GLASGOW CLYDE
COLLEGE

FINANCE AND RESOURCES COMMITTEE

Wednesday 29 May 2019
The Boardroom, Langside Campus

GLASGOW CLYDE COLLEGE

FINANCE AND RESOURCES COMMITTEE

The twentieth meeting of the Finance and Resources Committee will be held on Wednesday 29 May 2019 at 4.30 pm in The Boardroom, Langside Campus.

A G E N D A

19.16	Welcome and Apologies			R Fraser
19.17	Declarations of Interest			R Fraser

Minutes of Previous Meeting

19.18	Draft Minute of the Finance and Resources Committee of the 6 March 2019	P		R Fraser
19.19	Matters Arising Action Grid	P		R Fraser

Estates Strategy Presentation
BDP and Gardiner & Theobald

Items for Discussion

19.20	Financial Report – Year to April and Forecast to July 2019	P		T Elliott
19.21	Draft Revenue Budget for 2019-20	P		T Elliott
19.22	Financial Forecast Return final draft Five Year Plan 2019-24	P	To follow	T Elliott
19.23	Capital Expenditure & Masterplan Update	P		J Thomson
19.24	Estates Update (including Strategy Progress)	P		J Thomson
19.25	Commercial & External Funding Update	P		D McDougall
19.26	Glasgow Clyde Education Foundation Update	P		J Thomson

Items for Noting

19.27	Procurement Update	P		T Elliott
19.28	College Strategic Risk Register – Financial Risks	P		J Thomson

Continual Improvement

19.29	Equalities Impact Assessment on Decisions Made			R Fraser
19.30	Review of Papers (including Disclosable Status)			All
19.31	Any Other Business			R Fraser

Date of next meeting 9 October 2019 at 4.30pm, The Boardroom, Langside

GLASGOW CLYDE COLLEGE

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	29 May 2019
Paper Title	Capital Expenditure Report and Masterplan Update
Agenda Item	19.23
Paper Number	19.23A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

1.1 This report provides an update on capital expenditure against plan for the period from 1 April 2018 to 31 March 2019 against approved capital plan for 2018/19 and updated plan.

2 RECOMMENDATIONS

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

3 BACKGROUND

3.1 The Scottish Funding Council (SFC) provides formula capital funding to Colleges which can be used towards estates or equipment and this funding is provided on a fiscal year basis, i.e. April to March. The Glasgow Regional capital funding allocation for 2018/19 is £6.25Million. GCRB allocated £2.8M in total of this to Glasgow Clyde College, being £906k for life cycle maintenance and £1.925M for very high priority estates maintenance (£1.25M in June and £681k in October).

3.2 The funding for very high priority estates maintenance has been used to fund five projects as shown on the capital masterplan which are the refurbishment of the Cardonald car park, and the Cardonald changing rooms upgrade, plus projects 2, 3, and 4 of the attached capital masterplan.

3.3 The capital expenditure from 1 April 2018 to 31 March 2019 against capital plan is attached, which shows expenditure against the latest capital masterplan as approved at the March Board of Management meeting and against updated plan.

4   RISK ANALYSIS

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

5   LEGAL IMPLICATIONS

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

6   FINANCIAL IMPLICATIONS

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

7   REGIONAL OUTCOME AGREEMENT IMPLICATIONS

7.1   The Regional Outcome Agreement implications are that each of the Colleges in Glasgow needs to have a suitable, fit-for-purpose estate and this is being emphasised in the funding allocation discussions.

8   Has an Equality Impact Assessment been carried out?

8.1   Not applicable.

Glasgow Clyde College - Capital Masterplan Update
Expenditure against plan 1st April 2018 to 31st March 2019 against 2018/19 Capital projects plan

Priority	Project Description - Capital Projects	Funded by	2018/19 Capital Projects Plan as approved at March Board of Management	2018/19 Capital Expenditure April 18 to March 19	Variance/ Balance remaining	Planned expenditure 2019/20	Planned expenditure 2020/21	Capital Projects Plan Total to 18/19 to 20/21	Comments
Completed, retentions remaining	Landscaping and Horticulture Teaching Accommodation including glasshouses	Foundation Approved.	£74,737	£55,966	£18,771	Completed	Completed	£74,737	Permanent relocation of landscaping and horticulture teaching provision previously based at Langside's Woodburn campus, including glasshouses. Project completed October 2017. Foundation funded. Retentions in 2018/19.
Completed, retentions remaining	Cardonald Campus Car Park Upgrade including replacement lighting	SFC/GCRB very high priority works capital funding	£791,000	£786,289	£4,711	Completed	Completed	£791,000	Cardonald campus car park had significant drainage issues and was not fit for purpose. Main car park works completed late October 18. Lighting also replaced as it was an inappropriate old installation which did not provide required coverage.
Completed, retentions remaining	Changing rooms upgrade at Cardonald campus	SFC/GCRB very high priority works capital funding	£434,000	£433,957	£43	Completed	Completed	£434,000	Full refurbishment of the Sports changing rooms at the Cardonald campus. The previous facilities were not fit for purpose and did not support the College in providing a modern facility in which to offer an industry standard experience for users. The project has also improved the disabled changing facilities. Project complete October 2018.
1	Large Scale Plant Upgrade/ Replacements Part 1 - Cardonald Campus Lifts project	Foundation Approved	£265,000	£220,365	£44,635	£150,000	Completed	£415,000	Funding approved from Foundation for total three part large scale plant upgrade project at £2.75Million. Part of total bid (£600k) deferred to consider phase 2 of heating and ventilation works. Lifts project progressed from May 2017 and concluded August 2018. Phase 1 of heating and ventilation, and mechanical and electrical services completed in summer 2017. Retentions and lift lobby redecorations remaining.
2	Boiler/pipework installation at Cardonald	SFC/GCRB very high priority works capital funding	£35,000	£122,945	(£87,945)	£235,000	Completed	£270,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework.
3	Mary Stuart Building Cladding Replacement to be completed in summer 2019.	SFC/GCRB very high priority works capital funding	£20,000	£20,029	(£29)	£379,000	Completed	£399,000	Cladding panels/curtain walling replacement. Replacement planned for summer 2019.
4	Redecoration/Flooring	SFC/GCRB very high priority works capital funding	£302,000	£275,650	£26,350	Completed	Completed	£302,000	High priority redecoration and flooring at the Cardonald campus.
5	Lifecycle maintenance for works	SFC/GCRB lifecycle maintenance capital funding allocation	£284,000	£19,450	£264,550	£369,000	£369,000	£1,022,000	Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units.
6	Migration to new Wi-Fi Solution as part of College ICT Infrastructure	SFC/GCRB lifecycle maintenance capital funding allocation	£250,000	£240,538	£9,462	Completed	Completed	£250,000	Replacement Wi-Fi solution required as current provider is moving out of Wi-Fi market. Essential for services to students.
7	Student Space Extension at Anniesland.	TBC. Proposed GCEF Bid	£0	£0	£0	£528,000	Completed	£528,000	Limited student space at Anniesland campus compared to the other two campuses. Design prepared and costed at £528k. Bid submitted to GCEF in December 18 however not approved and was postponed.
8	Condition Survey Estimates of Works 2019 to 2021 as per previously approved plan in December 2018. This is to be reviewed and informed by priority works and estates strategy outputs.	TBC. Proposed SFC/GCRB lifecycle maintenance capital funding allocation	Shown as specific projects above	Shown as specific projects above	£0	£2,600,000	£2,800,000	£5,400,000	Figures from previously approved plan at the Board in June 2018. Possible condition survey works for future years after 2018/19 which would be progressed based on affordability and available funding.
9	Storage Area Network	TBC	c/fwd	c/fwd	£0	£200,000	Completed	£200,000	Replacement of current data storage solutions with an Enterprise class solution with advanced and optimised storage techniques which maximise performance and balance costs through effective and efficient use of tiered storage.
	Capital Masterplan projects sub-total		**£2,455,737**	**£2,175,189**	**£280,548**	**£4,461,000**	**£3,169,000**	**£10,085,737**	

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	29 May 2019
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	19.26
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1   REPORT PURPOSE

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

2   RECOMMENDATION

2.1   Members are invited to **DISCUSS** this paper.

3   BACKGROUND

3.1   The Glasgow Clyde Education Foundation (GCEF) is a separate independent charitable organisation from the College.

3.2   The Foundation has three strategic funding priorities which are as follows :

Strategic Priority 1 Improved Pedagogy
Strategic Priority 2 Effective Learning
Strategic Priority 3 Capability and Capacity

3.3   A sum of £14.4M was transferred to the Foundation from the College as at the end of March 2014, which was the College cash backed reserves and a further sum of £600k was donated at the end of March 2015. There have been no further donations since that time.

3.4   To date, the College has had over thirty applications supported by the Foundation which total over £8M between capital and revenue projects. The Foundation had their most recent meeting on 2nd April and their next meeting is on 25th June.

3.5   The College submitted a bid to the Foundation at its April meeting for Learning and Teaching Transformation. This project is aimed at delivering a new more embedded digital approach to the learning and teaching of the College with a more engaging use of the Virtual Learning Environment. The detail of the proposal was submitted to the College Board of Management at its March

meeting and this paper is attached as presented to the Board. The cost of the project at that time was £547k. At the GCEF meeting it was proposed that the project be extended from the original proposed 2 years to instead be a 3 year project and this therefore increases the total value of the project now to £780k.

3.6   It is proposed to submit a bid to the CGEF meeting on 25th June for funding to support the Voluntary Severance scheme for the College. This scheme is currently open to all College Administration staff at level 8.2 of the structure. The value of the bid to GCEF will be an estimate at this stage until there is greater clarity on the level of Voluntary Severance which will be implemented through the range of planned structure changes of which the College Administration Review is the first one.

4   RISK ANALYSIS

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

5   LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

5.1   The GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications related to this paper are that potential future projects will be dependent on future funding applications from the College being approved by the Foundation.

6   HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

An Equality Impact Assessment will be completed in respect of the College voluntary severance scheme.

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	29 May 2019
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	19.28
Paper Number	19.28A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

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

2 RECOMMENDATION

2.1 Committee Members are invited to note this paper.

3 BACKGROUND

3.1 The College's Strategic Risk Register is attached as at mid-May 2019 and the changes since last reported to the Board are highlighted in red. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.

3.2 There are 14 risks on the College Strategic Risk Register and of these 5 are categorised as financial risks. The financial risks have been revised since last reported to the Board of Management in March with the risks now increased to 5 financial risks where it was previously 3 financial risks. The updated risks are F1 and F2 on the risk register, which are F1 Failure to achieve surplus targets for commercial activity (now split to two risks - commercial and non-SFC separately), F2 Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast (new risk added).

3.3 These changes have been made to the Financial Risks to reflect the challenges in the College's five year financial plans in respect of ambitious Commercial income and surplus growth and the need to achieve significant cost reductions.

4 RISK ANALYSIS

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

5 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

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

6 Has An Equality Impact Assessment been carried out?

6.1 N/A

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee			as at 13th May 2019					
					Score Before Mitigating Actions					**Score After Mitigating Actions**						
Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
	Financial Risks														
F1	**Failure to achieve surplus targets for commercial activity (now split to two risks - commercial and non-SFC separate)**	Financial	Goal 3 & Goal 4 - Contributing to the local, regional and national economy, & ensuring operational effectiveness and efficiency	Assistant Principal International and Business Development	4	5	20	i) Ambitious commercial income/surplus growth plan agreed for 2019/20 through to 2022/23 ii) Regular monitoring between Business Development Unit and Faculty Management of commercial activity and replacement activity identified as required. iii) Costing templates completed for all commercial activity. Further monitoring of in year staff costs transfers of permanent staff costs ongoing. iv) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. iv) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. v) Review and develop market opportunities through business development strategy and grow new markets.	3	5	15	F1	Medium	10	Increasing
F2	**Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast (new risk added)**	Financial/ Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	i) Five year financial plan prepared and presented to the Board which shows required cost reductions over the period in addition to commercial income growth plan ii) College commenced process of review of all areas to seek cost reductions , as well as seeking further efficiency through improved business processes. iii) Plan to implement one significant staff area change by July 2019 and through use of current VS scheme. iv) Early discussion on future potential changes to be taken forward. v) Zero based budgeting for 19/20 onwards for non-staff costs.	3	5	15	F2	Medium	new risk	N/A
F3	**Adverse Funding changes (SFC/SDS/ESF)**	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	i) Financial plans developed by College Senior Management and monitored within framework of available activity funding through Glasgow Regional funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis. Portfolio for 2019/20 being developed. ii) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. Final funding allocation for 2018/19 announced. iii) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources iv) Projects progressed to address priority items as per College Capital masterplan based on affordability and potential for applications to Foundation v)Ensure ongoing dialogue with SDS vi) Working to achieve Flexible Workforce Development Fund target levels.	3	4	12	F3	Medium	12	No change
F4	**Failure to achieve/maintain planned levels of non-SFC income**	Financial	Goal 3 & Goal 4 - Contributing to the local, regional and national economy, & ensuring operational effectiveness and efficiency	Assistant Principal International and Business Development	4	5	20	i) Regular monitoring between External Funding Unit and Faculty Management of non-SFC activity and any changes in level of delivery. ii) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum and quantifying impacts. iii) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. iv) Continued work with key partners to ensure successful projects delivered and funding maintained as much as possible.	2	5	10	F4	Medium	10	No change
F5	**Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)**	Financial/ Organisational	Goal 1 & Goal 2 - Delivering exceptional learning opportunities, & growing exceptional partnerships	Vice Principal - Curriculum & External Relations	3	4	12	i) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, retention and profile of students. ii) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance iii) Ensure stated teaching activity targets are met. iv) Work closely with relevant partners to ensure programmes implemented as planned v) Ensure all relevant agency (e.g. SDS) milestones and documentation requirements achieved. vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment	2	4	8	F5	Long	8	No change
					Score Before Mitigating Actions					**Score After Mitigating Actions**					
	Organisational Risks														

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions			Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
					Probability	Impact	Risk Score		Probability	Impact	Risk Score				
O1	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Goal 1 & 2 - Delivering exceptional learning opportunities & Growing exceptional partnerships	Principal/ Assistant Principal HR	4	5	20	i) Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications. ii) Regular direct communication with staff e.g. staff briefings, focus groups. iii) Representation made through Employers Association Group, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. iv) Emphasis being made nationally on imperative of financial sustainability and affordability issues particularly given increased staffing costs and challenges of the Glasgow Regional context. v) Discussion with unions on impact on College financial sustainability and organisational impacts. vi) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action.	3	5	15	O1	Short	15	No change
O2	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud)	Organisational	Goal 1 & 4 -Delivering exceptional learning opportunities & Ensuring operational effectiveness and efficiency	Vice Principal Resources & College Development & Vice Principal- Curriculum & External Relations	4	5	20	i) Monitoring systems in place across College and feedback from relevant staff. Any issues addressed as necessary and action taken. ii) Business system improvement process in place iii) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. iv) Virtualisation infrastructure which improves server resilience with two main data centres at different campuses. v) Member of JISC Information Security service which provides support to secure against cyber attack and regular ICT network penetration testing undertaken. vi) ICT backup procedures and Disaster Recovery planning. Penetration testing exercise completed. Cyber essentials plus status achieved. vii) Web filtering technology in place and uninterruptable power supply in place. viii) Fraud response plan in place	3	4	12	O2	Medium	12	No change
O3	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Goal 2 & 4 - Growing exceptional partnerships & Ensuring operational effectiveness and efficiency	Assistant Principal HR	3	5	15	i) Recruitment and retention of staff for some skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps	2	4	8	O3	Medium	8	No change
O4	High Impact Disaster for College e.g. fire, long term power loss	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Vice Principal - Resources & College Development	3	5	15	i) Health and safety risk assessments in place and required testing and audits completed on an annual cycle ii) Business Continuity Plan for College in place. iii) Estates condition survey completed and prioritising projects through estates based on affordability. iv) Business interruption insurance in place v) Mary Stuart building cladding report received and project funding now in place	2	4	8	O4	Medium	8	No Change
O5	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Vice Principal - Resources & College Development	4	3	12	i) Capital masterplan in place and related to estates condition survey which highlights required investment to maintain College estate. Funding for 2018/19 and 2019/20 for very high priority items allocated by GCRB to College including additional allocation although there are logistical issues in spending the funds within the timeframe. ii) Work with GCRB and SFC to ensure fully informed of estates requirements iii) Estates Strategy Review being completed by Gardiner & Theobald & BDP. iv) Langside residences lease assignation and guarantee document completed.	2	3	6	O5	Long	6	No change
O6	Failure to achieve acceptably high standard quality of teaching delivery and support for students	Organisational/ Financial	Goal 1 - Delivering exceptional learning opportunities	Vice Principal - Curriculum & External Relations	3	4	12	i) Monitor of teaching KPIs across all subject areas and action taken to address areas of concern. ii) Quality mechanisms undertaken through annual cycle including self evaluation and internal and external verification processes. iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service during year and follow up on any issues. iv) Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues	2	2	4	O6	Medium	4	No Change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER

Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee

as at 13th May 2019

Governance Risks

					Score Before Mitigating Actions					Score After Mitigating Actions						

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER

Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee

as at 13th May 2019

Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
G1	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Post-16 Legislation and associated related guidance. Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. College ensure full knowledge and implementation of legislative, regulatory and guidance requirements including requirements of Financial Memorandum with GCRB. iv) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls v) Ensure Board have appropriate training on key guidance and legislation and take proactive role of Board in ensuring meet all requirements. vi) Modern Slavery statement in place vii) Safeguarding officers and safeguarding forum on each campus viii) Seek legal advice as required. ix) Prepare relevant people for potential attendance at Public Audit Committee in relation to Section 22 report and PR/media strategy and Board briefing pack to be developed ix) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12	G1	Medium	12	No change
G2	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Goal 4 - Ensuring operational effectiveness and efficiency	Clerk to the Board	3	4	12	i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Nominations committee now established. Succession planning taking place with the Nominations Committee considering future vacancies well in advance. ii) Annual self assessment for Board members and training provided as required. iii) Induction provided for all new Board members. iv) Ensure Board undertake an ongoing programme of training to meet CPD needs. v) Board member handbook in place and an annual review/update to be undertaken.	2	3	6	G2	Medium	6	No change
G3	Failure to comply with Health and Safety requirements	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Assistant Principal HR	2	5	10	i) Glasgow Clyde College Health and Safety Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. ii) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed iii) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements iv) Full review of Health and Safety Policy and Procedures being undertaken	1	4	4	G3	Medium	4	No Change