

## Board of Management Development Committee

<b>Date of Meeting</b>	<b>Wednesday 3 February 2021</b>
<b>Paper No.</b>	<b>DC2-I</b>
<b>Agenda Item</b>	<b>6</b>
<b>Subject of Paper</b>	<b>Strategic Risk Review</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Paul Clark, College Secretary/Planning</b>
<b>Date of production</b>	<b>26 January 2021</b>
<b>Action</b>	<b>For Discussion and Decision</b>

### 1. Recommendations

1. To note the review of strategic risks as relevant to the Committee's remit
2. To review the Risk Scores and Risk Management Action Plans associated with these risks, and recommend for approval by the Board of Management.

## 2. Purpose of report

- 2.1 The purpose of this report is to provide the Committee with an update on the Senior Management review of strategic organisational risks relating to Growth and Development, via the Risk Management Actions Plans (MAPs) for these risks. Also included is the revised Risk Register.
- 2.2 The current global health and economic emergency places a particular emphasis upon strategic risk management at this time.

## 3. Context

- 3.1 Risk Management is a key component of the College's internal control and governance arrangements, and as such is an important responsibility of the Senior Management Team, and the Board of Management. The current strategic risks have been identified by SMT and the Audit Committee, as the primary strategic risks currently faced by the College. The risks are aligned within the same framework of strategic themes as the College Strategic Plan. The risks included in the Risk Register have potential impacts on one or more of the College's strategic priorities.
- 3.2 In line with recommended good practice as identified by the Internal Audit of Risk Management in 2013/14, each Board Committee has since undertaken a regular review of the strategic risks within its remit.
- 3.3 The strategic risks which most closely relate to the committee's remit (with current risk scores and RAG rating) are:
  - Risk 6 - Negative impact upon College reputation (Score reduced from 15 **RED** to 12 **AMBER** by PNC August 2020).
  - Risk 7 - Failure to achieve improved business development performance with stakeholders. (Scored 25 **RED** by Development Committee April 2020, reduced to 20 **RED** by Audit Committee November 2020).
  - Risk 16 - Failure to maximise income via diversification. (Scored 25 **RED** by Development Committee April 2020).
- 3.4 The Risk Management Action Plans for Risks 6 , 7, and 16 are attached at Appendix 1, and provide more detailed descriptions of the risks, treatments, and commentaries.
- 3.5 In consideration of the current global health emergency, a full review of strategic risks is currently being undertaken, involving senior Risk "owners". All updated Risk MAPs will be reported to the respective Committees and full Board of Management within the current meeting cycle.

## **4. Impact and implications**

- 4.1 The effective management and control of risks is essential to the on-going stability, sustainability, and future growth of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation and legal compliance status.
- 4.2 Several strategic risks are financial in nature, and potentially constitute a threat to the College's stated Strategic Priority 7: to "Maintain our long-term financial stability".
- 4.3 Risk 16: "Failure to maximise income via diversification" is directly aligned with Strategic Priority 8: "To secure diversity of income and sustainable development", so any change to the score of this risk has a particularly high strategic significance.
- 4.4 Regional and sectoral considerations are included in the process of risk management, and are reflected in the risk documentation.

### **Appendices:**

**Appendix 1: Risk Register; Risk Management Action Plans 6, 7, 16.**

### Risk Register: 18 January 2021

RISK DETAIL					CURRENT EVALUATION			AIM and PROGRESS			RISK TREATMENT	
Strategic Theme	Risk Name	Risk ID	Level	Risk Owner	Likelihood	Impact	Net Risk Score	Gross Risk Score	Target Risk Score	Risk Movement/ Comments	Link to Risk Mgt Action Plan (MAP)	Date of last review
Students	Failure to support successful student outcomes	1	1	VPSE	3	5	15	25	5	Score incr. 10 to 15 RED BoM 8/20	<a href="#">Risk 1 MAP.docx</a>	Jan'21
Students	Failure to establish optimal pedagogical model	2	1	VPSE	1	5	5	20	5		<a href="#">Risk 2 MAP.docx</a>	Jan'21
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	2	5	10	15	5		<a href="#">Risk 3 MAP.docx</a>	Jan'21
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	2	5	10	20	4	Score incr. 5 to 10 AMBER	<a href="#">Risk 21 MAP.docx</a>	Oct '20
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		<a href="#">Risk 4 MAP.docx</a>	Jan'21
Growth and Development	Negative impact upon College reputation	6	1	VPCDI	3	4	12	25	5	RED to Amber PNC 08/20	<a href="#">Risk 6 MAP.docx</a>	Jan'21
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	VPCDI	4	5	20	25	5	Score dec. 25 to 20: AAC 11/20	<a href="#">Risk 7 MAP.docx</a>	Jan'21
Growth and Development	Failure to achieve improved performance	8	1	VPSE/DirE	2	5	10	20	5		<a href="#">Risk 8 MAP.docx</a>	Jan'21
Growth and Development	Failure to attract, engage, and retain suitable staff	9	1	EDHR	2	2	4	20	3		<a href="#">Risk 9 MAP.docx</a>	Oct'20
Growth and Development	Failure to achieve taught degree awarding powers	26	1	VPCS	3	4	12	20	3	Score decr. 16 to 12 AAC 9/20	<a href="#">Risk 9 MAP.docx</a>	Sept'20
Processes and Performance	Negative impact of statutory compliance failure	10	1	CSP	2	5	10	20	5		<a href="#">Risk 10 MAP.docx</a>	Nov'20
Processes and Performance	Failure of Compliance with the General Data Protection Regulations (GDPR)	24	1	DPr	4	4	16	25	5	Score incr. 12 to 16 AC 02/20	<a href="#">Risk 24 MAP.docx</a>	Nov '20
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	1	5	5	20	5		<a href="#">Risk 11 MAP.docx</a>	Jan '21
Processes and Performance	Failure of Business Continuity	12	1	VPCS/CSP	3	4	12	25	4	Score decr. 20 to 12: AAC 05/20	<a href="#">Risk 12 MAP.docx</a>	Jan '21
Processes and Performance	Failure to manage performance	13	1	VPSE/DirE	1	4	4	20	4		<a href="#">Risk 13 MAP.docx</a>	Jan'21
Processes and Performance	Negative impact of Industrial Action	14	1	EDHR	3	4	12	25	4		<a href="#">Risk 14 MAP.docx</a>	Oct'20
Processes and Performance	Failure of IT system security	25	1	VPCS	2	5	10	25	5		<a href="#">Risk 25 MAP.docx</a>	Nov'20
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPCS	5	4	20	25	4	Score decr. 25 to 20 FPCR 09/20	<a href="#">Risk 15 MAP.docx</a>	Sept'20
Finance	Failure to maximise income via diversification	16	1	VPCS/VPCDI	5	5	25	25	5	Amber to RED DC 4/20	<a href="#">Risk 16 MAP.docx</a>	Nov '20
Finance	Failure to obtain funds from College Foundation	20	1	VPCS	1	4	4	20	4		<a href="#">Risk 20 MAP.docx</a>	Sept'20
Finance	Negative impact of Brexit	22	1	VPCS/DCS	5	2	10	tbc	5		<a href="#">Risk 22 MAP.docx</a>	Sept'20
Finance	Failure to agree a sustainable model and level of grant funding within Glasgow Region	23	1	VPCS	3	4	12	25	5		<a href="#">Risk 23 MAP.docx</a>	Sept'20
ALL	Failure to manage acute threats relating to coronavirus outbreak	27	1	Pr/DPr	3	4	12	25	4	Score dec. 16 to 12: AAC 11/20		Sept'20

**Key:**  
 Pr - Principal  
 DPr - Depute Principal  
 VPSE - Vice Principal Student Experience  
 VPCS - Vice Principal Corporate Services  
 VPCDI - Vice Principal Corporate Development/Innovation  
 CSP - College Secretary/Planning  
 EDHR - Executive Director of Human Resources  
 DirE - Director of Excellence  
 DCS - Director of Corporate Support  
 AAC - Audit & Assurance Committee

x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

Note comment

Date	Jun-17	Dec-17	Jun-18	Dec-18	Jun-19	Dec-19	Jun-20	Dec-20
Average Risk Score	10	9.56	9	9	9.43	8.95	11.2	11.3

N.B. Closure of low-scoring risks will upwardly impact upon average risk score.

Tolerance vs Risk Score	Acceptable Risk Score		Acceptable Risk Score		Acceptable Risk Score	
	1-3	4-5	6-9	10-12	15-16	20-25
Risk Management Level of Tolerance (Able to Accept)	1	2	3	4	5	6
	Low		Medium		High	

## Risk Management Action Plan

**Risk Description:** Negative impact upon College reputation

**Risk ID:** 6

**Owned by:** VPCDI

**Review Date:** January 2021

## Update

Full Description:

1. Failure to protect and maintain the brand.
2. Complaint to Scottish Public Services Ombudsman upheld
3. Significant breach of College policies & procedures.
4. Gross misconduct of a member / members of staff.

Treatment: (new text highlighted)

1. The new Director of Communications is continuing to review the operational elements and structure of our current communication platforms and protocols. This is to ensure that our messaging & responses are timeous and accurate across all our available communication channels.
2. Our Public Affairs Company (Dram Communications) have been extremely effective to date and have been organising cross party stakeholder briefings for the Principal & SMT, highlighting City's response to COVID and planning for the future.
3. College Complaints Procedure to be available and communicated to all employees; train staff, including managers in operation of college policies & procedures, including legal requirements.
4. Management monitoring and control supported by the work of the College internal and external auditors.
5. Embedding College values and behaviours supported by robust College policies & procedures.

### Commentary (Update):

The College currently enjoys an excellent external reputation based on performance, facilities and the work of the Corporate Development and extended college staff.

1. New Complaints procedure agreed and implemented in line with developments in SPSO framework for FE.
2. The College Complaints Report is now published via the College Website, in line with SPSO requirements.
3. Further staff training now in place to support implementation of SPSO model complaints handling procedure.
4. Utilising various media monitoring platforms the College continues to monitor its coverage, reputation and positioning within the marketplace on a daily basis.

Since lockdown the College has seen its Social Media footprint increase across multiple platforms, which was also due to the new student intake in August 2020.

5. Ongoing press/media coverage relating to the College's Covid response and employer led activity is taking priority at this time.
6. The latest College Annual Report 2018-19, highlighting various College, student, and staff successes, published in February 2020.

At 8 May 2019:

An internal review revealed some suspected fraudulent activity, reported to the Audit Committee (29/4/19), which is the subject of ongoing further detailed investigation and audit. All relevant parties were informed, including the Police who are now treating this as a suspected criminal act. It is envisaged that there may be negative reputational impact near the completion of this investigation. The College has developed a PR/Crisis plan to mitigate reputational risk which will include working with the media to ensure that the key facts of this case are presented at the correct time.

At 15 May 2019

The Audit Committee received the Principal's report on the above matter, and agreed the recommendation to increase the risk score to 3x5= RED.

At Sept 2019

The Principal continues to keep the Committee and Board of Management up to date with ongoing investigations, and report due dates, as far as is known and appropriate for dissemination.

March 2020: College campuses closed.

July 2020: College communications have remained consistent and relevant throughout the lockdown period with regular updates to the Staff/Student FAQ's on the website. Also launched is the new Staff Resource Hub which has greatly assisted in reaching staff and helping obtain robust feedback to inform decision making and next steps for re-integration into the College.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5	Likelihood 5/5
Impact 4/5	Impact 5/5
Risk Score 12/25	Risk Score 25/25
RAG Rating: <b>AMBER</b>	
<b>Impact reduced from 5 to 4 (PNC 5 August)</b>	
<b>Target Score: 5</b>	

<b>Risk Appetite (Willing to accept):</b>	<b>Risk Tolerance (Able to accept):</b>
<u>Low</u> Medium    High	Category: Reputation  <u>Low</u> Medium    High 1   2    3   4    5   6

Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
x	Likelihood				

## Risk Management Action Plan

### Risk Description:

Failure to achieve improved business development performance with stakeholders

Risk ID: 7

Owned by: VPCDI

Review Date: January 2021

## Update

### Full Description:

Loss of/Failure to build effective partnerships/Reputational Risks/Staff Health and Well Being (see Level 2 Risks below).

### Treatment:

Employer relationships and Business engagement are managed as detailed in the Corporate Development Plan and in line with the agreed Business Development Process Map to ensure relevant and timely communications. The Plan has been reviewed with reference to the College Strategic Plan 2017-25 and the 8 strategic priorities. In line with Strategic Priority 8 the additional strategic planning documents are now required for:

- Global reach
- Commercial & Business Development
- Partnerships & Workforce Planning
- Brand & Corporate Communications

### N.B. Associated Level 1 Risks:

- Growth and Development/College Reputation (Risk 6)
- Statutory Compliance Failure (Risk 10)
- Finance/Income Targets (Risk 15)
- Income diversification (Risk 16)

### Commentary (Update):

The documents indicated above will come to the Board as part of the refreshed Corporate Development Strategy, relating to delivery of the new College Strategic Plan 2020-2030. This strategy is being continually developed to feature the additional and associated initiatives as well as the new challenges the college faces within the current economic climate.

The Corporate Development team continue to work with the Faculties in procuring new business as well as sourcing sustainable and reputable opportunities for additional non-government income.



August 2020: College campuses open but restricted.

Business Development activity during lockdown and post lockdown has remained consistent with some areas being surprisingly consistent. The team have continued to submit numerous RFP's and Tenders across both the public and private sectors. There has also been a lot of activity across the International Maritime area, with large scale opportunities presenting themselves in late 2020.

The FWDF team have been particularly proactive during lockdown with the development of over 70 courses now being delivered online. Since March 2020, there have also been over 3500 employees undertaking training on funded programmes. The FWDF guidance changed in December 2020 to allow SME's to access up to £5k per company.

It is therefore anticipated that City's allocation will be £1.8M however this has still to be confirmed due to the Regional Board having questioned the Glasgow allocation with SFC.

FWDF activity is now available on the College Dashboard.

As previously reported a review of the death rates in countries where the college has partnerships indicate that the outbreak has had a significantly lesser impact in terms of recorded deaths. The Corporate Development team are in regular contact with partners in China, Malaysia, India and Vietnam with live interactive sessions taking place over the past few months. More are planned for 2021.

The Development Committee noted progress in the development of a number of initiatives with partner organisations. However the ongoing uncertainties caused by the Covid pandemic, nationally and globally, remain a considerable threat. Risk score remains at 25 RED.

In November 2020, the Audit Committee agreed a change to risk likelihood from 5 to 4, hence Risk score of 20.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 4/5 Impact 5/5  Risk Score 20/25  RAG Rating: Decreased to 20 <b>RED</b> score (Audit Committee Nov 2020)  <b>Target Score: 5</b>	Likelihood 5/5 Impact 5/5  Risk Score 25/25
<b>Risk Appetite (Willing to accept):</b>	<b>Risk Tolerance (Able to accept):</b>
<u>Low</u> Medium High	Category: Change and Development Activities  Low <b>Medium</b> High 1 2 3 <b>4</b> 5 6

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Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
x	Likelihood				

## Risk Management Action Plan

**Risk Description: Failure to maximise income via diversification**

**Risk ID: 16**

**Owned by: VPCS/ VPCDI**

**Review Date: November 2020**

## Update

### Full Description:

Failure to optimise income opportunities via existing and potential markets and partners.

### Treatment:

Develop of Corporate Development Plan to deliver the College Corporate Development Strategy. Manage and monitor the delivery of the plan.

### Commentary:

The Corporate Development Strategy was approved by the Board of Management Development Committee and contains plans, initiatives and targets to meet the overall College strategic priorities. Commercial and International Teams, as well as Academic Faculties, have reviewed all aspects of income diversification.

Regular reportage on growth and development in relation to targets is now a standing item on the Development Committee agenda. The Corporate Development Team and Faculties undertake ongoing reviews of Commercial and International targets, and progress.

### Update:

The College strategic plan is to grow the proportion of income from Non SFC funding. The Covid-19 pandemic has caused a massive financial impact on the College since the buildings closing on the 17<sup>th</sup> March 2020. Appendix 1 highlights the 2019-20 projected underlying operating deficit of £0.7m, a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls. Appendix 2 highlights the 2020-21 projected underlying operating deficit of £3.1m. The College has the highest proportion of non SFC income and unfortunately these income sources has suffered the greatest reduction from the closure and cancellation of courses. 2019-20 Commercial and international course income has an estimated reduction of £1.3m. In addition to the dramatic drop in income the majority of

the costs to the 31<sup>st</sup> July 2020 are still being incurred and we are continuing to fully pay all contracted staff. The College is projected a significant loss at the 31<sup>st</sup> July 2020 with Non SFC income falling by £2.9m.

The Corporate Development Team and Faculties were on target to fully deliver the full £894k FWDF SFC Grant allocation. This income has also been negatively impacted with our building closure and a high proportion of businesses closed or prioritising tackling Covid-19. The team have managed to deliver a significant volume of online training limiting the funding reduction to £230k up to 31<sup>st</sup> July 2020.

The College budget for 2020-21 and the underlying assumptions still show a substantial reduction in commercial & international course income and other NON SFC income, reduction of £8.1m. Appendix 2 highlights the 2020-21 projected underlying operating deficit of £3.1m.

As a result of the changed context and massive reduction in NON SFC income the risk score was **increased to 25** in April 2020.

In November 2020, the Development Committee noted progress in the development of a number of initiatives with partner organisations, in particular with international partners. However the ongoing uncertainties caused by the Covid pandemic, nationally and globally, remain a considerable threat. Risk score remains at 25 RED.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 5/5 Impact 5/5 Risk Score 25/25 RAG Rating: <b>RED</b> <b>Target Score: 9</b>	Likelihood 5/5 Impact 4/5 Risk Score 20/25
<b>Risk Appetite (Willing to accept):</b>	<b>Risk Tolerance (Able to accept):</b>
<b>Low</b> Medium High	Category: Change and Development/ Financial Low <b>Medium</b> High 1 2 <b>3</b> 4 5 6

Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
x	Likelihood				

CITY OF GLASGOW COLLEGE					APPENDIX A
INCOME AND EXPENDITURE ACCOUNT					
	2019/20	2019/20	2019/20	2019/20	2019/20
	F'Cast	F'Cast	F'Cast	F'Cast	Budget
	July 20	Jun 20	May 20	Feb 20	
	£000s	£000s	£000s	£000s	£000s
<b>Income</b>					
SFC Teaching Grants	39,686	39,535	39,365	39,365	38,778
SFC ESF	2,386	2,386	2,116	2,338	2,386
SFC FWDF	760	553	553	890	890
SFC Other	24,610	24,889	24,862	24,862	24,913
Fundable tuition fees	10,527	10,406	10,406	10,743	11,036
International & commercial tuition fees	6,699	6,447	6,447	7,726	7,992
Other income	1,621	1,592	1,552	820	776
Catering & Student Accommodation	3,055	3,032	3,032	4,433	4,433
EU & International projects	953	1,031	1,031	1,743	1,002
Grant from Foundation	0	0	315	315	1,000
Investment income	10	15	10	15	25
<b>Total income</b>	<b>90,307</b>	<b>89,886</b>	<b>89,689</b>	<b>93,250</b>	<b>93,231</b>
<b>Expenditure</b>	0	0			
Staff Costs	53,961	53,783	53,525	53,664	52,898
Other operating expenses	11,845	12,020	12,020	13,301	13,073
Property Costs	16,906	16,906	16,906	17,652	17,772
Exam Fees	1,269	1,269	1,269	1,321	1,321
Other operating expenses - Sale of Buildings	0	0	0	0	0
Depreciation	8,766	8,766	8,766	8,766	8,377
<b>Total expenditure</b>	<b>92,747</b>	<b>92,744</b>	<b>92,486</b>	<b>94,704</b>	<b>93,441</b>
<b>Operating Surplus (Deficit)</b>	<b>(2,440)</b>	<b>(2,858)</b>	<b>(2,797)</b>	<b>(1,454)</b>	<b>(210)</b>
<b>(Loss) on sale of fixed asset</b>	0	0	0	0	0
<b>Operating Surplus/(Deficit) after loss sale of asset</b>	<b>(2,440)</b>	<b>(2,858)</b>	<b>(2,797)</b>	<b>(1,454)</b>	<b>(210)</b>
Difference between historical cost deprn & the actual charge for the period	677	677	677	677	188
<b>Historical cost Surplus / (Deficit) for the period</b>	<b>(1,763)</b>	<b>(2,181)</b>	<b>(2,120)</b>	<b>(777)</b>	<b>(22)</b>
Pension Adjustments	0	0	0	0	0
Foundation Adjustments	0	0	(315)	(315)	(1,000)
NPD Balance Sheet debt	(4,700)	(4,700)	(4,700)	(4,700)	(4,700)
Revaluation reserve	(677)	(677)	(677)	(677)	(188)
Depreciation - Net of deferred Grant	6,432	6,432	6,371	6,371	5,927
<b>Underlying Operating Surplus / (Deficit)</b>	<b>(708)</b>	<b>(1,126)</b>	<b>(1,441)</b>	<b>(98)</b>	<b>17</b>

CITY OF GLASGOW COLLEGE				TABLE B
	2020/21	2020/21	2020/21	2020/21
	12-month F'Cast July £000s	12-month F'Cast June £000s	12-month F'Cast Optimistic £000s	12-month F'Cast Pessimistic £000s
<b>Income</b>				
SFC Teaching Grants	40,222	40,381	40,222	40,222
SFC ESF	2,347	2,373	2,347	1,878
SFC FWDF	890	890	890	623
SFC Other	23,756	23,813	23,756	23,756
Fundable Tuition Fees	10,499	10,805	10,775	10,223
International & Commercial tuition fees	5,518	5,472	5,858	4,289
Other income	691	691	911	445
Catering & Accommodation	2,233	1,982	2,590	1,399
EU & International	869	757	1,043	695
Grant from Foundation	1,000	1,000	1,000	1,000
Investment income	15	15	15	15
<b>Total income</b>	<b>88,040</b>	<b>88,179</b>	<b>89,407</b>	<b>84,545</b>
<b>Expenditure</b>				
Staff Costs	54,315	54,238	53,539	55,103
Other operating expenses	11,577	11,622	11,720	11,386
Property costs	17,350	17,341	17,252	17,448
Exam fees	1,218	1,218	1,186	1,250
Depreciation	4,886	4,761	4,886	4,886
<b>Total expenditure</b>	<b>89,346</b>	<b>89,180</b>	<b>88,583</b>	<b>90,073</b>
<b>Operating Surplus (Deficit)</b>	<b>(1,306)</b>	<b>(1,001)</b>	<b>824</b>	<b>(5,528)</b>
<b>(Loss) on sale of fixed asset</b>	0	0	0	0
<b>Operating Surplus/(Deficit) after loss on sale of fixed asset</b>	<b>(1,306)</b>	<b>(1,001)</b>	<b>824</b>	<b>(5,528)</b>
<b>SURPLUSES AND DEFICITS</b>				
Operating Surplus/(Deficit)	(1,306)	(1,001)	824	(5,528)
Difference between historical cost depreciation and the actual charge for the period calculated on the revalued amount	677	677	677	677
<b>Historical cost Surplus/(Deficit) for the period</b>	<b>(629)</b>	<b>(324)</b>	<b>1,501</b>	<b>(4,851)</b>
Foundation Adjustments	(1,000)	(1,000)	(1,000)	(1,000)
NPD Balance Sheet debt	(5,011)	(5,000)	(5,000)	(5,000)
Revaluation reserve	(677)	(677)	(677)	(677)
Depreciation - Net of deferred Grant	4,249	3,911	4,249	4,249
<b>Underlying Operating (Deficit)</b>	<b>(3,068)</b>	<b>(3,090)</b>	<b>(927)</b>	<b>(7,279)</b>
<b>F'Cast Cash balance as at 31 July 2021</b>	<b>2,966</b>	<b>2,944</b>	<b>5,107</b>	<b>(1,245)</b>