

FINANCE AND RESOURCES COMMITTEE

The twenty-first meeting of the Finance and Resources Committee will be held on Monday 14 October 2019 at 4.30 pm in The Boardroom, Langside Campus.

A G E N D A

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|--------------|--------------------------|--|----------|
| 19.32 | Welcome and Apologies | | R Fraser |
| 19.33 | Declarations of Interest | | R Fraser |

Minutes of Previous Meeting

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| 19.34 | Draft Minute of the Finance and Resources Committee of the 29 May 2019 | P | R Fraser |
| 19.35 | Matters Arising Action Grid | P | R Fraser |

Items for Discussion

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|--------------|---|---|-------------|
| 19.36 | Draft Primary Financial Statements | P | T Elliott |
| 19.37 | 2019/20 Cash Flow Forecast | P | T Elliott |
| 19.38 | Draft 2019 SFC Financial Forecast Return | P | T Elliott |
| 19.39 | 2019/20 Budget Update | V | T Elliott |
| 19.40 | Capital Expenditure and Masterplan Update | P | J Thomson |
| 19.41 | Estates Update (including Strategy Progress) | P | J Thomson |
| 19.42 | Commercial and External Funding Update – 2018/19 Outturn and 2019/20 Plan | P | D McDougall |
| 19.43 | Glasgow Clyde Education Foundation Update | P | J Thomson |

Items for Noting

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| 19.44 | Procurement Update | P | T Elliott |
| 19.45 | College Strategic Risk Register – Financial Risks | P | J Thomson |

Continual Improvement

- | | | | |
|--------------|---|--|----------|
| 19.46 | Equalities Impact Assessment on Decisions Made | | R Fraser |
| 19.47 | Review of Papers (including Disclosable Status) | | All |
| 19.48 | Any Other Business | | R Fraser |

Date of next meeting 4 December 2019 at 4.30pm, The Boardroom, Langside

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	14 October 2019
Paper Title	Capital Expenditure and Masterplan Update
Agenda Item	19.40
Paper Number	19.40A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

- 1.1 This report provides an update on capital expenditure for the period from 1 April 2019 to mid Sept 2019 against approved capital plan for 2019/20 and shows a slightly updated plan based on the final costs of two completed projects.

2 RECOMMENDATIONS

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

3 BACKGROUND

- 3.1 The Scottish Funding Council (SFC) provides capital funding to GCRB who then allocate it to the Glasgow Colleges and this funding is provided on a fiscal year basis, i.e. April to March. The Glasgow Regional capital funding allocation for 2019/20 is £3.54Million. GCRB allocated £1.65Million in total of this to Glasgow Clyde College, being £630k for life cycle maintenance and £1.02Million for very high priority estates maintenance.
- 3.2 The funding for very high priority estates maintenance for 2019/20 has been used to fund three projects as shown on the attached capital masterplan which are all at the Cardonald campus and are Chiller Plant and Air Handling Units replacement, Disabled access lifts replacement and Replacement of the remaining flat roof. The design team estimate of these three projects totals £1.13Million and these projects will have to be managed within the total funding of £1.02Million. This will be assessed once the actual tender prices are returned and the number of lifts replaced will be amended to fit the total funding available as required.

- 3.3 The funding for very high priority estates maintenance above has all to be spent by the end of March 2020 hence the three projects in 3.2 above will have to be completed in term time. This will be challenging particularly for the Chiller Plant and Air Handling Units replacement as these affect 59 classrooms across the Cardonald campus. A plan is being worked on to aim to minimise disruption to students.
- 3.4 The other two very high priority projects shown on the plan i.e. the Boiler/pipework installation at Cardonald and the Mary Stuart Building Cladding Replacement were funded from the 2018/19 allocation for very high priority estates maintenance.
- 3.5 The funding for lifecycle maintenance for 2019/20 has all been used for revenue costs for planned and reactive maintenance and other essential non-staff premises costs.
- 3.6 The capital expenditure from 1 April 2019 to mid Sept 2019 against capital plan is attached, which shows expenditure against the latest capital masterplan as approved at the June 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 2019 to mid September 2019 against 2019/20 Capital projects plan

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at June Board of Management	2019/20 Capital Expenditure April 19 to Mid Sept 19	Variance/ Balance remaining
1	Cardonald Campus Lifts project final stages	Foundation Approved	£150,000	£0	£150,000
2	Boiler/pipework installation at Cardonald	SFC/GCRB very high priority works capital funding	£235,000	£126,445	£108,555
3	Mary Stuart Building Cladding Replacement	SFC/GCRB very high priority works capital funding	£379,000	£417,872	(£38,872)
4	Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding	£880,000	£0	£880,000
5	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding	£220,000	£0	£220,000
6	Replacement of flat roof	SFC/GCRB very high priority works capital funding or life cycle maintenance	£40,000	£0	£40,000
7	Lifecycle maintenance for works	Foundation funded	£250,000	£0	£250,000
8	Student Space Extension at Anniesland.	TBC. Proposed GCEF Bid	£528,000	£0	£528,000
9	Condition Survey Estimates of Works 2020/21 as per previously approved plan in December 2018. This is to be reviewed and informed by priority works and estates strategy outputs based	TBC. Proposed SFC/GCRB future lifecycle maintenance capital funding allocation	Shown as specific projects above	Shown as specific projects above	N/A
10	Storage Area Network	TBC	N/A	N/A	N/A
Capital Masterplan projects sub-total			£2,682,000	£544,317	£2,137,683

2019/20 Capital Projects Plan Updated	Planned expenditure 2020/21	Capital Projects Plan Total to 19/20 to 20/21	Comments
£150,000	Completed	£150,000	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.
£225,000	Completed	£235,000	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k. Project now completed.
£419,000	Completed	£379,000	Cladding panels/curtain walling replacement. Replacement planned for summer 2019. Total project value was an estimate of £399k however tender returned was a total of £439k and this was already a value engineered option. Project now completed.
£880,000	Completed	£880,000	Chiller plant and AHU across Cardonald campus Tower building. Estimate at this stage based on condition survey. Design team being appointed.
£220,000	Completed	£220,000	Several disabled access lifts in the Tower building and Business Centre due for replacement. Estimates based on condition survey. Design team being appointed.
£40,000	Completed	£40,000	Cost estimate for replacement of one remaining flat roof area. Design team being appointed
£250,000	£369,000	£619,000	Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units.
£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.
Shown as specific projects above	£2,800,000	£2,800,000	Figures from previously approved plan at the Board in June 2019 updated to reflect the three projects for 2019/20 as submitted to GCRB shown as separate lines above. Possible condition survey works for future years after 2019/20 which would be progressed based on affordability and available funding.
N/A	£200,000	£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.
£2,712,000	£3,369,000	£6,051,000	

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	14 October 2019
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	19.43
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 Glasgow Clyde Education Foundation's charitable objectives as listed on OSCR are through grant giving (with a view that the organisation will grow its own funds to generate additional income for its beneficiaries) to enhance the learning experience for students, potential students and the communities (including by supporting (financially and otherwise) community and not for profit groups and organisations operating within the communities) served by Glasgow Clyde College (a registered Scottish charity, SC021182). In furtherance of its charitable purposes, the organisation will support (a) the delivery of improved teaching accommodation, facilities, infrastructure and/or equipment; (b) the development of teaching and curriculum resources and opportunities; and (c) staff development for the staff of the Glasgow Clyde College to assist and develop the student learning experience

- 3.3 A sum of £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. The Foundation has £7.5Million remaining after allowing for all previously approved bids.
- 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 and AGM on 24th September and their next meeting is on 14th January.
- 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. There has been some further work done on this proposal since then however it is now fully approved by GCEF at a total grant award of £844k over three years. This is mainly for Learning Technologist staffing plus a new Virtual Learning Environment.
- 3.6 The College is currently working on submitting three bids to GCEF and provided outline proposals for each of these to their meeting on 24th September. The three bids are for staff development funding, commercial income growth support, and ICT innovation resources. The Project Leads for each have now met with the Foundation Director to receive guidance on completion of the logic model that GCEF use for bids and they are now being prepared for submission two of which will be done by mid October and the third by end October. The Trustees have advised they will consider them via email correspondence.

4 RISK ANALYSIS

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

5 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

- 5.1 GCEF is a separate charitable organisation and hence is a separate legal entity. The financial implications related to this paper are 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?

N/A

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	14 October 2019
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	19.45
Paper Number	19.45A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

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

2 RECOMMENDATION

- 2.1 Committee Members are invited to note this paper.

3 BACKGROUND

- 3.1 The College's Strategic Risk Register is attached as at 4th October 2019 and the changes since last reported to the Board in June are highlighted in red. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.
- 3.2 There are two main amendments which follow on from discussion at August Board of Management meeting. The first is to include a new risk "Potential for refusal of SFC to fund VS as assumed in 2019/20 agreed budget " which is as requested by the Board at the August meeting and is shown as risk F3 on the attached.
- 3.3 The second amendment is to the mitigating action of three of the organisational risks following discussions at the August Board of Management meeting. These are O1 - Failure of College operational processes/systems/ICT infrastructure (including risk of fraud), O3 - Failure to recruit and retain an appropriately skilled and effective workforce, and O5 - Failure to achieve a sustainable fit-for-purpose College estate. These have all had a point added to the mitigating actions to highlight the need to take

action for each, due to the financial challenges of the 2019/20 budget and the impacts of planned savings and restructures.

- 3.4 Therefore, this means there are now 15 risks on the College Strategic Risk Register and the new financial risk F3 has a high score at 15 after mitigating actions (probability of 3 and impact of 5) which brings the total number of financial risks up to 6. Three of the six financial risks are scored as high, one is scored as medium level risk and two are scored as low level risk.
- 3.5 There has also been an amendment to O3 and O6 following discussion at the Audit Committee on 2nd October where there was a discussion on the student experience which wasn't specifically highlighted and which could be impacted by the financial challenges. The changes made to these risks are highlighted in red which were the title, mitigating actions and score for O3 and the scoring for O6. Also following discussion at the Audit Committee there was an amendment to the title of O1 to include specific reference to potential cyber attack.
- 3.6 These changes have been made to the Risk Register to reflect the challenges in the College's 2019/20 budget and five year financial plan.

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 4th October 20			
					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
Financial Risks											
F1	Failure to achieve surplus targets for commercial activity	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 with detail of how this will be achieved across the five main activity types ii) Regular monitoring between Business Development Unit and Faculty Management of commercial activity and replacement activity identified as required. iii) Pipeline of activity managed to meet overall targets iv) Costing templates completed for all commercial activity. Further monitoring of in year staff costs transfers of permanent staff costs ongoing. v) Increased engagement and marketing effort to maintain current business but also to open and grow new income streams. vi) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus. vii) Review and develop market opportunities through business development strategy and grow new markets.	4	5	20
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast	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 the agreed five year commercial income growth plan ii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible iii) College commenced process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) Plan to implement first staff area change by October 2019 and through use of current VS scheme with required agreement with GCRB and SFC. v) Discussion on future potential changes being taken forward including academic management restructure. vi) Zero based budgeting for 19/20 onwards for non-staff costs.	4	5	20
F3	Potential for refusal of SFC to fund VS (as assumed in 2019/20 agreed budget)	Financial/ Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Principal /Vice Principals	4	5	20	i) Detailed five year financial plan prepared and FFR which show recovery after VS is funded and hence present case to SFC. ii) Discussions within Glasgow Colleges regional Board to share approach iii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible iv) Ensure stated teaching activity targets are met to meet SFC requirements.	3	5	15
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

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					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
F5	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	4	5	20	<ul style="list-style-type: none"> i) Financial plans developed by College Senior Leadership 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) Mary Stuart Building cladding now replaced. vi) Working to achieve Flexible Workforce Development Fund target levels. 	2	4	8
F6	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	<ul style="list-style-type: none"> 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

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Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score
					Score Before Mitigating Actions			Score After Mitigating Actions			
Organisational Risks											
O1	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud and potential cyber attack)	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. Need to ensure key systems not impacted by financially challenging budget in 2019/20. 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	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.	2	5	10
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	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 v) Development of classroom observation protocol as intimated in national bargaining vi) Make efficiencies in business processes to deliver quality of services vii) Monitor feedback from student focus groups on student experience	3	3	9
O4	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 a few skills areas remains challenging and College continues to use a range of approaches as appropriate. ii) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place. iii) All new staff have an induction process and annual training programme undertaken. iv) Cover arranged as required for absence of key staff members. v) Appropriate CPD provided for staff to meet identified skills gaps vi) Need to manage to retain appropriate staff through challenge of restructures	2	4	8

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					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
O5	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
O6	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 2019/20 for very high priority items allocated by GCRB to College although there are logistical issues in spending the funds within the timeframe. ii) Work with GCRB and SFC to ensure fully informed of estates requirements. iii) Estates Strategy Review being completed by Gardiner & Theobald & BDP. iv) Need to plan within very tight resources due to financially challenging budget for 2019/20 and items will be rephased as required. v) Langside residences lease assignation and guarantee document completed.	3	3	9

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Risk Ref	New Risk Description	Risk Category	Link to Development Plan Goal	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score
					Score Before Mitigating Actions			Score After Mitigating Actions			
Governance Risks											
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) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12
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
G3	Failure to comply with Health and Safety and Safeguarding requirements	Organisational	Goal 4 - Ensuring operational effectiveness and efficiency	Assistant Principal HR	2	5	10	i) Glasgow Clyde College Health and Safety and Safeguarding Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. ii) 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

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	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	F1	Medium	20	No change
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast	F2	Medium	20	No change
F3	Potential for refusal of SFC to fund VS (as assumed in 2019/20 agreed budget)	F3	Short	N/A	N/A
F4	Failure to achieve/maintain planned levels of non-SFC income	F4	Medium	10	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
F5	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	F5	Medium	12	No change
F6	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	F6	Long	8	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
Organisational Risks					
O1	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud and potential cyber attack)	O1	Medium	12	No change
O2	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	O2	Short	15	Decreasing
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	O3	Medium	4	No Change
O4	Failure to recruit and retain an appropriately skilled and effective workforce	O4	Medium	8	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
O5	High Impact Disaster for College e.g. fire, long term power loss	O5	Medium	8	No Change
O6	Failure to achieve a sustainable fit for purpose College estate	O6	Long	6	No change

GLASGOW CLYDE COLLEGE ^{Financial}					
Risk Ref	New Risk Description	Risk Ranking after mitigating actions	Risk Timing - Short / Medium/ Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
Governance Risks					
G1	Failure to meet all legislative and regulatory requirements and/or recommended guidance	G1	Medium	12	No change
G2	Failure to recruit, train and retain an appropriately experienced Board of Management	G2	Medium	6	No change
G3	Failure to comply with Health and Safety and Safeguarding requirements	G3	Medium	4	No Change