



FINANCE AND RESOURCES COMMITTEE

Wednesday 27 May 2020

FINANCE AND RESOURCES COMMITTEE

The next meeting of the Finance and Resources Committee will be held on Wednesday 27 May 2020 at 4.30 pm. The meeting will be held remotely due to Covid-19 restrictions.

A G E N D A

- | | | | |
|--------------|--------------------------|--|----------|
| 20.18 | Welcome and Apologies | | R Fraser |
| 20.19 | Declarations of Interest | | R Fraser |

Minutes of Previous Meeting

- | | | | |
|--------------|---|---|----------|
| 20.20 | Draft Minute of the Finance and Resources Committee of 4 March 2020 | P | R Fraser |
| 20.21 | Matters Arising Action Grid | P | R Fraser |

Items for Discussion

- | | | | |
|--------------|--|---|-------------|
| 20.22 | Covid-19 – Financial Implications | P | J Thomson |
| 20.23 | Financial Report – Year to April and Forecast to July 2020 | P | T Elliott |
| 20.24 | Draft Revenue Budget for 2020-21 | V | T Elliott |
| 20.25 | Financial Forecast Return | V | T Elliott |
| 20.26 | Capital Expenditure & Masterplan Update | P | J Thomson |
| 20.27 | Estates Update | P | J Thomson |
| 20.28 | Commercial & External Funding Update | P | D McDougall |
| 20.29 | Commercial Recovery Plan | P | D McDougall |
| 20.30 | Strategic KPIs | P | C McConnell |
| 20.31 | F& R Committee Terms of Reference | P | C McConnell |

Items for Noting

- | | | | |
|--------------|---|---|-----------|
| 20.32 | Procurement Update | P | T Elliott |
| 20.33 | College Strategic Risk Register – Financial Risks | P | J Thomson |
| 20.34 | Glasgow Clyde Education Foundation Update | P | J Thomson |

Continual Improvement

- | | | | |
|--------------|---|--|----------|
| 20.35 | Equalities Impact Assessment on Decisions Made | | R Fraser |
| 20.36 | Review of Papers (including Disclosable Status) | | All |
| 20.37 | Any Other Business | | R Fraser |

Date of next meeting 7 October 2020 at 4.30pm

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	27 May 2020
Paper Title	Capital Expenditure Report
Agenda Item	20.26
Paper Number	20.26A
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 March 2020 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 has been allocated to fund five projects as shown on the attached capital masterplan (on lines 4 to 7 of the report). 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 capital expenditure from 1 April 2019 to end March 2020 against capital plan is attached, which shows expenditure against the latest capital masterplan as approved at the March Board of Management meeting.

- 3.4 The funding for very high priority estates maintenance was targeted to be spent by end March 2020. Some of these works were only able to be tendered quite far through the year and there were impacts due to poor however the majority of the works were planned to be completed by end March. This plan was impacted however by the COVID 19 Lockdown and all remaining elements of these projects had to be put on hold. It is hoped that these will be able to back on site as a first phase of the College return once national restrictions are lifted.
- 3.5 The other two previous 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 SFC/GCRB capital 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.

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 March 2020 against 2019/20 Capital projects plan

Agenda 20.26
 Paper 20.26A

Priority	Project Description - Capital Projects	Funded by	2019/20 Capital Projects Plan as approved at March Board of Management	2019/20 Capital Expenditure April 19 to March 20	Variance/ Balance remaining
1	Cardonald Campus Lifts project final stages	Foundation Approved	£116,000	£115,695	£305
2	Boiler/pipework installation at Cardonald. (Completed)	SFC/GCRB very high priority works capital funding	£235,000	£126,445	£108,555
3	Mary Stuart Building Cladding Replacement (Completed)	SFC/GCRB very high priority works capital funding	£439,000	£429,267	£9,733
4	Cardonald Chiller Plant and Air Handling Units replacement	SFC/GCRB very high priority works capital funding	£447,000	£247,027	£199,973
5	Disabled access lifts at Cardonald	SFC/GCRB very high priority works capital funding	£133,000	£68,676	£64,324
6	Replacement of flat roof area at Cardonald	SFC/GCRB very high priority works capital funding	£138,000	£95,677	£42,323
7	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	£305,000	£45,156	£259,844
8	College lifecycle related maintenance projects	Foundation funded	£80,000	£43,542	£36,458
	Capital Masterplan 19/20 projects total		£1,893,000	£1,171,485	£721,515

Comments
Funding approved from Foundation. Lifts project progressed from May 2017 and main installation concluded August 2018. Final stage retentions and lift lobby redecorations.
Replacement of boilers. Third boiler at Cardonald plus nursery pipework. Total project value £250k. Project now completed and expended between 18/19 and 19/20. Plan figure should be spread across two years.
Cladding panels/curtain walling replacement. Replacement completed summer 2019.
Chiller plant and AHU across Cardonald campus Tower building. Original estimate based on condition survey in 2014. Works were due to complete by end March however delayed due to COVID 19 Lockdown.
Three disabled access lifts in the Tower building and Business Centre being replaced. Project delayed due to COVID 19 Lockdown.
Replacement of one remaining flat roof area at Cardonald. Project completed by end March with some equipment still to be removed from site which is delayed due to COVID 19 Lockdown.
Next two high priority capital projects of the Mary Stuart/Litehouse plant upgrade at Langside and lighting replacement at the Cardonald campus. Contractor undertaking works however now delayed due to COVID 19 Lockdown.
Lifecycle maintenance works. Projects undertaken on a prioritised basis following planning discussions with faculties/units.

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	27 May 2020
Paper Title	Strategic KPIs – Theme No 5
Agenda Item	20.30
Paper Number	20.30 , 20.30A
Responsible Officer	Christine McConnell
Status	Disclosable
Action	Recommendation

1 REPORT PURPOSE

The Purpose of this report is to ask the Committee to consider Theme 5- “Financial Resilience through Operational Excellence” of the draft Strategic KPIs as presented to the Board of Management at its meeting on 18th March 2020 and contained in Appendix 1.

2. RECOMMENDATION

The Committee is asked to consider the relevant KPIs under the heading Theme 5 “Financial Resilience through Operational Excellence” and make recommendations to the Board for its meeting on 10th June 2020 on the suitability, or otherwise, of the proposed KPIs to monitor the Nine Strategic Objectives listed.

3. BACKGROUND

3.1 At its meeting on 18 March 2020, the Board considered a suite of KPIs to facilitate the monitoring of the implementation of the College’s Draft Strategic Plan.

3.2 The Board asked a number of Committees to consider the draft KPIs most relevant to its subject area. Accordingly, the Board asked the F&R Committee to consider the KPIs listed under Theme 5-“Financial Resilience Through Operational Excellence”.

3.3 The Board specifically asked the Committee to consider which of the KPIs should be reported to the Board annually to allow the Board to monitor progress. The KPIs highlighted in red in the paper forming Appendix 1 were proposed as being appropriate for annual monitoring by the Board,

4. RISK ANALYSIS

The Strategic Plan is underpinned by the College Strategic Risk Register. Activity is underway to align the content of the Register with the strategic objectives contained in the new Strategic Plan. The involvement of the Board's Committees in the further development of KPIs and targets is expected to highlight where any new or emerging areas of risk may need to be considered. There are no specific risks associated with the content of this report.

5. LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS

There are no specific implications associated with the content of this report.

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

An Equality Impact Assessment has been carried out on the Strategic Planning Framework and no matters of concern were identified.

Glasgow Clyde College
Strategic Planning Framework 2019/20 – 2024/25

DRAFT Key Performance Indicators

Strategic Theme: 1 - Inspirational Learning and Teaching

Strategic Objectives	Proposed Key Performance Indicators
1 <i>To ensure that learning, teaching and assessment practices are highly effective, engaging and facilitate personalisation and choice for students.</i>	<ul style="list-style-type: none"> • Number of teaching staff engaging in annual classroom observation • % of students highly satisfied with their learning experience. • % of students who believe the way they are taught helps them learn.
2 <i>To facilitate a learning community, which is unrelenting in its desire to improve professional, practice and which sets clear expectations using the Professional Standards for Lecturers.</i>	<ul style="list-style-type: none"> • % of staff undertaking an agreed level of CPD sessions directly related to the Professional Standards for Lecturers • % of teaching staff who are registered with GTCS
3 <i>To achieve the highest levels of stakeholder satisfaction for the quality of teaching practice and service.</i>	<ul style="list-style-type: none"> • % of external stakeholders satisfied with the quality of the teaching they receive.
4 <i>To develop the confidence and competence of staff to utilise digital technology and relevant data analytics to enhance teaching, learning and assessment.</i>	<ul style="list-style-type: none"> • % of teaching staff self-declaring as 'confident' in utilising digital technologies • % of students satisfied with digital learning approaches on their course.
5 <i>To establish a career-long professional learning pathway for all teachers using observation and reflection to develop and strengthen approaches.</i>	<ul style="list-style-type: none"> • % of teaching staff engaging annually in a Peer Learning programme. • Number of staff successfully completing Profession Learning programmes • % of teaching staff who hold TQFE or equivalent recognised qualification.
6 <i>To ensure excellence in approaches to assessment, feedback and progress monitoring.</i>	<ul style="list-style-type: none"> • % of successful EV visits • % of students satisfied with assessment practice and feedback approaches.
7 <i>To create an environment where teachers are encouraged to take innovative approaches to learning and develop student and partner centred engagement practices, which promote the wider ownership of learning.</i>	<ul style="list-style-type: none"> • Number of staff undertaking Open Innovation visits • % of students satisfied with their influence and opportunity in shaping learning experience. • % of external stakeholders satisfied with the quality of engagement from the college
8 <i>To enjoy the benefits of a vibrant and pioneering research activity, which is focused on improving the quality of teaching, learning and assessment.</i>	<ul style="list-style-type: none"> • Number of staff attending Learning & Teaching 'Good Practice' workshops. • % of staff satisfied with their experience of the Research and Development Programme.

Strategic Theme: 2 - Partner of Choice

Strategic Objectives	Proposed Key Performance Indicators
1 <i>To increase opportunities for those in the most disadvantaged communities to remove barriers to participation, widen access to provision and build strong, resilient and prosperous communities</i>	<ul style="list-style-type: none"> • % of credits delivered to residents of SIMD 10 postcodes. • % of successful SIMD10 students. • % of credits in CLD provision. • % of Credits at SCQF levels 1-5
2 <i>To co-create an economy-led curriculum where the content of courses, approaches to delivery and student experiences meet employer needs and regional economic priorities</i>	<ul style="list-style-type: none"> • % of credits delivered in each of the Region's Economic Sectors. • % of employers who are satisfied with the service they receive from the College • % of full-time students with active MyWoW accounts.
3 <i>To establish externally recognised centres of vocational excellence (CoVE), which are aligned to the key regional economic priority sectors.</i>	<ul style="list-style-type: none"> • Number of CoVEs with External Accreditation. • Number of courses with External Accreditation.
4 <i>To address the needs of employers through growth in Apprenticeship provision at all levels and a responsive portfolio of training services which provide upskilling and reskilling opportunities to support inclusive economic growth.</i>	<ul style="list-style-type: none"> • Number of MA starts for which the College is the Managing Agent • Number of MA starts sub-contracted by other Managing Agents. • Number of FA starts in partnership with Schools/ Local Authorities. • Number of successful FWDF engagements leading to in-work upskilling opportunities for employers/employees.
5 <i>To work in partnership with Schools, other Colleges and Higher Education Institutions to ensure that our curriculum supports seamless progression and full articulation for our students.</i>	<ul style="list-style-type: none"> • Number of formal articulation agreements with HE Institutions that guarantee advanced standing for HN students. • % of successful HN students articulating to degree courses with advanced standing. • % of pupils on school-link programmes entering our FT provision the following year. • % of 'Early withdrawal' for students entering our FT provision directly from School. • % success rates of students entering our FT provision directly from Schools. • Number of students entering our courses from other Glasgow colleges. • Number of students progressing from our courses to other Glasgow colleges.
6 <i>To develop and deliver a programme of participant-funded courses which meet the needs and interests of our communities.</i>	<ul style="list-style-type: none"> • Number of participant funded courses on offer. • Number of participants enrolled on participant funded courses. • % satisfaction on participant funded courses. • Income achieved through participant funded courses.
7 <i>To support Glasgow Clyde College Student Association to maximise their contribution to meeting the needs of our student population.</i>	<ul style="list-style-type: none"> • Number of Class Reps actively engaged in meetings. • % of student satisfied that GCCSA influences change for the better (from SFC annual survey).

Strategic Theme: 3 – Unrivalled Student Experience

Strategic Objectives	Proposed Key Performance Indicators
1 <i>To create inclusive and caring learning environments that promote and develop the diversity, wellbeing and resilience of our students.</i>	<ul style="list-style-type: none"> • % of BME students. • % of students with a declared disability. • % of students with declared Care Experience. • Number of students receiving support in Learning Inclusion. • % students who believe they are treated equally and fairly.
2 <i>To inspire and consistently support students to achieve the highest levels of retention, attainment and positive destinations.</i>	<ul style="list-style-type: none"> • % of FE level students completing a qualification (retention). • % of HE level students completing a qualification (retention). • % of FE level students fully achieving a qualification. • % of HE level students fully achieving a qualification. • % of full-time college qualifiers in work, training and/or further study 3-6 months after qualifying. • % gap in performance level of Care Experienced students (retention and achievement) • % gap in performance level of BME students (retention and achievement) • % gap in performance levels of disabled students (retention and achievement) • % gap in performance levels by student gender (retention and achievement)
3 <i>To achieve sector-leading levels of student engagement and satisfaction.</i>	<ul style="list-style-type: none"> • % of students overall, satisfied with their College experience. • % of students participating in the SFC student satisfaction survey.
4 <i>To ensure students are career-ready and resilient through curriculum which is enhanced by outstanding careers information, advice and guidance throughout their student journey.</i>	<ul style="list-style-type: none"> • Number of students engaged in professional careers activity. • % of students who feel College has helped them developed knowledge and skills for the workplace.
5 <i>To ensure that, where appropriate, every course offers the opportunity for students to prepare for employment through work placements, work simulation, industry visits and engagement with employers.</i>	<ul style="list-style-type: none"> • % of full-time students with substantial 'work placement experience' as part of their programme of study. • % of students who feel that their time at College has helped develop knowledge and skills for the workplace.
6 <i>To ensure that students develop the knowledge and skills to participate and excel in skills competitions and awards.</i>	<ul style="list-style-type: none"> • Number of students participating in skills competitions and awards at regional and national levels. • % of participants in skills competitions and awards who are successful
7 <i>To deliver an exceptional student journey which is created in partnership with the Glasgow Clyde College Student Association through a vibrant programme of enrichment activities that create a sense of belonging.</i>	<ul style="list-style-type: none"> • Number of student enrichment activities organised by GCCSA. • % of students who feel GCCSA influences change for the better. • % of students who identify as having a sense of belonging.
8 <i>To invest in facilities, study spaces and recreational places to support students to enjoy, thrive and be inspired.</i>	<ul style="list-style-type: none"> • Annual expenditure on estate maintenance and development • % of students who are satisfied with the quality of facilities, study spaces and recreational area within the College.

Crosscutting Theme: 4 – Employer of Choice

Strategic Objectives	Proposed Key Performance Indicators
1 <i>To nurture a values-based culture throughout the College where the contributions of all members of staff are encouraged and respected.</i>	<ul style="list-style-type: none"> • % of staff reporting that the College culture reflects the agreed Values • % of staff declaring against key protected characteristics; <ul style="list-style-type: none"> ○ Sexual Orientation ○ Disability ○ Race • % mean gender pay gap
2 <i>To promote an environment where innovation, collaboration and challenge are encouraged, celebrated and valued.</i>	<ul style="list-style-type: none"> • Number of nominations made for internal and external awards. • Number of staff ideas/suggestions formally received.
3 <i>To attract, develop and retain appropriately qualified, experienced and motivated members of staff who are the embodiment of our values</i>	<ul style="list-style-type: none"> • Number of posts that require re-advertising (ie hard to fill posts). • % of permanent staff voluntary turnover.
4 <i>To strive to ensure that the College workforce are representative of our local communities and in aspects of their employment experience equality is ensured.</i>	<ul style="list-style-type: none"> • Number of BME staff who apply for jobs at the college • % of BME staff who work for the College. • % of staff with declared disability
5 <i>To support members of staff to achieve high levels of participation in a comprehensive annual programme of personal and professional development.</i>	<ul style="list-style-type: none"> • % of completed PDPs. • % of staff who attend at least one CPD event.
6 <i>To establish and embed career pathways throughout the organisation which create opportunities for professional development, enhancement and progression.</i>	<ul style="list-style-type: none"> • Number of internal promotions. • Number of internal secondments.
7 <i>To create and maintain a positive and sustainable safety culture throughout the College.</i>	<ul style="list-style-type: none"> • Number of staff work days lost due to workplace accidents • Number of reported near misses/hazard observations. • Number of 'Health & Safety Moments' and 'Tool box talks' undertaken across the college • % completion of in Health and Safety on-line induction.
8 <i>To achieve high levels of staff engagement and in so doing ensure that the health, safety and wellbeing of our employees is core to our decision making.</i>	<ul style="list-style-type: none"> • Staff engagement score through staff survey results. • % of annual sickness absence. • % of staff participating in College annual Healthy Working Lives.
9 <i>To nurture leadership capacity and capabilities to ensure the potential and aspirations of all members of staff are realised.</i>	<ul style="list-style-type: none"> • % staff survey positive feedback re leadership. • % of Leaders and Managers who engage in the Leadership Programme

Crosscutting Theme: 5 – Financial Resilience through Operational Excellence

Strategic Objectives	Proposed Key Performance Indicators
1 <i>To ensure that the long-term financial sustainability of the College is maintained through the efficient achievement of challenging income targets and effective expenditure controls.</i>	<ul style="list-style-type: none"> • Adjusted annual operating position in-line with approved budget/FFR • Annual 'staff cost' savings in-line with approved budget/FFR • Cash balance position as forecast in approved budget/FFR (at minimum) • Number of days' expenditure fundable by cash balance • Five-year Financial Forecast position • % of total income from non-SFC sources • SFC Credit target achieved
2 <i>To increase commercial income generation through a highly sought-after range of training and learning activities and through renting out available College facilities.</i>	<ul style="list-style-type: none"> • Commercial income in-line with approved budget • Commercial income contribution to overhead in-line with approved plan • Income from external lets of College facilities (within overall Commercial Plan)
3 <i>To enhance the use of data and business intelligence and to institute rigorous and robust performance monitoring and reporting to support proactive and effective management decision-making.</i>	<ul style="list-style-type: none"> • Number of systems developments implemented • Level of usage of budget monitoring management reporting tool • Level of usage of the College Virtual Learning Environment • Staff costs budget versus actual variance
4 <i>To ensure optimum levels of efficiency and effectiveness across the College and to facilitate targeted investment in priority areas.</i>	<ul style="list-style-type: none"> • % of teaching staff utilisation • % of assessor utilisation • % of room utilisation • Overall funding efficiency (£ per Guided Learning Hour)
5 <i>To implement modern and streamlined business processes and systems, which reduce bureaucracy, meet the changing demands of students and stakeholders, and embrace digital transformation opportunities.</i>	<ul style="list-style-type: none"> • Number of BIT trained staff • Number of key processes reviewed and refined • Volume of paper consumed • Number of print copies (both mono and colour)
6 <i>To ensure that the College consistently operates in a manner which is increasingly environmentally sustainable.</i>	<ul style="list-style-type: none"> • Tonnes of carbon utilisation • Tonnes of waste generated • Number of sustainability improvements implemented

FINANCE & RESOURCES COMMITTEE MEETING

Date of Meeting	27 May 2020
Paper Title	Committee Terms of Reference
Agenda Item	20.31
Paper Number	20.31
Responsible Officer	Christine McConnell
Status	Disclosable
Action	Recommend

1 REPORT PURPOSE

The Purpose of this report is to ask the Committee to consider its Terms of Reference as requested by the Board of Management at its meeting on 18th March 2020

2. RECOMMENDATION

The Committee review its Terms of Reference and make recommendations to the Board at its meeting on 10th June 2020.

3. BACKGROUND

3.1 As a matter of good governance, the Board should annually review each Committee's Terms of Reference. At its meeting on 18 March 2020 the Board asked that each of its Committees consider its Terms of Reference and provide a recommendation on any changes to the Board at its meeting on 10th June 2020. The Finance & Resources Committee's current Terms of Reference are contained in Appendix 1.

3.2 The Board specifically asked that the Committee has regard to the following when preparing its report to the Board: -

- Is the existing quorum appropriate and practical?
- Should the balance between non- executive and executive members be expressly defined?

3.3 In reviewing its Terms of Reference the Committee should have regard to the decisions of the Board made in March and December 2019 respectively, that the following functions be delegated to the F& R Committee, namely: -

- authority for approval of Tuition Fees; and
- approval of Financial Regulations.

4. RISK ANALYSIS

There are no risks associated with this Review.

5. LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS

Addressing the Terms of Reference meets the requirements of the College's governance arrangements. Ensuring that that the College complies with Good Governance requirements meets the expectations of the Scottish Funding Council, Scottish Government, GCRB, OSCR and other relevant stakeholders.

**6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT
N/A**

APPENDIX 1

REMIT OF COMMITTEE

These functions are delegated by the Board of Management to the Finance and Resources Committee

REMIT

Having regard to the need for financial stability of the College:

- To ensure the maintenance of a robust long-term financial strategy
- To ensure the capital masterplan is aligned with the College's estates strategy
- To monitor financial performance on a regular basis
- To review the performance against target of commercial activities
- To monitor expenditure against the agreed capital masterplan

To fulfil this function the Committee will

Make recommendations to the Board of Management on:

- the annual revenue budget
- the financial statements
- capital expenditure and the capital masterplan
- the estates strategy
- financial policies
- any other issues relating to the management of finance and physical resources

The Finance and Resources Committee will liaise as appropriate with the Audit Committee, Board of Management and all other Committees

MEMBERSHIP

The membership of the Committee is six Board members including the Principal, with one of the Board members providing the role of Chair of the Committee, and one to act as Vice Chair as elected. The Chair of the Committee is elected by the Board and the Vice Chair is elected by the Committee. There should be no overlap of Board members with membership of the Audit Committee. The Board reviews the membership every four years.

The Vice Principal, Resources and College Development and the Assistant Principal Finance and Infrastructure attend the Committee as advisers. The Committee meets four times per year.

QUORUM

The quorum set by the Committee is three members.

FINANCE AND RESOURCES COMMITTEE MEETING

Date of Meeting	27 May 2020
Paper Title	College Strategic Risk Register: Financial Risks
Agenda Item	20.33
Paper Number	20.33A
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 18th May 2020. The Strategic Risk Register is updated regularly and considered at least quarterly by College senior management.
- 3.2 The College Strategic Risk Register, as at 18 May 2020, is attached. There have been significant changes to the Risk Register due to impacts of the COVID 19 virus and the College closure as at 20th March. The main changes are to risk scoring, and mitigating actions/updates all of which are highlighted in red and these are the changes since last reported to the Board of Management at its March meeting. (It was thought that it would have been too confusing to change the format of the Register at the same time as these significant changes were being made hence the format remains as before with all changes highlighted.)

- 3.3 The scoring of a number of risks after mitigating actions have been increased for this update as shown on the attached. There is also added referencing to COVID 19 impact in the Risk Category column. Whilst the virus and College closure do affect each risk in some way the Risk Register highlights the eight risks of the total 14 risks which are those which are most directly and in some cases very immediately affected.
- 3.4 There are now 14 risks where there were 15 previously, as the risk F1 which relates to failure to achieve surplus targets for commercial activity /and failure to achieve/maintain planned levels of non-SFC income which were previously 2 separate risks. These have similar related mitigating actions, and are the most highly scored.
- 3.5 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								as at 18th May 2020							
Key of abbreviations : SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GOG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee															
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 merged 2 risks	Failure to achieve surplus targets for commercial activity /and Failure to achieve/maintain planned levels of non-SFC income	Financial / COVID impacts	Goal 3 & Goal 4 - Contributing to the local, regional and national economy, & ensuring operational effectiveness and efficiency	Assistant Principal International and Business Development	5	5	25	i) Ambitious commercial income/surplus growth plan previously in place for 2019/20 through to 2022/23 now being reconsidered for each sector area based on medium and long term impacts of COVID 19 virus. Updated estimates will be included in budget to Board in June. ii) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC and as much future replacement activity will be identified as can be estimated however significant impacts likely through 2020/21 at least. iii) Pipeline of activity will need to be re-established when timescale for reopening has been established. 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 retaining. 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	Goal 4 - Ensuring operational effectiveness and efficiency	Principal/ Vice Principals	5	5	25	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. This is all being revised to include COVID impacts. ii) Cost reduction plan was being implemented which requires reduction in staff levels and significant cuts in non-staff budgets across the College where possible. VS Reductions have been achieved in 2019/20 however academic management restructure will need now to be implemented to later timescales which will affect planned savings. 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 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	4	5	20	F2	Medium	20	No change
F3	Potential for refusal of SFC to fund VS	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	Medium	15	No change
F4	Adverse Funding changes in 2019/20 (SFC/SDS/ESF)	Financial / COVID Impacts	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 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 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 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	Goal 1 & Goal 2 - Delivering exceptional learning opportunities, & growing exceptional partnerships	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								as at 18th May 2020							
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/ COVID impacts	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. 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 uninterruptible power supply in place. viii) Monitor of teaching KPIs across all subject areas and action taken to address areas of concern.	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	Goal 1 - Delivering exceptional learning opportunities	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	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. 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	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 however under COVID will need to assess claim options.	3	4	12	O4	Medium	8	No Change
O5	Failure to achieve a sustainable fit for purpose College estate	Organisational/ Financial	Goal 4 - Ensuring operational effectiveness and efficiency	Vice Principal - Resources & College Development	4	3	12	i) Capital masterplan in place and related to estates condition survey which highlights required investment to maintain College estate. Funding for 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	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	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 18th May 2020					
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 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. ii) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls iii) Ensure Board have appropriate training on key guidance and legislation and take proactive role of Board in ensuring meet all requirements. iv) Modern Slavery statement in place v) Safeguarding officers and safeguarding forum on each campus vi) Seek legal advice as required. vii) Data Protection Officer in place to advise on General Data Protection Regulation	3	4	12	G1	Medium	12	No change
G2	Failure to comply with Health and Safety and Safeguarding requirements	Organisational/ COVID Impacts	Goal 4 - Ensuring operational effectiveness and efficiency	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) 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	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	Medium	6	No change

FINANCE AND RESOURCES COMMITTEE

Date of Meeting	27 May 2020
Paper Title	Glasgow Clyde Education Foundation Update
Agenda Item	20.34
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 £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 £6Million remaining after allowing for all previously approved bids.
- 3.4 The Foundation had their most recent meeting on 21st April 2020 and their next meeting is on 18th August.
- 3.5 As reported to the last Committee, the College had been successful in two revenue bids to the Glasgow Clyde Education Foundation which have been submitted 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 foundation. 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 project through until 2023. The phasings of some of the expenditure on these two projects has been impacted by the COVID 19 virus and College closure, and adjusted phasings are being discussed with the GCEF Director.
- 3.6 Following the presentation of the College Estates Strategy projects to the January meeting of GCEF the overall approach and four projects were supported. It was 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. Both of these were at that point intended to be progressed in 2020 with the other two projects to be scheduled for a future summer period. Due to the COVID 19 virus and College closure, the necessary design team and user discussions have not been able to take place and it was therefore decided to postpone these first two projects and progress them for the summer of 2021 instead. It is intended to take the updates now to the August GCEF meeting. The total value of the four projects was estimated at £2.75Million when the Estates Strategy work was undertaken in 2019.
- 3.8 These are in addition to the previously approved bid 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.
- 3.9 Also in addition to the ICT bid approved in 3.8 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.

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