

FINANCE AND RESOURCES COMMITTEE

The twenty-second meeting of the Finance and Resources Committee will be held on Wednesday 04 December 2019 at 4.30 pm in The Boardroom, Langside Campus.

A G E N D A

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|--------------|--------------------------|--|--|----------|
| 19.49 | Welcome and Apologies | | | R Fraser |
| 19.50 | Declarations of Interest | | | R Fraser |

Minutes of Previous Meeting

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|--------------|---|---|---|----------|
| 19.51 | Minutes of the Finance and Resources Committee of the 14 October 2019 | P | D | R Fraser |
| 19.52 | Matters Arising Action Grid | P | D | R Fraser |

Items for Discussion

- | | | | | |
|--------------|---|---|----|-------------|
| 19.53 | Draft Financial Statements for year ended 31 July 2019 | P | ND | T Elliott |
| 19.54 | Financial Report year to October 19 and Forecast to July 2020 | P | ND | T Elliott |
| 19.55 | Capital Expenditure & Masterplan Update | P | D | J Thomson |
| 19.56 | Commercial & External Funding Update | P | ND | D McDougall |
| 19.57 | Estates Update | P | ND | J Thomson |
| 19.58 | College Financial Regulations | P | ND | T Elliott |

Items for Noting

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|--------------|---|---|----|-----------|
| 19.59 | Procurement Update | P | ND | T Elliott |
| 19.60 | Glasgow Clyde Education Foundation update | P | D | J Thomson |
| 19.61 | College Strategic Risk Register – Financial Risks | P | D | J Thomson |

Continual Improvement

- | | | | | |
|--------------|---|--|--|----------|
| 19.62 | Equalities Impact Assessment on Decisions Made | | | R Fraser |
| 19.63 | Review of Papers (including Disclosable Status) | | | All |
| 19.64 | Any Other Business | | | R Fraser |

Date of next meeting Wednesday, 4th March 2019 at 4.30pm, the Boardroom, Langside Campus

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	4 December 2019
Paper Title	Capital Expenditure and Masterplan Update
Agenda Item	19.55
Paper Number	19.55A
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 end October 2019 against the approved capital plan for 2019/20 and provides an updated capital masterplan for the period.

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 £1.023Million for very high priority estates maintenance.
- 3.2 The funding for very high priority estates maintenance for 2019/20 had been allocated to fund three projects as shown on the attached capital masterplan (on lines 4 to 6 of the report), which are all at the Cardonald campus and are Chiller Plant and Air Handling Units replacement, Disabled Access Lifts Replacement and Replacement of the one remaining flat roof area. The original estimate for these projects totalled £1.14Million and this was therefore higher than the total allocation for 2019/20 of £1.023Million as stated above. The estimates for the first two of these projects were based on a condition survey completed in 2014 which was then used by SFC in 2017 and the figures were uprated to allow for fees, inflation, etc.

- 3.3 These three projects have now been tendered and the submitted costs of the three tenders is now lower at £718k including VAT. There is therefore a balance now of £305k from the total 2019/20 GCRB high priority estates maintenance allocation to the College. The plan is to seek to retain this funding and to use it for the next two high priority areas which are Boiler plant at the Mary Stuart and Litehouse building which needs replaced and lighting at Cardonald campus which would be replaced with more efficient modern equipment. The capital allocation is on an April to March year basis hence the College will need to progress these within this timescale if it is able to retain the allocation. The College are in the process of writing to GCRB who will consider it a forthcoming Committee meeting in mid December.
- 3.4 The funding for very high priority estates maintenance above has all to be spent by the end of March 2020 hence the projects in 3.2 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.
- 3.5 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 are completed and were funded from the 2018/19 allocation for very high priority estates maintenance.
- 3.6 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.
- 3.7 The capital expenditure from 1 April 2019 to end October 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 project 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 emphasised in discussion on any related funding allocations.

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 31 October 2019 against 2019/20 Capital projects plan

Paper 19.55A

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at June Board of Management	2019/20 Capital Projects Plan Updated	2019/20 Capital Expenditure April 19 to Oct 19	Variance/ Balance remaining
1	Cardonald Campus Lifts project final stages	Foundation Approved	£150,000	£150,000	£115,695	£34,305
2	Boiler/pipework installation at Cardonald. (Completed)	SFC/GCRB very high priority works capital funding	£235,000	£235,000	£126,445	£108,555
3	Mary Stuart Building Cladding Replacement (Completed)	SFC/GCRB very high priority works capital funding	£379,000	£439,000	£429,267	(£50,267)
4	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding	£880,000	£447,000	£39,726	£407,274
5	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding	£220,000	£133,000	£0	£133,000
6	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding or life cycle maintenance	£40,000	£138,000	£0	£138,000
7	Condition Survey Estimates of Works. Previously approved plan had specific projects for 19/20. Now updated to show balance for 19/20 GCRB allocation which would be used for next stage of high priority works up to total high priority allocation from GCRB for 19/20.	TBC. Proposed use of balance of 19/20 SFC/GCRB very high priority works capital funding allocation	Shown as specific projects 4 to 6 above	£305,000	£0	£305,000
8	Lifecycle maintenance for works	Foundation funded	£250,000	£250,000	£34,302	£215,698
9	Student Space Extension at Anniesland. Now moved to future year project.	TBC. Proposed future GCEF Bid	£528,000	N/A	£0	£528,000
Capital Masterplan 19/20 projects total			£2,682,000	£2,097,000	£745,435	£1,819,565

Comments
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. Final stage retentions and lift lobby redecorations.
Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k. Project now completed.
Cladding panels/curtain walling replacement. Replacement completed summer 2019. Total project value was an estimate of £399k however tender returned was a total of £439k which was already a value engineered option.
Chiller plant and AHU across Cardonald campus Tower building. Previous estimate based on condition survey in 2014. Tender now received and lower than original estimate. Seeking to use balance of GCRB 19/20 allocation for roof project and next stage of high priority works for the College.
Several disabled access lifts in the Tower building and Business Centre due for replacement. Previous estimate based on condition survey in 2014. Tender now received and lower than original estimate. Seeking to use balance of GCRB 19/20 allocation for next stage of high priority works for the College.
Cost estimate for replacement of one remaining flat roof area at Cardonald. Tender now received and higher than original estimate. Seeking to use balance from other high priority projects to fund difference.
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.
Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units.
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. Moved to future year and reviewing costs.

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	4 December 2019
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	19.60
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

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 **NOTE** 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 as follows:-

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 now has £6.9Million remaining after allowing for all previously approved bids.
- 3.4 The Foundation had their most recent meeting and AGM on 24th September and their next meeting is on 14th January.
- 3.5 The Foundation approved a capital bid from the College to fund £250k to pay for Lifecycle Maintenance which is shown on the Capital Masterplan, and this is being used for several projects including upgrading of a Science Lab at Langside to provide better access for those with mobility issues.
- 3.6 Since the date of the last Committee, the College has submitted three bids to the Glasgow Clyde Education Foundation. The first of these is for ICT investment in innovative technology for College learners and educators investing in solutions that embed these technologies in their every-day experience. This project has a value of £396k in year 1, and then £241k in each of the two years after that plus £28k investment in ESports equipment. This bid has been approved by GCEF.
- 3.7 The other two bids which have been submitted are for a) Staff Development, Leadership Framework and Core Values and for b) Commercial Investment during the early stages of the College's commercial income growth plan. Both of these are being considered with follow up points being answered.

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	4 December 2019
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	19.61
Paper Number	19.61A
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 25th November 2019. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management. There are no changes to the Strategic Risk Register since it was last reported to the Board of Management at its October meeting.
- 3.2 There are 15 risks on the College Strategic Risk Register six of which are financial risks which are shown on the first page of the Register and are risks F1 to F6. Three of these are scoring as high risk after mitigating actions which are Failure to achieve surplus targets for commercial activity, Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast, and Potential for refusal of SFC to fund VS (as assumed in 2019/20 agreed budget). The College is monitoring each of these risks on an ongoing basis and taking all relevant actions to help to mitigate them as far as possible.

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							as at 25th November 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	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	F1	Medium	20	No change
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	F2	Medium	20	No change
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	F3	Short	15	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	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/Vice Principals	4	5	20	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	F5	Medium	8	No change
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, & External 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	F6	Long	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER								as at 25th November 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
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	O1	Medium	12	No change
O2	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Goal 1 & 2 - Delivering exceptional partnerships	Principal/ Assistant Principal HR	4	5	20	i) Focused 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	O2	Short	10	Decreasing
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	O3	Medium	9	No Change
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	O4	Medium	8	No change
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	O5	Medium	8	No Change
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 assignment and guarantee document completed.	3	3	9	O6	Long	9	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 25th November 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

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 25th November 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
					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 vii) Seek legal advice as required. x) 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 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	G3	Medium	4	No Change