D	D Newall

Items for Discussion

23.20	Financial Report year to April 2023 and Forecast to July 2023	P	ND	T Elliott
23.21	Draft Revenue Budget for 2023/24	P	ND	T Elliott
23.22	SFC Indicative Funding Allocation for 2023/24	V	ND	T Elliott
23.23	Financial Forecast Return	V	ND	T Elliott
23.24	Key Performance Indicators	P	D	J Thomson
23.25	Savings Plan Report – Staff and Non Staff Costs	P	ND	J Thomson
23.26	Commercial & External Funding Update	P	ND	D McDougall
23.27	Estates, Capital Expenditure and Masterplan Update	P	ND	J Thomson

Items for Noting

23.28	GCEF Update	P	D	J Thomson
23.29	College Strategic Risk Register	P	D	J Thomson
23.30	Committee Schedule of Work Any Other Business	P	D	K Mavor D Newall

Date of next meeting Wednesday 4 October 2023 at 4.30pm (via teams)

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	07 June 2023
Paper Title	Key Performance Indicators – Committee Monitoring
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources & College Development
Agenda Item	23.24, 23.24A
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 June meeting as a matter of note or concern.

3 BRIEF BACKGROUND INFORMATION

- 3.1 The Board of Management previously agreed that the Committees would monitor a 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 third quarter of 2022/23 are attached in annex 23.24A. 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 highlighted as at end of quarter three 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 £2.097M which is therefore a red status KPI compared to the target of breakeven and compared to the original budget of a £478k deficit. This has changed in the forecast as at the end of April since the last report to Committee mainly as a result of reduced forecast Non-SFC income. Further detail is given on the forecast position in paper 23.20 in the Committee agenda.

3.4.2 ***Number of days' expenditure fundable by cash balances***

The number of days expenditure fundable by cash balances as at the end of quarter 3 is showing as 38 days however this is due to some funds which may be subject to clawback and based on the forecast deficit this position will significantly worsen over the coming months. The forecast cash position further deteriorates in 2023/24 to a very low figure by July 2024.

3.4.3 ***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 for 2022/23 the FAs are 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 for 2022/23. 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 for the year 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 23.24A.

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.
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.
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 shows commercial income and commercial contribution.

4.3 Contract Fulfilment Performance Indicators

Each of the 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 2022/23 year this target is 126,357 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 is the College usage of paper in each quarter. The figure for quarter 3 2022/23 is not yet available due to a staff member being on annual leave and will be provided at the meeting.
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. Current forecast for 22/23 is deficit of £2.1M	£107k	£267k	£571k	£786k	£94k	(£2.063M)	(£2.097M)	
Number of days' expenditure fundable by cash balances	Quarterly	20 days	23	43	62	75	65	56	38	
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	£2.3M	
Commercial contribution level to overhead against target after all costs	Quarterly	£932k contribution in 2022/23	£680k	£248k	£250k	£718k	£677k	£675k	£1.18M	
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%	99.1%	
Number of MA starts against target (where college is managing agent)	Quarterly	134 in 2022/23	107	112	123	119	106	134	134	
Number of FA starts against target - enrols	Quarterly	132 in 2022/23	TBC	398	208	133	143	120	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	1,097	
FWDF ytd income against target	Quarterly	£750k in 2022/23	£421k	£438k	£434k	£652k	£289k	£290k	£670k	
RESOURCE UTILISATION										
Lecturer utilisation level	Termly	Being developed	Not avail	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	Not avail	
Room utilisation level	Termly	Being developed	Not avail	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	608	
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)	follow at meeting	
Number of print copies (both mono and colour)	Quarterly	Target being developed	14.20M	10.67M	1.02M	3.07M	1.6M	1.6M	1.4M	
Tonnes of waste generated	Quarterly	Target to reduce by 3% to 5% annually	422	225	134	204	64	50	35	

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	07 June 2023
Paper Title	Estates, Capital Expenditure and Masterplan Update
Action	For discussion
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda Item	23.27, 23.27A
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 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 2023/24

- 3.1.1 The College's SFC/GCRB capital funding allocation for 2023/24 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 23.27A.
- 3.1.2 The College are working with Doig & Smith, the appointed project manager team to progress the projects in the capital plan for 2023/24. Doig and Smith were previously appointed following a tender process. The College's capital plan has been prepared based on the College Estates Condition Survey, which was completed in 2021 for all the College buildings, combined with judgement and knowledge of projects which need to be prioritized to

Agenda Item 23.27

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 following the survey. 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 2023/24.
- 3.1.5 There are two key projects being taken forward in 2023/24. The first of these is the Anniesland windows repair and replace project which is being progressed as a priority following the survey work in 2022/23. This project is to repair or replace as required the windows related elements throughout the campus buildings. The other key project is the Cardonald Campus Lifts Project which has been awarded and will continue through 2023/24 on a phased basis. This Cardonald Campus Lifts Project is 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. This is a long programme of 46 weeks duration hence will continue through the 2023/24 capital period.
- 3.1.6 In addition, there are further projects planned with outline timings at this stage as shown in the attached capital masterplan.
- 3.1.7 The overall capital plan for 2023/24 as attached utilizes the full allocation of £2.089Million.
- 3.1.8 In addition to the SFC/GCRB related capital projects for 2023/24 there are two projects which are related to GCEF funding, and these are included at the bottom of the attached masterplan summary. These two GCEF projects are the Cardonald Public Realm project which is for the final phase of this project to complete the planned mural at the base of the Tower building and the College Learning Spaces project which is £2.3Million in total and is being progressed through 2023/24 and through to end December 2024.
- 3.1.9 The updated capital plan for the College for 2023/24 will be submitted to the Board of Management in June for approval.

3.2 FUTURE CLEANING PROVISION

- 3.2.1 The cleaning contract for the Anniesland and Langside campuses was due to expire on 6th May. Work had been ongoing to prepare for a new tendered contract with the College's APUC representatives. Once the tenders were received they were at a significantly increased cost and the College reconsidered its options for the future cleaning service at the two campuses. It was decided to bring these services in-house and an extension of the current contract was agreed to the 13th October after which the College will taken over the management of this service. The staff which are currently ISS employees will be TUPE'd over to become College staff after that date. A full mobilization plan has been prepared and is being worked through.

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 be legal implications from this paper in respect of the projects for the Cardonald campus lifts and the Anniesland windows repair works relating to the issues with the previous works undertaken. 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 2023/24 - Expenditure against plan at 30th May 23 for 23/24 capital projects

Project Ref	Project Description - Capital Projects	Project managed by	To be funded by		March 23 Board 22/23 Approved Capital Projects Plan	March 23 Board 23/24 Approved Capital Projects Plan	March 23 Board Two Year Capital Plan	Updated 23/24 Capital Plan	24/25 Capital Plan	Capital Expenditure to 1st April to 30th May 23	Remaining balance of project	Comments at 30th May 2023
1a	Anniesland campus - Velfac Windows Phase 1 Survey and Emergency Repairs	Doig & Smith	SFC/GCRB		£166,000	Future costs to be confirmed after March/April health and safety and investigation works	TBC	22/23 project		£119,245	£0	Survey and emergency repair work in 22/23 to remediate and define future works required. Remedial works completed in 22/23. Total expenditure £161k. Phase 1 completed.
1b	Anniesland campus - Velfac Windows Repair and Replace Project.	Doig & Smith	SFC/GCRB		TBC	Future costs to be confirmed after March/April health and safety and investigation works	TBC	£1,300,000			£1,300,000	Survey work in 22/23 realised substantial works required mainly due to poor workmanship of the original windows installation. Recently received estimated costs for works to be completed in second half of 2023.
2	Cardonald Campus Lifts - Project design in 22/23. Works in 23/24.	Doig & Smith	SFC/GCRB		£345,000	£405,000	£750,000	£405,000		£4,945	£745,055	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. Tender awarded and wroks to commence from June 23 at cost of £750k in total. 46 week programme to complete all five lifts.
3	All campuses - Building Management System Replacement/ Upgrade	Doig & Smith	SFC/GCRB		£25,000	£225,000	£250,000	£250,000			£250,000	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. Anniesland is first priority as current system unsupported.
4	Cardonald Car Park Entrance Project	Doig & Smith	SFC/GCRB		£15,000	£55,000	£70,000	£55,000			£55,000	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.
Works below this line to be progressed in future years												
5	Langside Mary Stuart Building Fire escape repair	Doig & Smith	SFC/GCRB			TBC	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.
6	Cardonald Campus CCTV Upgrade	To be planned for future years	SFC/GCRB			£150,000	£150,000		£150,000		£150,000	CCTV cameras and other equipment needs to be upgraded. Yet to be fully costed.
7	Cardonald Campus Roof and structure repair	To be planned for future years	SFC/GCRB			£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.
8	Langside - Mary Stuart Engineering Heating and electrical Systems	To be planned for future years	SFC/GCRB			£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.
9	Anniesland external works re disabled/taxi pick up and drop off	Doig & Smith	SFC/GCRB		£3,000	£37,000	£40,000		£40,000		£40,000	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.
10	Anniesland external drainage works	Doig & Smith	SFC/GCRB		£20,000	£80,000	£100,000		£100,000		£100,000	Drainage issues which require extensive underground works and which are causing ongoing problems. Works due for tender and to be complete by March.
12	Other future years projects to be prioritised (based on condition survey/any other priorities)	To be planned for future years				TBC . Balancing figure based on total allocation as available after Anniesland works	TBC		Future years		TBC	Further analysis iof condition survey to be undertaken and detail of future works specified.
Capital Masterplan totals					£408,000	£1,082,000	£1,490,000	£2,010,000	£420,000	£124,190	£1,365,810	
plus GCEF projects												
1	Cardonald Public Realm	Doig & Smith	GCEF		£640,000	£20,000	£660,000	£20,000			£20,000	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	£1,075,000	£1,175,000		£2,300,000	Design works for the Learning Spaces project being undertaken with Form Design Consultants. First stage at cost to College. Presented to GCEF and College Board of Management in March 23.
Capital Masterplan totals					£1,123,000	£2,102,000	£3,225,000	£3,105,000	£1,595,000	£124,190	£3,685,810	

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	07 June 2023
Paper Title	Glasgow Clyde Education Foundation Update
Action	For noting
Prepared by	Janet Thomson, Vice Principal Resources and College Development
Agenda No	23.28
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 May 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 is 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 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 during 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 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 £310k of available funds at end July 21 with no claims since then. The next claims will be made at July 23. For 2021/22 there was expenditure of £44k on Digital Marketing Non Staff Costs and £31k on the previous Digital Marketing Officer post 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 been made which will utilise the remaining funds. These posts are a new Digital Marketing Officer for twelve months 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.

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. A College Project Group have been working on this Learning Spaces Project which will involve a mix of smaller scale revenue projects which will be a range of refurbishment of existing areas with installation of new furnishings and fittings to modernise specific spaces at each campus, and larger scale capital projects for reviewing more substantial areas at the three campuses. A design consultancy team called Form Design Consultants were appointed for the first phase of works to be funded from College costs in 22/23. They have provided design plans for seven potential areas across the three campuses to be considered within the funding of up to a total of £2.3M for this project. These designs were presented to GCEF and to the College Board of Management in March 2023. The next step is to approach GCEF for the next phase of funds to take the project forward in some or all of the seven areas.

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	07 June 2023
Paper Title	College Strategic Risk Register
Action	For Noting
Prepared by	J Thomson, Vice Principal Resources & College
Agenda Item	Development 23.29
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 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 30th May is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management. The changes since the Strategic Risk Register was last reported to the Board in March are highlighted in red.

4 SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 There are thirteen risks in the 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.
- 4.2 The three high risks in the College Strategic Risk Register are as follows:

Risk 1 – 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 ongoing discussions. The future financial forecast is being worked upon however the financial plan has annual deficits and the

College are planning to make savings in staff costs and non-staff costs through the period of the plan.

Risk 2 – 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 3 - Failure to achieve SFC credits target and clawback of funding

The College (and many other Colleges) did not achieve 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 will nearly achieve target in 2022/23 and the SFC have confirmed that Colleges have a 2% tolerance level on its credits target for the financial year. However there is a remaining question over FA credits for 2022/23 and potential clawback. And for 2023/24 the College have to plan for a 10% reduction in credits which will be extremely challenging to achieve and hit target thus the risk still remains as the third highest risk on the Risk Register.

- 4.3 There are two risks where the residual risk score is above the College's Risk Appetite of Open which are risks 1 and 2 as these are above the residual score of 19 both being at a score of 20. For risk 1 which is failure to manage financial sustainability through the period of the financial plan. This risk score was increased to be above the risk appetite following discussion at the Board of Management meetings since 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 is being reported upon at each Finance and Resources Committee and an update given to each Board meeting. For risk 2 which is related to implications of national bargaining and possible negative impact on employee relations 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 national Employee Association, Principal and HR College Group discussions and communicates both formally and informally with the unions and staff.

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.

58

Risk Ref	Risk Description - Risk Cause	Potential Consequences	Risk Score Before Mitigating Actions			Mitigating Actions	Risk Score After Mitigating Actions				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			
			Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)								
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, 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 Ref	Risk Description - Risk Cause	Potential Consequences	Risk Score Before Mitigating Actions			Mitigating Actions	Risk Score After Mitigating Actions				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			
			Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)								
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			

Finance & Resources Committee Schedule of Work 2023/24

STANDING ITEMS
For Discussion/Decision
Key Performance Indicators
Estates, Capital Expenditure & Masterplan Update
Commercial & External Funding Update Outturn 2023/24
Restructure Update (if required)
Savings Plan Report (if required)
For information/Noting
Glasgow Clyde Education Foundation Update
College Strategic Risk Register – Financial Risks
Any relevant SFC or other publications
Committee Remit and Schedule of Work
4 OCTOBER 2023
For Discussion/Decision
Draft Primary Financial Statements for y/e 31 July 2023
2023/24 Budget Update
Update on Draft Five Year Plan
2023/24 SFC Financial Forecast Return (<i>depends on SFC timescales</i>)
30 NOVEMBER 2023
For Discussion/Decision
Draft Financial Statements for y/e 31 July 2023
Financial Report – Year to October 2023 and Forecast to July 2024
Tuition Fee Approval
15 MARCH 2024
For Discussion/Decision
Financial Report – Year to January 2024 and Forecast to July 2024
SFC Indicative Funding Allocation for 2024-25
Update on Draft Five Year Plan
Procurement Update
7 June 2024
For Discussion/Decision
Financial Report – Year to April 2024 and Forecast to July 2024
Draft Revenue Budget for 2024-25
Financial Forecast Return