



FINANCE AND RESOURCES COMMITTEE

Wednesday 7 OCTOBER 2020

FINANCE AND RESOURCES COMMITTEE

A meeting of the Finance and Resources Committee will be held on Wednesday 7 October 2020 at 4.30 pm by video conference.

A G E N D A

- | | | | |
|--------------|--------------------------|--|----------|
| 20.38 | Welcome and Apologies | | D Newall |
| 20.39 | Declarations of Interest | | D Newall |

Minutes of Previous Meeting

- | | | | |
|--------------|--|---|----------|
| 20.40 | Draft Minute of the Finance and Resources Committee of 27 May 2020 | P | D Newall |
| 20.41 | Matters Arising Action Grid | P | D Newall |

Items for Discussion

- | | | | |
|--------------|---|---|-----------|
| 20.42 | Draft Primary Financial Statements | P | T Elliott |
| 20.43 | 2020/21 Budget and 2021/22 to 2022/23 Financial Plan Update | V | T Elliott |
| 20.44 | Capital Expenditure and Masterplan Update | P | J Thomson |
| 20.45 | Estates Update | P | J Thomson |
| 20.46 | Commercial and External Funding Update | P | J Canning |
| 20.47 | Glasgow Clyde Education Foundation Update | P | J Thomson |

Items for Noting

- | | | | |
|--------------|---|---|-----------|
| 20.48 | Procurement Update | P | T Elliott |
| 20.49 | College Strategic Risk Register – Financial Risks | P | J Thomson |
| 20.50 | Any Other Business | | D Newall |

Date of next meeting 25 November 2020 at 4.30pm

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	7 October 2020
Paper Title	Capital Expenditure and Masterplan Update
Agenda Item	20.44
Paper Number	20.44A
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 2020 to late September 2020 against the approved capital plan for 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 Glasgow Clyde College in 2019/20 was £1.65Million, being £630k for life cycle maintenance and £1.023Million for very high priority estates maintenance and some of this allocation was carried forward to complete works in 2020/21 following College closure.
- 3.2 The SFC/GCRB funding for estates maintenance for 2019/20 was allocated to fund five projects as shown on the attached capital masterplan. These are Chiller Plant and Air Handling Units replacement, Disabled Access Lifts and Flat Roof and Lighting replacements all at the Cardonald campus, plus the replacement of the boiler plant at the Mary Stuart building at the Langside campus.
- 3.3 The initial SFC/GCRB funding for estates maintenance for 2020/21 to Glasgow Clyde College was £2.88Million which was £945k for life cycle

maintenance and £1.94Million for very high priority estates maintenance. These funds have been allocated to six project areas as shown on the attached capital masterplan (on priority lines 2 to 7 of the report). These are Lighting Replacement phase 2 at Cardonald, External Drainage & Lightning Protection at Cardonald, Mary Stuart Building Lighting & Fire Intruder Alarm Replacement, College Building Management System Replacement/ Upgrade, Anniesland Heating & Ventilation Works, and Floorcoverings Replacement.

- 3.4 There was a further capital allocation which was an economic recovery funding allocation and Glasgow Clyde College got additional funding from this of £599k of which £403k was high priority maintenance in the allocation. This is proposed to be used towards funding Student Space refurbishment works at Anniesland or other priority maintenance works.
- 3.5 The capital expenditure from 1 April 2020 to late September 2020 against capital plan is attached, which shows expenditure against the plan as approved at the June Board of Management meeting and updated masterplan.

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 as at 29th September 2020**

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at June Board of Management	2020/21 Capital Projects Plan as approved at June Board of Management	Total 2 year Capital Projects plan 19/20 to 20/21	Updated 2 Year Capital Projects Plan	2020/21 Capital Expenditure April 2020 to September 2020	Comments
Completed	Boiler/pipework installation at Cardonald. (Completed)	SFC/GCRB very high priority works capital funding 18/19	£126,000	Completed	£126,000	£126,000	N/A	Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £270k. Project now completed. Total expenditure spread across 18/19 and 19/20.
Completed	Mary Stuart Building Cladding Replacement (Completed)	SFC/GCRB very high priority works capital funding 18/19	£439,000	Completed	£439,000	£439,000	N/A	Cladding panels/curtain walling replacement. Replacement completed summer 2019.
19/20 project c/fwd	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding 19/20	£247,000	£200,000	£447,000	£447,000	£16,181	Chiller plant and AHU across Cardonald campus Tower building. Works were due to be completed by end March 2020 however had to be stopped due to College closure as a result of COVID 19.
19/20 project c/fwd	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£69,000	£64,000	£133,000	£133,000	£49,679	Three disabled access lifts in the Tower building and Business Centre at Cardonald being replaced. Two of the three lifts were to be completed by end March with the third completing in April. These have been delayed due to College closure as a result of COVID 19 virus.
19/20 project c/fwd	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding 19/20	£96,000	£42,000	£138,000	£138,000	£4,548	Replacement of the one remaining flat roof area at Cardonald as high priority estates project. These works were affected by poor weather in Jan/Feb. Small c/fwd to 2020/21.
19/20 project c/fwd	Replacement of boiler plant at Mary Stuart /Litehouse at Langside and replacement of some lighting at the Cardonald campus	SFC/GCRB very high priority works capital funding allocation 19/20	£45,000	£260,000	£305,000	£305,000	£110,992	Two projects from 19/20 estates high priority maintenance SFC/GCRB funding allocation. Tender requested completion by end March. Carried forward due to College closure as a result of COVID 19 virus closure.
1	Cardonald Campus Lifts project final stages	Foundation Approved	£116,000	£34,000	£150,000	£150,000	£0	Funding approved from Foundation for total three part large scale plant upgrade project. Main lifts replacement 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 being completed.
2	Cardonald Lighting Replacement - Phase 2	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£500,000	£500,000	£500,000	£0	Second phase of lighting replacement at the Cardonald campus. The replacements are modern more efficient lighting and will result in lower utilities costs and lower maintenance costs.
3	Cardonald External Drainage & Lightning Protection	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£175,000	£175,000	£175,000	£0	The external drainage and lightning protection equipment at the Cardonald campus are in need of replacement/upgrading.
4	Mary Stuart Building Lighting & Fire Intruder Alarm Replacement	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£260,000	£260,000	£260,000	£0	The lighting and the fire intruder alarm system at the Mary Stuart Building in the Langside campus needs replacement/upgrading.
5	College Building Management System Replacement/Upgrade	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000	£145,000	£145,000	£0	The College Building Management System (BMS) controls the settings of all the associated estates equipment across the College and has a major impact on the efficiency of the operation of all of these. The BMS needs upgraded/replacement to enable greater use to be made of its potential benefits for the College.
6	Anniesland Heating & Ventilation Works	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£145,000	£145,000	£145,000	£0	There are a couple of areas within the Anniesland campus where the heating and ventilation has been causing some issues. This project is to investigate these areas further and enable any potential necessary works.
7	Floorcoverings - range of replacements in each of the three campuses	SFC/GCRB very high priority works capital funding allocation 20/21	N/A	£930,000	£930,000	£717,000	£0	There are many areas of floorcovering across the College which need to be replaced and this proposed project would complete as many of these replacements as the funding would allow. The total condition survey estimate for floorcoverings was much higher than the £717k figure shown.
Shown in lines above	Condition Survey Estimates of Works. Actual for 19/20 and plan for 20/21 shown above as specific projects. Future years will be dependent on funding.		N/A	N/A	N/A	N/A	N/A	Figures from previously approved plan with the five projects for 2019/20 shown as separate lines above. Also the proposed projects for 2020/21 have been included in projects 2 to 7 above. Possible high priority works for future years after 2020/21 included as estimate overall total which would be progressed based on affordability and available funding.
8	Lifecycle maintenance for works	Foundation funded of £250k agreed for 19/20 and c/fwd to 20/21. Future years subject to funding.	£44,000	£206,000	£250,000	£250,000	£0	Lifecycle maintenance works. Projects being undertaken on a prioritised basis following planning discussions with all faculties and units. Any future works would have to be part of a bid to GCEF or SFC high priority maintenance. Funding of £250k approved by GCEF. Any further works would have to be subject to a future bid.
9	Student Space Project at Anniesland.	TBC. Possible High Priority Maintenance or possible GCEF Bid	N/A	N/A	TBC	£403,000	£0	Limited student space at Anniesland campus compared to the other two campuses. Design prepared and costed. Plan to submit bid to GCEF in August 2020.
10	Environment Upgrades at the Cardonald Campus as per Gardiner and Theobald/BDP Review. Now moved to 2021/22 project.	Possible future GCEF bid	N/A	£50,000	£50,000	N/A	N/A	Project to improve the area around the campus with the change to have one combined entrance using the College link corridor between the two buildings, removal of fencing, improved landscaping and general enhancements. This would make the campus more welcoming and rationalise external circulation. The cost for this proposal is estimated at £625k. Assumed some design fees and other early costs in 20/21 with main works in 2021/22.
11	Upgrade of Mary Stuart Building Internal Areas and Improvement to External space for that building and the Litehouse. Estimate at this stage.	Possible future GCEF bid	N/A	N/A	N/A	N/A	N/A	Planned improvements to internal of the Mary Stuart Building and to improve the external area outside the Mary Stuart building and the Litehouse, including improved signage. Estimate only at this stage.

12	Two Floors Reshaped in Cardonald Campus Tower to provide modern flexible learning spaces. Lift area core refurbishment project. Now moved to 2022/23 project.	Possible future GCEF bid	N/A	N/A
Capital Masterplan projects total			£1,182,000	£3,011,000

N/A	N/A	N/A	Proposal for two of the eight teaching floor levels (of levels 3 to 10) are redesigned where two classrooms opposite the lifts would be removed and the area around the lift lobby opened out to provide a flexible open space for learning, study, circulation, or social space. The cost per floor is estimated at £425k including Fixtures Fittings and Equipment (FFE).
£4,193,000	£4,333,000	£181,400	

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	7 October 2020
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	20.47
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

- 3.4 A sum of £15M was transferred to the Foundation from the College in two sums between end of March 2014 and March 2015, which was the College cash backed reserves and a donation. There have been no further donations since that time. The Foundation now has around £5.5Million remaining after allowing for all previously approved bids.
- 3.5 The Foundation had their most recent meeting on 18th August 2020 and their next meeting is in December. At the August meeting the Foundation approved a revenue bid for £350k for 20/21. The College intends to submit a substantial bid to GCEF shortly which is for a two year period to aid with the College's financial position and provide some assistance to allow time for the College to reshape to address the challenges of the financial plan. There is GCEF liaison group which has been set up for 21st October to discuss the plans.
- 3.6 This is in addition to previous successful revenue bids in 19/20 to the Glasgow Clyde Education Foundation which are for a) Staff Development, Leadership Framework and Core Values, b) Commercial Investment and c) ICT equipment. The total value of these two projects is £302k for the Staff Development, Leadership Framework and Core Values bid and £745k for the commercial investment/ recovery plan and for the ICT equipment the value is £396k in year 1, and then £241k in each of the two years after that plus £28k investment in ESports equipment. The phasings of some of the expenditure on these projects a) and b) has been impacted by the COVID 19 virus and College closure, and adjusted phasings have been discussed.
- 3.7 Following the presentation of the College Estates Strategy projects to the January 2020 meeting of GCEF the overall approach and four projects were supported. It had been agreed that the College progress with the Environment Upgrade at Cardonald campus and bring back further details to their April meeting on this project and the Student Space plans for Anniesland in 2020 however due to the COVID 19 virus and College closure, these were postponed and following discussions at the Chairs meetings it was decided to postpone these first two projects and the remaining two projects of Mary Stuart/ Lighthouse External Space and the two floors Redesign in Cardonald with the focus now more on the College revenue reshaping. The total value of those four projects was estimated at £2.75Million when the Estates Strategy work was undertaken in 2019.
- 3.8 Also in addition to the ICT bid approved above, GCEF approved £100k of an emergency fund to be used to supply ICT equipment to students who did not have access to the necessary equipment to receive on line support for teaching and learning following the College closure and the new methods

being used by teaching staff. This has provided a vital resource for a significant number of students and has been much appreciated by those who have managed to benefit from it.

- 3.9 There are two other recent changes to highlight in respect of GCEF. These are that the Foundation have updated the wording in their Memorandum of Understanding and their Donation Agreement to review the possible use of funds, and there has been in change in the trustees on the Board with some reduction and the Chair Alex Muirhead has left the Board with the new Chair being Gill Troup.

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 the funding of these agreed projects, which is important for the future financial plans for the College.

6 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

N/A

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	7 October 2020
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	20.49
Paper Number	20.49A
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 as at 29th September is attached. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.
- 3.2 The Risk Register is significantly impacted by the COVID 19 virus implications as shown in the Risk category column. The changes since last reported to the Board in June are highlighted in red.
- 3.3 Of the 14 risks on the College Strategic Risk Register five of them are financial risks which are shown on the first page of the Register and are risks F1 to F5. Three of these are scoring as high risk after mitigating actions which are Failure to achieve surplus targets for commercial activity/and Failure to achieve/maintain planned levels of non-SFC income, 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. 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 INCL. COVID 19 IMPACTS								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 29th September 2020					
Score Before Mitigating Actions								Score After Mitigating Actions							
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	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/Failure to achieve/maintain planned levels of non-SFC income	Financial / COVID impacts	Theme 2 and 5 - Partner of Choice and Financial Resilience through Operational Excellence	Assistant Principal International and Business Development	5	5	25	i) Previous ambitious commercial income/surplus growth plan now into recovery plan for 2020/21 and future years by each sector area based on medium and long term impacts of COVID 19 virus. ii) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC activity and future replacement activity will be identified as far as can be estimated however significant impacts likely through 2020/21 at least. iii) Pipeline of activity being re-established as much as possible based on on line or on site delivery. 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 post COVID to try to maintain as much of business as possible and to open and grow new income streams e.g. for retraining. 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. viii) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum. ix) Continued work with key partners to ensure successful projects delivered and funding maintained as much as possible.	5	5	25	F1	Short	20	Increased
F2	Failure to reduce College cost base on managed basis to meet requirements of the five year financial forecast	Financial/ Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	5	5	25	i) Financial plan prepared which shows required cost reductions based on anticipated income reductions due to COVID impacts. ii) Cost reduction plan being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible. VS Reductions and academic management restructure now being implemented to later timescales. Commenced process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes. iv) Plan had first staff area change from 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 of funding for refusal of SFC to fund for VS scheme	Financial/ Organisational	Theme 5 - Financial Resilience through Operational Excellence	Principal /Vice Principals	4	5	20	i) Detailed five year Financial plan prepared and FFR which show recovery after VS is funded- and overall business case being prepared. -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	Medium	15	No change
F4	Adverse Funding changes in 2019/20-2020/21(SFC/SDS/ESF)	Financial / COVID Impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	i) Financial plans developed by College Senior Leadership and monitored within framework of available activity 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 2020/21 2019/20-being monitored with on line activity where possible. ii) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies. Initial SFC funding allocation for 2020/21 confirmed. 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) College had been working to achieve Flexible Workforce Development Fund target levels for 2019/20-however now impacted by COVID 19 arrangements shutdown.	3	4	12	F4	Short	8	Increased
F5	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	Financial/ Organisational/ COVID impacts	Theme 2 and 3 - Partner of choice and Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	4	4	16	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) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved however no has COVID impacts due to shutdown. vi) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts and need to consider impacts for reopening whenever that is planned.	3	4	12	F5	Short	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS								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 29th September 2020					
Score Before Mitigating Actions								Score After Mitigating Actions							
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	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
Organisational Risks															
O1	Failure of College operational processes/ systems /ICT infrastructure (including risk of fraud and potential cyber attack)	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	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. Many systems cloud based and using remote desktop for staff to access files while home working. Delivered laptops and wireless devices to staff and students who need them during shutdown period. 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	4	4	16	O1	Medium	16	Increased due to home working.
O2	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	Organisational/ Financial/ COVID impacts	Theme 1 & 3 - Inspirational Learning & Teaching & Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	5	5	25	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. Lots of activity has been undertaken by quality with course teams on new arrangements for assessment during College closure. 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 viii) Enhance the monitoring of a range of KPI data on an ongoing basis to quickly identify any emerging negative trends in student performance.	4	4	16	O2	Medium	12	Increased due to new ways of working and assessing of teaching.
O3	Negative impact on employee relations (e.g. national bargaining, industrial action, local consultation)	Organisational / Reputational	Theme 4 - Employer of Choice	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. vii) Ensure transparency of consultation process to maximise opportunities for enhanced communications with Trade Unions	3	5	15	O3	Short	15	No change. Academic management structure timing delayed except for VS leavers.
O4	High Impact Disaster for College e.g. fire, long term power loss	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	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 however under COVID will need to assess claim options.	3	4	12	O4	Medium	8	Increased
O5	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	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 completed iv) Need to plan within very tight resources due to financially challenging budget for 2019/20 and items will be rephased as required.	3	3	9	O5	Long	9	No change
O6	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational/ Reputational	Theme 1 & 5 - Inspirational Learning & Teaching & Employer of Choice	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	O6	Medium	8	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER INCL. COVID 19 IMPACTS								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 29th September 2020	
Score Before Mitigating Actions								Score After Mitigating Actions									
Risk Ref	New Risk Description	Risk Category	Link to Strategic Plan Themes	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		
Governance Risks																	
G1	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational/ COVID 19 Impacts	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	Principal/ Clerk to the Board	4	5	20	i) Work within roles, responsibilities and legal implications of Legislation and associated related guidance. ii) 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 iii) Close involvement in ongoing discussions on COVID 19 implications with SFC and representative forums to contribute towards sector input to seek support for current and future resultant challenges 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/ Data Protection matters.	4	4	16	G1	Medium	12	Increased		
G2	Failure to comply with Health and Safety and Safeguarding requirements	Organisational/ COVID Impacts	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	Assistant Principal HR	3	5	15	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) Project Board and working groups ongoing Significant challenge for post COVID and what-operating arrangements will be in place. iii) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed iv) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements v) Full review of Health and Safety Policy and Procedures being undertaken	3	4	12	G2	Short	4	Increased		
G3	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Theme 2, 3 & 5 - Partner of Choice, Unrivalled Student Experience & Financial Resilience through Operational Excellence	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	Medium	6	No change		