

Board of Management

Finance & Physical Resources Committee

Date of Meeting	Wednesday 27 May 2020
Paper No.	FPRC4-C
Agenda Item	4.1
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary/Planning Stuart Thompson; VP Corporate Services
Date of production	20 May 2020
Action	For Approval

1. Recommendations

1. To consider and approve the review of Finance and Physical Resources Risks as detailed in the attached Risk Management Action Plans
2. To note the revised Risk Register dated 20 May 2020
3. To note the addition of new Strategic Risk 27 (re Covid-19 Emergency).

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, in particular those risks related to the Committee's areas of responsibility via the related Risk Management Actions Plans (MAPs) and Risk Register.

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, Audit Committee, and the Board of Management. This responsibility is highlighted in the College Strategic Plan at Strategic Priority 6:

"6. To be efficient, effective, innovating, and vigilant".

3.2 The risks listed on the Risk Register have been identified by SMT and the Audit Committee, as the current strategic risks faced by the College. The risks are aligned within the same framework of strategic themes as the College Strategic Plan, and those included in the Risk Register have potential impacts on all of the College's Strategic Priorities, in particular Priorities 7 and 8:

"7. To maintain our long-term financial stability"

"8. To secure diversity of income and sustainable development"

3.3 One new risk has been proposed to be included as a Level 1 Risk in the College's Risk Register: Risk 27: "Failure to manage acute threats relating to coronavirus outbreak" which includes a number of immediate and short-term risks. The draft Risk MAP for this Risk is attached.

3.4 The strategic Risks included in this report are:

- Risks 15, 16, 20, 22, 23 under the Finance Strategic Theme. Risks 15 and 16 have been upgraded to a high risk score of 25 = **RED**; Approved by Audit Committee on 13 May 2020.
- Risk 12 relating to Business Continuity Planning; **AMBER**
- Risk 25 relating to IT security; **AMBER**
- Risk 27 relating to acute threats relating to coronavirus emergency; **AMBER**

The Risk MAPs for these risks are attached, with risk scores as reviewed by the Audit Committee (13 May 2020) and subject to further consideration by FPRC.

3.5 A review of strategic risks to May 2020 has been undertaken, involving senior Risk “owners”, and Risk MAPs have been updated accordingly.

3.7 A revised Risk Register is included in the appendices.

4. Impact and implications

4.1 The effective management and control of risks is essential to the on-going stability 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. All strategic risks have potential strategic impact upon the College. The College Risk Register includes matters relating to legal compliance and specific duties.

4.2 Several strategic risks are financial in nature, and potentially constitute a threat to the College’s stated strategic priority to “Maintain our long-term financial stability” and to expand and develop sustainably via diversity of income. Several risks related to College finances have been re-scored upwards (RED) to reflect the immediate financial risks to the College in the light of the present coronavirus crisis.

4.3 Performance management and improving performance are identified as areas of strategic risk, due to the potential impact on reputation, the student experience, and funding.

4.4 Regional and sectoral considerations are included in the process of risk management, and are reflected in the risk documentation.

Appendices:

Appendix 1: Current Risk Register

Appendix 2: Highlighted Risk MAPs

Risk Register: 20 May 2020

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	2	5	10	25	5		Risk 1 MAP.docx	Apr'20
Students	Failure to establish optimal pedagogical model	2	1	VPSE	1	5	5	20	5		Risk 2 MAP.docx	Apr'20
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	2	5	10	15	5		Risk 3 MAP.docx	Apr'20
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	1	5	5	20	4		Risk 21 MAP.docx	Apr '20
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP.docx	Feb '20
Growth and Development	Negative impact upon College reputation	6	1	VPCDI	3	5	15	25	5	Amber to RED AC 05/19	Risk 6 MAP.docx	Apr '20
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	VPCDI	5	5	25	25	5	Amber to RED DC 4/20	Risk 7 MAP.docx	Apr '20
Growth and Development	Failure to achieve improved performance	8	1	VPSE/DirP	2	5	10	20	5		Risk 8 MAP.docx	Mar'20
Growth and Development	Failure to attract, engage, and retain suitable staff	9	1	VPCS	2	2	4	20	3		Risk 9 MAP.docx	May'20
Growth and Development	Failure to achieve taught degree awarding powers	26	1	VPCS	3	4	12	20	3	New Risk (AC 02/20) score tbc	Risk 9 MAP.docx	Apr'20
Processes and Performance	Negative impact of statutory compliance failure	10	1	CSP	2	5	10	20	5	Monitor IA actions AC 5/19	Risk 10 MAP.docx	May'20
Processes and Performance	Failure of Compliance with the General Data Protection Regulations (GDPR)	24	1	DPr	3	4	12	25	5		Risk 24 MAP.docx	Jan'20
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	1	5	5	20	5	Monitor IA actions AC 11/19	Risk 11 MAP.docx	May'20
Processes and Performance	Failure of Business Continuity	12	1	VPCS/CSP	3	4	12	25	4	Score decr. 20 to 12; AAC 05/20	Risk 12 MAP.docx	May'20
Processes and Performance	Failure to manage performance	13	1	VPSE/DirP	1	4	4	20	4		Risk 13 MAP.docx	Mar'20
Processes and Performance	Negative impact of Industrial Action	14	1	VPCS	3	4	12	25	4		Risk 14 MAP.docx	May '20
Processes and Performance	Failure of IT system security	25	1	VPCS	2	5	10	25	5	Score decr. 15 to 10; FPRC 10/19	Risk 25 MAP.docx	Feb'20
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPCS	5	5	25	25	4	Score incr. 9 to 25 AC 05/20	Risk 15 MAP.docx	May'20
Finance	Failure to maximise income via diversification	16	1	VPCS/VPCDI	5	5	25	25	5	Amber to RED DC 4/20	Risk 16 MAP.docx	Apr'20
Finance	Failure to obtain funds from College Foundation	20	1	VPCS	1	4	4	20	4		Risk 20 MAP.docx	May'20
Finance	Negative impact of Brexit	22	1	VPCS/DCS	5	2	10	tbc	5		Risk 22 MAP.docx	May'20
Finance	Failure to agree a sustainable model and level of grant funding within Glasgow Region	23	1	VPCS	3	4	12	25	5		Risk 23 MAP.docx	Feb'20
ALL	Failure to manage acute threats relating to coronavirus outbreak	27	1	Pr/DPr	3	4	12	25	4	New Risk		May '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
 DHR - Director of Human Resources
 DirP - Director of Performance
 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		

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: Failure of Business Continuity

Risk ID: 12

Owned by: VPCS/CSP

Review Date: 17 May 2020

Update

Full Description:

1. Severe Fire/Flood
2. Terrorist attack
3. IT Systems Failure (incl Cybercrime) - See Risk MAP 25.
4. Other emergency circumstances resulting in main service failure, and threatening the operation of the College as described in Incident Management Plan (Business Continuity) v4.3.
5. Impact of Coronavirus Covid-19 outbreak (2020)

Treatment:

1. Maintain current operational controls.
2. Create and regularly review Incident Management Plan (Business Continuity).
3. Communicate plan to all senior staff.
4. Ensure that local Business Recovery Plans are developed and reviewed.
5. Test and Review at local and College level.

Commentary (Updates):

1. Current operational controls are in place with responsibility transferred to GLQ via the NPD contract. Responsibility for communication remains with the College.
2. The Business Continuity Plan (BCP) emergency incident procedure is currently under review to include recent government guidelines outlined by the CONTEST statutory duty. The BCP has been reviewed with a revised disaster recovery plan for all technology systems, and the College has also revised all fire evacuation procedures and identification of incident control rooms at City and Riverside (hard copy BCP located at these locations and at Reception Desks). The BCP has been revised (as at January 2018) in consultation with VP Infrastructure and Head of Facilities Management, with updated contact details of contractors, senior staff etc. and located on Connected (BCP v3.9). The BCP has recently been successfully invoked (7th and 21st November 2017) and found to be effective (see incident report below). SMT has subsequently reviewed and approved the latest version (v3.9) of the BCP.
3. GLQ has an extensive business continuity plan to which the College BCP refers, given that the knowledge of all business critical systems lies with GLQ. These systems are subject to a 25 year maintenance agreement/project agreement. As our operational relationship with the onside contractors continues to develop, we will further refine our BC planning to reflect detailed responsibilities. All heating, cooling, power, air conditioning etc is part of the NPD contract with all risk transferred to GLQ, with commensurate business continuity responsibility. GLQ would therefore be

responsible for repurposing space disrupted by systems failure. The College remains responsible for re scheduling of activity affected by disruption.

4. IT Disaster Recovery Plan (See Risk MAP 25 for updates from October 2017).

Cybercrime: The network infrastructure designed as part of the new build meets the latest filtering and access control technical requirements. In order to test the College's infrastructure, this will be included in the Internal Audit of infrastructure (brought forward to 2016-17 in the light of this priority) This included IT security and was completed as "Satisfactory". It should be noted that this threat is largely related to business disruption, as the college business can be maintained in alternative modes.

In May 2017, following the cyber attacks affecting the Scottish NHS, the Infrastructure section was involved in an IT Network Arrangements/Security audit, and timeous on-going work on our Business Continuity strategy and Disaster Recovery Plans. This was presented to the full Board in June 2017, and included the following detail of the mitigations taken:

- Patching around 9% of our end-user devices which were considered potentially vulnerable. Consideration that a percentage of these are in Staff and Students own hands and not physically present in College.
- Patching many of our critical servers whilst still providing continuous service.
- Proactive monitoring of network services and network traffic.

The general malware attack known as WCry/WarCry, is not the only malware/security threat that the College is attending to at this time. Furthermore, Industry researchers are anticipating the techniques discovered and hoarded by the NSA, of which Wcry was one, will be used with malicious intent in the near future. The College remains diligent to potential threats.

Incident Reports

1. On November 7th 2017 incident - loss of water supply at City Campus - involving the invocation of the Business Continuity Plan by VP Infrastructure in agreement with VP Student Experience. The incident was due to a failure of a water valve restricting water supply. The Emergency Response Team met immediately upon the incident being reported, and followed the appropriate BCP checklists and processes including Team Leader Emergency Response and Loss of Water checklists. The Emergency Response Team undertook an assessment of the incident level (Level 2, BCP P16), and management of the incident. The incident was assessed as critical to ongoing business at City Campus, and the Emergency Response Team decided to curtail the majority of College activity for the day, while maintaining a reduced staff complement.

2. On Tuesday 21 November 2017, a suspicious unattended package was identified on College premises at City Campus at 19.45hrs. The Duty Manager called the emergency services, and a special disposal unit was consequently in attendance to control the incident. Some evening classes were in progress at that time, and staff and students were safely evacuated from the building. The item was found to be harmless, and was identified as a custom-built device left by an employee of FES during a routine window battery installation.

The incident was followed up with FES by the VP Infrastructure and the Principal to ensure that no similar incidents happen in future.

3. On Wednesday 22 November 2017, there was a temporary loss of electrical supply

at Riverside Campus, due to an external power outage. There were no injuries, and no requirement for the emergency services. As a consequence, the operation of lifts management was reviewed, and FES staff training for release of lifts was implemented.

These incidents were reviewed and recorded on the appropriate BCP Incident Report form, including lessons learned and improvement actions implemented.

Strategic Review of Business Continuity Management: 2018 Report

This review was undertaken by Ashton Resilience in March 2018, for the College insurers UMAL, by arrangement with the Infrastructure team. The review looked at the activities and operations of the College, its current recovery capability and the degree to which BCM has been implemented. A draft report was forwarded to the College on 16 April 2018, with detailed findings and recommendations.

In summary the report found that the College had a “well-developed operational response to incidents, however there was a need for all departments “to develop, implement and maintain a functional recovery process”. This will involve firstly conducting a business impact analysis then documentation of business recovery plans for each area, based upon coherent recovery strategies.

The report stated that:

“ The high priority recommendations in this report are that the City of Glasgow College should:

- Conduct a business impact analysis and service impact analysis for key processes right across the College.
- Identify recovery time objectives for critical business activities and IT services.
- Identify recovery resources, dependencies and strategies for operational recovery.
- Complete the creation of new departmental business continuity / recovery plans to cover all critical areas of the College, using the business impact analysis data as the base.”

An implementation plan to address the report recommendations is under development for approval by ELT/SMT (August 2018);

It is proposed that this risk score remains RED until the key recommendations are enacted. (August 2018).

November 2018

The responsibility for infrastructure (and associated impact analyses/recovery resource assessment) has now passed to the VP Corporate Services.

Head of Facilities Management has undertaken sample business recovery plan, including data sheets, floorplans, and timetables for RoomC.10.005 to inform roll out across all campus locations.

The Audit Committee of November 2018 noted that ELT had agreed to provide additional resource to progress a College-wide business impact analysis to enable business recovery planning. This initiative was supported by the Committee.

January 2019

Business Continuity specialist Ashton Resilience has been engaged to conduct a full cross-college Business Impact Analysis, to inform the development of detailed Business Recovery Planning across all college teaching and support functions. Initial meeting scheduled for 7th February 2019.

February 2019

Ashton Resilience to undertake Business Impact Analyses for each faculty and service area, followed by development of Business Recovery Plans (BRPs) for each. Once BRPs are in place, a scenario-based exercise will be conducted, to include medium and long-term planning and recovery. To be completed by end June 2019.

April 2019

Business Impact Analysis meetings currently underway throughout the College, between managers from all faculties and service areas with Ashton Resilience.

September/October 2019

This risk has been scored RED due to lack of Business Recovery Plans across the College. Ashton Resilience has been engaged to undertake Business Impact Analyses for each faculty and service area, followed by development of Business Recovery Plans (BRPs) for each. This work is now complete, and has been the subject of an Internal Audit of Business Continuity (report due to Committee in November 2019). A new BCP Policy has been drafted, and endorsed by SMT for approval by the Finance and PR Committee. Update: BCP Policy approved by FPRC 2 October 2019.

November 2019

The Internal Audit Report of Nov 2019, indicates a level of assurance of Good, with one level 3 recommendation. In the context of this report, the Audit Committee re-assessed the score for this risk as 2x5 = 10 AMBER.

February 2020

The above internal Audit identified one Low Level Priority 3 recommendation to ensure that a planned scenario testing exercise is undertaken to compare all BRPs. This will further ensure that each individual plan is achievable based on documented interdependencies. This action to be completed by April 2020. A proposal to undertake this exercise with an external specialist consultant will be considered by the Finance and Physical Resources Committee (February 2020).

February/March 2020

SMT is monitoring closely government and NHS advice with regard to the Coronavirus Covid-19 outbreak, including a stop to international travel and only essential travel to other UK locations. An all staff email has been circulated (26 Feb.) including guidance on infection prevention and control, and key infection prevention and control messages. Specifically staff have been advised of the symptoms of Covid-19, and reminded of the NHS advice to self-isolate and contact NHS24 for medical advice where such symptoms are shown.

Wed. 11 March 2020

The Covid-19 Advisory Group is currently meeting daily, chaired by the Depute Principal, and has so far considered a wide range of precautionary and business continuity issues. Plans are being made for a reasonable worst-case scenario. BRP owners have been asked to review their plans with reference to the possibility of closure of College buildings, and the continuance of key functions, including student support and delivery of L&T utilising alternative methods and technology. Various scenarios are

being considered, including, for example, the “lockdown” of student residences with several hundred students required to stay in the Halls for a number of weeks. Actions to manage such scenarios have been agreed.

Advisory notes are sent out to all staff. A FAQ page is being prepared (separately for staff and students) to include guidance on self-isolation etc. Guides for the use of online learning tools and facilities are being tested by the Depute Principal, with VPSE/Deans/J Wilson (Head of Digital Skills).

Consideration is being given to the College’s responsibility to the greater community, to ensure that decisions are made to help contain and delay the extent/peak of the outbreak. The Principal has emphasised the duty of care of the senior team for the College community, and the need to provide practical and supportive leadership to sustain confidence and morale.

The full Board discussed this Risk MAP on 11/3/20, and assessed both likelihood and impact scores. The Board took account of the status of the outbreak via latest reports and guidance, and the steps taken by SMT/Covid-19 Advisory Group in terms of scenario planning and actions. As a result, the Board agreed a revised Risk Score of 5 (likelihood) and 4 (Impact) = 20 (RED)

May 2020

The Board and SMT have overseen a migration to remote working, learning and teaching, and all College operations, following closure of the College buildings on 17th March. Recently reviewed business recovery planning, in place at the time of building closure, was beneficial in this migration process. Continued business continuity issues relate to the sector-wide (and global) financial impact of the crisis.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 (change from 5, as below) Impact 4/5 (change from 5, as below) Risk Score 12/25 RAG Rating: AMBER Decreased from 20 (RED) to 12 (AMBER) via likelihood down from 5 to 3 following consideration of preparations undertaken to review and renew Business Continuity and Recovery Planning in 2019/20. Impact score previously reduced from 5 to 4 BoM (11/3/20) Target Score: 5	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Business Continuity <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 operating surplus via control of costs and achievement of income targets

Risk ID: 15

Owned by: VPCS

Review Date: May 2020

Update

Full Description:

Failure of the College's Strategic Priority 7, and associated Strategic Aims: To maintain our long-term financial stability.

The College's aim is to produce at least a balanced budget annually at 31st March and an underlying operating surplus annually at 31st July.

Commentary (Update):

The current Income & Expenditure current projections are shown in (Appendix 1).

Operating Surplus/Deficit

The College achieved an operating surplus in the Resource Return at 31st March 2019 and delivered an underlying operating surplus in the 2018-19 annual accounts. The College made no transfer to the College Foundation in March 2019.

In the 2018-19 the College approved financial plan budgeted for a small underlying operating surplus (£111k). This represents a small margin with significant uncertainty on major expenditure or income budgets which potentially could push the College into an underlying operating deficit. The final Income & Expenditure (Appendix 1) shows an improved underlying operating surplus of £1,201k. The leaner management structure is delivering financial savings increasing the underlying operating surplus in 2018-19 & 2019-20.

Due to the impact of COVID-19, the building closure and cancelled or delayed courses unfortunately the current updated financial projection for 2019-20 now shows an underlying operating deficit of £4m. The projected deficit excludes the potential funding from the Government Coronavirus Job Retention Scheme which may be up to £1m to the end of June 2020. The most significant impact were substantial reductions in SFC ESF & FWDF funding, commercial & international course income and catering & student accommodation income. There is an anticipated challenge in 2020/21 to return these income sources to their previous levels or replaced by other income sources.

The key risks are;

Income: SFC Funding

- Failure to achieve future Credit target.
- Delays in delivering FWDF activity
- GCRB teaching grant allocation to the College not sufficient to meet increased costs.
- Future reduction in SFC ESF funding.
- Future SFC regional funding not sufficient to meet increased costs.
- GCRB capital maintenance grant allocation to the College not sufficient to meet investment requirements.

Income: Course Fees

The key risks are;

- Failure to achieve the fee income target.
- Failure to deliver future years income growth.
- Future changes to the population demographics.

Income: Non SFC Fundable Course Fees

The key risks are;

- Failure to achieve the income target.
- Failure to deliver future years income growth.
- Failure to meet industry demands and expectations.

Income: Other Income:

The key risks are;

- Failure to achieve the income target.
- Failure to deliver future years income growth.
- Wider UK & international economic pressure and performance.
- Failure to meet industry demands and expectations.
- Student accommodation performance and potential increased competition.

Expenditure: Staff Costs:

The key risks are;

- Failure to effectively control the staff cost budget.
- Managing staff absence levels and temporary staff contracts.
- Increasing costs from national bargaining agreements.
- Delivering a staff structure that improves service and performance while minimising the staff cost budget.
- Future impact of inflation and union demand for higher annual cost of living pay

awards.

- Impact of ongoing staff industrial relations issues.

Expenditure: Operating Expenses

The key risks are;

- Failure to effectively control the operating expenses budget.
- Managing the NPD contract costs and performance.
- Future impact of potentially higher inflation.

Recommendation to increase the **Risk Score to 25** based on the current 2019/20 projections, associated financial risks and the anticipated continuing negative impact on income during 2020/21..

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 3/5 Risk Score 9/25 RAG Rating (Overall): AMBER	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Target Score: 4	
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Finance Low <u>Medium</u> 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				

CITY OF GLASGOW COLLEGE INCOME AND EXPENDITURE ACCOUNT				
	2019/20	2019/20	2019/20	2019/20
	Change	F'Cast	F'Cast	Budget
	£000s	Live £000s	Feb'20 £000s	£000s
Income				
SFC Teaching Grants	0	39,365	39,365	38,778
SFC ESF	(818)	1,520	2,338	2,386
SFC FWDF	(297)	593	890	890
SFC Other	0	24,862	24,862	24,913
Fundable tuition fees	(709)	10,034	10,743	11,036
International & commercial tuition fees	(2,371)	5,355	7,726	7,992
Other income	(218)	602	820	776
Catering & Student Accommodation	(1,401)	3,032	4,433	4,433
EU & International projects	(712)	1,031	1,743	1,002
Grant from Foundation	0	315	315	1,000
Investment income	(5)	10	15	25
Total income	(6,531)	86,719	93,250	93,231
Expenditure				
Staff Costs	(539)	53,125	53,664	52,898
Other operating expenses	(1,281)	12,020	13,301	13,073
Property Costs	(746)	16,906	17,652	17,772
Exam Fees	(52)	1,269	1,321	1,321
Depreciation	0	8,766	8,766	8,377
Total expenditure	(2,618)	92,086	94,704	93,441
Operating Surplus (Deficit)	(3,913)	(5,367)	(1,454)	(210)
(Loss) on sale of fixed asset	0	0	0	0
Operating Surplus/(Deficit) after loss sale of asset	(3,913)	(5,367)	(1,454)	(210)
Difference between historical cost deprn & the actual charge for the period	0	677	677	188
Historical cost Surplus / (Deficit) for the period	(3,913)	(4,690)	(777)	(22)
Pension Adjustments	0	0	0	0
Foundation Adjustments	0	(315)	(315)	(1,000)
NPD Balance Sheet debt	0	(4,700)	(4,700)	(4,700)
Revaluation reserve	0	(677)	(677)	(188)
Depreciation - Net of deferred Grant	0	6,371	6,371	5,927
Underlying Operating Surplus / (Deficit)	(3,913)	(4,011)	(98)	17

Risk Management Action Plan

Risk Description: Failure to maximise income via diversification

Risk ID: 16

Owned by: VPCS/ VPCDI

Review Date: April 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. This is now reflected within the new Corporate Development Strategy as well as Financial and Operational Plans. Income generation from Industry Academies included in Faculty planning.

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. The College performance reviews has been undertaken and reviewed the delivery of Non SFC Fundable course fee income.

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 17th March 2020. Appendix 1 highlights the current projected underlying operating deficit of £4m. 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. Commercial course income has an estimated reduction of £1.5m and international course income by £1.2m. In addition to the dramatic drop in income the majority of the costs to the 31st 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 31st July 2020 with Non SFC income falling by £5.4m.

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, there will be very limited training delivered up to 31st July 2020. SFC have confirmed we can only claim funding for training delivered up to 31st July 2020. The projected income for 2019/20 has been reduced by £297k.

The College is currently working on the draft budget for 2020/21 and the current assumption for commercial & international course income generation is to only reach 50% of the previous projected levels. This would mean a £4m reduction in this budget compared to the 2019/20 original budget. Although we are still working on the 2020/21 budget, it is high likely the continued substantially lower income will cause a significant loss.

As a result of the changed context and massive reduction in commercial & international course income generation the risk score is **increased to 25**. (April 2020).

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

	5	10	15	20	25
Impact	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 INCOME AND EXPENDITURE ACCOUNT				
	2019/20	2019/20	2019/20	2019/20
	Change	F'Cast	F'Cast	Budget
	£000s	Live	Feb'20	£000s
		£000s	£000s	£000s
Income				
SFC Teaching Grants	0	39,365	39,365	38,778
SFC ESF	(818)	1,520	2,338	2,386
SFC FWDF	(297)	593	890	890
SFC Other	0	24,862	24,862	24,913
Fundable tuition fees	(709)	10,034	10,743	11,036
International & commercial tuition fees	(2,371)	5,355	7,726	7,992
Other income	(218)	602	820	776
Catering & Student Accommodation	(1,401)	3,032	4,433	4,433
EU & International projects	(712)	1,031	1,743	1,002
Grant from Foundation	0	315	315	1,000
Investment income	(5)	10	15	25
Total income	(6,531)	86,719	93,250	93,231
Expenditure				
Staff Costs	(539)	53,125	53,664	52,898
Other operating expenses	(1,281)	12,020	13,301	13,073
Property Costs	(746)	16,906	17,652	17,772
Exam Fees	(52)	1,269	1,321	1,321
Depreciation	0	8,766	8,766	8,377
Total expenditure	(2,618)	92,086	94,704	93,441
Operating Surplus (Deficit)	(3,913)	(5,367)	(1,454)	(210)
(Loss) on sale of fixed asset	0	0	0	0
Operating Surplus/(Deficit) after loss sale of asset	(3,913)	(5,367)	(1,454)	(210)
Difference between historical cost deprn & the actual charge for the period	0	677	677	188
Historical cost Surplus / (Deficit) for the period	(3,913)	(4,690)	(777)	(22)
Pension Adjustments	0	0	0	0
Foundation Adjustments	0	(315)	(315)	(1,000)
NPD Balance Sheet debt	0	(4,700)	(4,700)	(4,700)
Revaluation reserve	0	(677)	(677)	(188)
Depreciation - Net of deferred Grant	0	6,371	6,371	5,927
Underlying Operating Surplus / (Deficit)	(3,913)	(4,011)	(98)	17

Student Recruitment Plan 2019-20

Faculty	Sum of Fundable Fees Target 19/20	Sum of Fundable Course Fees Proj 19/20	Sum of Commercial Fees Target 19/20	Sum of Commercial Fees Proj 19/20	Sum of Overseas Fees Target 19/20	Sum of Overseas Fees Proj 19/20	Other Non SFC Fundable Course Income Target 19/20	Other Non SFC Fundable Course Income Proj 19/20	Sum of TOTAL Tuition Fees Target 19/20	Sum of Total Tuition Fees Proj 19/20
C - Creative Industries	£3,545,960	£3,342,640	£71,212	£82,708	£0	£14,412	£112,334	£127,094	£3,729,506	£3,566,854
E - Education and Humanities	£3,215,258	£2,602,706	£626,053	£330,108	£7,480	£31,296	£814,911	£923,726	£4,663,703	£3,887,836
H - Hospitality and Leisure	£2,093,804	£2,070,829	£33,645	£25,452	£13,400	£13,454	£403,522	£363,541	£2,544,370	£2,473,276
N - Nautical and STEM	£2,005,899	£1,943,035	£2,873,351	£1,702,183	£2,522,494	£1,241,669	£419,638	£376,131	£7,821,381	£5,263,018
O - Organisational Development	£0	£0	£17,000	£0	£0	£0	£0	£0	£17,000	£0
T - City Ents	£0	£0	£233,109	£193,422	£0	£0	£0	£0	£233,109	£193,422
V - Centre for Professional Techn	£24,981	£3,293	£8,000	£0	£0	£0	£0	£0	£32,981	£3,293
W- World Skills	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Grand Total	£10,885,902	£9,962,504	£3,862,369	£2,333,873	£2,543,374	£1,300,831	£1,750,405	£1,790,491	£19,042,050	£15,387,699

Student Recruitment Plan 2018-19

Faculty	Total Fundable Fees Target 18/19	Sum of Fundable Course Fees Proj 18/19	Total Commercial Fees Target 18/19	Total Commercial Fees Proj 18/19	Total Overseas Fees Target 18/19	Sum of Overseas Fees Proj 18/19	Other Non SFC Fundable Course Income Target 18/19	Other Non SFC Fundable Course Income Proj 18/19	Total Tuition Fees Target 18/19	Sum of Total Tuition Fees Proj 18/19
C - Creative Industries	£3,543,508	£3,359,034	£140,661	£93,915	£0	£6,525	£294,931	£225,759	£3,979,100	£3,685,233
E - Education and Humanities	£3,179,767	£3,029,642	£696,030	£578,230	£8,970	£26,110	£704,225	£826,964	£4,588,992	£4,460,946
H - Hospitality and Leisure	£2,128,716	£2,090,968	£50,016	£45,843	£0	£13,050	£463,785	£383,922	£2,642,517	£2,533,784
N - Nautical and STEM	£2,262,830	£2,243,098	£2,528,010	£2,529,248	£1,837,131	£2,310,208	£292,249	£341,795	£6,920,220	£7,424,349
O - Organisational Development	£0	£0	£3,928	£20,928	£0	£0	£0	£0	£3,928	£20,928
T - City Ents	£0	£0	£210,596	£200,555	£0	£0	£0	£0	£210,596	£200,555
W- World Skills	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
V - CoPTE	£19,700	£9,955	£0	£807	£0	£0	£0	£0	£19,700	£10,762
W - World Skills	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Grand Total	£11,134,521	£10,732,697	£3,629,240	£3,469,526	£1,846,101	£2,355,893	£1,755,191	£1,778,440	£18,365,053	£18,336,556

Risk Management Action Plan

Risk Description: Failure to obtain funds from College Foundations

Risk ID: 20

Owned by: VPCS

Review Date: May 2020

Update

Full Description:

The risk is that applications by the College to access Foundation funds are unsuccessful, leading to under-resourcing of planned initiatives/improvements.

Treatment:

Mitigation consists of a careful framing of the terms of reference of the College Foundation, within the limits of Foundation independence, for which professional legal counsel was sourced externally.

The College should ensure that all applications follow the terms of reference and are carefully prepared and managed.

Commentary (Update):

Retention of/ access to accumulated reserves

The Scottish College Foundation

The sector Foundation has been established and has been granted charitable status. The Foundation is be known as; "The Scottish Colleges Foundation". The College donated £11.7m to the Foundation before the end of March 2014. A meeting was held with the trustees to discuss the College's application to fund the new campus project. The outcome of the meeting was positive with initial approval of the single full application for the overall new campus project costs and to pay the related grant by a single annual payment per financial year over the following 3 years.

The College has applied and received funding of £11.7m, all the £11.7m of funding was linked to the new campus.

City of Glasgow College Foundation

The City of Glasgow College Foundation was formed as a private company limited. The Foundation has achieved charitable status and currently has the maximum of seven trustees. None of the current trustees are members of the College's Board of Management or College employees. The external auditors are satisfied that the

structure and Governance of the Foundation provide independence. The College donated £10m to the Foundation in March 2014 and £3.1m in March 2015.

The College has successfully answered all the trustees' questions and the funding was agreed. A protocol has also been agreed for accessing the project contingency funding that the College transferred to the Foundation.

A further application of approximately £2.8m was submitted at the end of June 2016 and £2.7m approved. The College has applied and will receive funding of £5.2m by 2017; all this funding is linked to the new campus.

In August 2017 an application of £2.2m for specialist equipment was submitted, approved and paid. In March 2018 an application of £2.1m for funding towards the voluntary severance linked to the leadership reorganisation was submitted, approved and now fully paid.

No further funding applications have been made. We estimate that the Foundation currently holds a balance of approx. £4.6m. A potential application to fund substantial growth and expansion of online courses and teaching materials is being considered.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 1/5 Impact 4/5 Risk Score 4/25 RAG Rating: GREEN Target Score: 3	Likelihood 4/5 Impact 5/5 Risk Score 20/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Finance Low 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: Negative Impact of Brexit

Risk ID: 22

Owned by: VPCS/DCS

Review Date: May 2020

Update

Full Description:

The key sub risks of Brexit for the College are identified as follows:

1. Loss of European grant funding. The College will receive ESF grant funding of £2.4m in 2019/20.
2. Loss of European Programme funding (Erasmus+, Leonardo, Marco Polo) Skills Development Scotland manage funds, which are partly supported by European Union money, and which Colleges access, for example, Modern Apprenticeships. Any reduction in funding such as this will impact on Region activity.
3. Loss of European contracts where our partner is EU funded (previous Malta contract)
4. Impact on shipping industry
5. CoGC EU Students – numbers in 18/19 were 1,734 from 32,959
6. CoGC EU Staff – very few EU staff (45 total headcount)

Treatment:

1. The Scottish Funding Council has responsibility for managing the European Social Fund (ESF) and the Youth Employment Initiative (YEI). SFC has said that they will work with the Scottish Government, colleges and universities to assess the impact of the outcome of the referendum and to manage that impact, with its priority being to reduce uncertainty for students and institutions in both the short term and the longer term.
2. UK's participation in most of these is assured for at least the next two years and the funding available in many of these programmes is about to increase significantly between now and Programmes' end dates in 2020. It is not clear at this early stage what the impact of Brexit will be on the Erasmus Programme longer term.
3. Securing new partnerships or contracts on EU funded projects will become more challenging.

4. As a leading provider of Maritime Education in the UK, we are actively engaged in discussion with the UK Chamber of Shipping to ensure that we can contribute, where appropriate, and take advantage, where new opportunities are emerging
5. We will monitor this minor risk in light of wider national developments
6. Given the current staff profile any change linked to Brexit will have a minor impact.

Commentary (Update):

The College stands to lose a significant amount of EU funding. At the current time it is unclear how or whether this gap will be filled.

We will continue to monitor the implications of BREXIT for the College and, as more detail emerges, ensure that we carry out analyses of the implications for students and the potential impact on income streams and overall strategic direction for the College, Region and for the sector.

We are an active member of the recently established Colleges' Brexit Forum.

Membership of the Forum, which is chaired by Paul Smart, Scottish Government, Head of Colleges, Young Workforce and SFC Sponsorship Division includes representation from Scottish Funding Council, Scottish Government, Unions, NUS, Colleges Scotland and Colleges (including CoGC). The purpose of the group is 'to consider collectively how our colleges, including their staff and students, continue to thrive in the context of the UK's withdrawal from the Europe Union.' Key objectives of the group include the facilitation of communication between SFC, colleges and Government and to ensure that Ministers are kept informed of the potential impacts of Brexit on the sector and to consider actions to be taken in mitigation of the impact or risks of Brexit. The Brexit Risk Register for Colleges from SFC and is regularly reviewed.

Potential impacts

- Brexit will impact on the ability to retain and attract staff, who provide a wealth of experience and knowledge to the college sector.
- Implication for non-UK EU students who could be adversely affected by the outcome of the UK withdrawing from the EU. Recruitment of non-UK students may be an issue with greater immediate ramifications for the university sector, which could have knock-on consequences for the college sector.
- Risks around limiting engagement in positive cultural exchange visits. These programmes have wide ranging positive benefits beyond the educational impact.
- Colleges are taking forward readiness preparations guided by the Brexit checklist
- Re-state the college sector's readiness and willingness to be flexible and seek to

support the Scottish Government, whatever the outcome and level of economic impact as a result of Brexit.

- Offer to contribute to the message that Scotland is ‘open for business’.
- Need for colleges to consider how indirect investments that reach the college sector from local authorities or SDS may be impacted.

The UK officially left the EU on the 31st January 2020 and we are now in the transition and trade negotiation period. There still remains great uncertainties on final outcomes and impact of Brexit. The Scottish Government ran a consultation process supported by country wide workshops on the potential replacement to the current EU funding.

The current COVID-19 crisis has paused the discussion and future impact of the UK leaving the EU.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 5/5 Impact 2/5 Risk Score 10 /25 RAG Rating: AMBER Target Score: 5	Likelihood 5/5 Impact 3 /5 Risk Score 15/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Finance? Low <u>Medium</u> 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 agree a sustainable model and level of grant funding within Glasgow Region

Risk ID: 23

Owned by: VPCS

Review Date: May 2020

Update

Full Description:

Context:

While approving the new campus development and funding, the Scottish Funding Council (SFC) also confirmed their commitment to 210,000 WSUMs (subsequently referred to as 180,000+ Credits) of funded activity once the campus was complete.

In February 2015 the Scottish Government, SFC, Glasgow Colleges Regional Board (GCRB), and the three College Boards agreed a Curriculum and Estates Strategy for Glasgow, and in doing so, ensured that the City of Glasgow College receives the equivalent of 210,000 WSUMs within an agreed timeframe. Within the agreed 2015-2020 Curriculum and Estates Plan for the Glasgow Region to ensure that the grant-funded activity level target for City is achieved. Although the annual total volume of funded activity has been agreed, the value of the funding is still subject to annual discussion and agreement.

SFC announces annually the initial regional funding allocations following which GCRB allocate funding to the three Glasgow Colleges.

In 2015-16 & 2016-17, 26 staff were TUPE transferred from Kelvin to City; no further staff transfers are required. The transfer of Credits within the region agreed in the Curriculum and Estates Plan for the Glasgow Region was completed in 2016-17.

Commentary (Update):

The draft Scottish Budget was announced on the 6th February with a total funding increase to Colleges of £33.5m with the majority ring fenced for specific costs / activities.

SFC announced the 2020-21 initial regional funding allocation on the 7th April 2020. The Regional funding allocation slightly reduced the total regional Credits, City's SFC Credit target is 179,900. The SFC allocation is a 1.84% increase to the core teaching grant plus the agreed additional national bargaining funding and fully funding the additional employer teacher pension scheme contributions. Capital and student support funding were also increased.

GCRB funding allocation means that City has the lowest grant per Credit in the sector at £236 per Credit compared to the Glasgow Regional average of £260 and the sector average of £289.

The 2020-21 SFC Capital Maintenance grant increased to £31.2m. The Glasgow allocation is £5.3m, however GCRB have only allocated City £1.34m for all our capital and maintenance requirements. The approved new campus business case included £1.4m of the annual SFC Capital Maintenance grant being allocated to the NPD costs. The allocation within the Region is disappointing for City with £2.44m allocated to Clyde & Kelvin for backlog maintenance.

GCRB have also retained £830k for running costs and GCRB lead projects. This retained funding will have a direct impact on delivery and supporting students across the Glasgow Colleges.

The level of uncertainty regarding the value of future funding is still high with significant risk linked to SFC and GCRB funding methodology. Significant issues for future GCRB College funding allocations are;

- Capital funding
- ESF funding
- National bargaining funding
- IT infrastructure funding
- GCRB running costs & projects

This risk is being mitigated by robust curriculum planning at City and close involvement with GCRB and the other Glasgow Colleges.	
Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 4/5 Risk Score 12/25 RAG Rating: AMBER Target Score: 5	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Financial <u>Low</u> Medium High 1 2 3 4 5 6

	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 of IT System Security

Risk ID: 25

Owned by: VPCS

Review Date: Feb 2020

Update

Full Description:

1. Cybercrime
2. Other emergency circumstances resulting in main service failure, and threatening the operation of the college as described in Business Continuity Plan.

Treatment:

1. Maintain current operational controls.
2. Review Business Continuity Plan (BCP).
3. Ensure that IT Disaster Recovery plans are developed and reviewed.
4. Test and Review at local and College level.
5. Complying with GDPR.
6. Adoption and compliance with UK Government Cyber Essentials Plus recommendations.
7. Enhance security cyber defence and response capability within college IT services.

Commentary (Update):

Cybercrime:

The college network infrastructure remains effective in utilising defensive and detection measures to mitigate the risk of cyber attacks. However, the persistent and constantly evolving threat of criminal and malicious activity, along with emerging vulnerabilities, new technologies and the rise of nation state actors in this arena, require an ongoing programme to maintain a diligent defence to potential threats.

- Antivirus software to counter malware / ransom ware
- Centralised management and configuration of devices
- Active network monitoring tools
- Web and email filters to quarantine suspicious material
- Intruder prevention / detection measures to counter active hackers
- Port filtering and automated defence measures against network attacks (e.g. Distributed Denial of Service)
- Protection against data & web vectors (e.g. SQL injection)
- Awareness raising programmes, policy and guides to counter social engineering / Phishing
- Role based permissions and segregation of access to minimise risk of

accidental damage and internal attacks

- Encryption to defend against data loss / theft.

To reduce the likelihood of a failure the college has taken the following additional measures:

- The College has renewed subscriptions for two of the leading antivirus providers (Bitdefender and Sophos). This means that the College benefits from a multi-vendor approach to security across campus.
- The College physical IT estate (classroom and staff PCs) has been refreshed with the latest version with an improved management platform for Sophos to enable quicker alerting to incidents.
- The College VDI platform has been updated to use Bitdefender due to better “on demand” scanning for VDI.
- The College is configuring servers to scan central file storage using both versions of AV to ensure that any zero day exploit risk is minimised.
- The College continues to monitor and apply security patches to desktop machines, network devices and server infrastructure.
- The College has a clear plan for ensuring GDPR compliance including a review of data and systems with associated recommendations for improvements. (There is a standalone risk plan for Data Protection – Risk MAP 24).
- The IT have reviewed and updated the IT Disaster Recovery plan in line with the new College template and preventative measures are in place.
- The College is reviewing and updating our Information Security policy to reflect changing requirements.
- The College has achieved and will maintain UK Government Cyber Essentials Plus accreditation to demonstrate high standards of security governance.
- A new state-of-the-art network Firewall has been installed and configured
- A number of vulnerable older applications and devices have been removed from the College’s IT estate. **This ongoing task is required to ensure compliance with Cyber Essentials Plus.**

The following measures are also proposed to enhance the depth and scope of our cyber resilience capability:

- The College will seek to identify IT security competencies within existing staff and consolidate to share best practice. We will also seek to formally identify specialist IT security responsibilities to be assigned to specific posts as part of the current Leadership restructure.
- The College will develop and extend our Cyber Essentials programme towards the adoption of ISO 27001 IT Security standards (existing strategic target to evaluate options by 2020).
- Improvements to incident response / reporting through the IT Service Desk to reduce the impact of potential breaches.
- Alignment of the college capital investment programme with security infrastructure lifecycles to maintain a viable cyber resilience environment.
- The College will evaluate measures for the effective management and remote

support of external assets such as mobile devices and laptops to improve standardisation of security measures and reduce risk from theft or loss.

September 2019 Update

The IT Team have focussed our resources in completing the remedial work across the entire IT estate to position us to pursue the Cyber Essentials Plus accreditation audit which is 90% complete at the time of writing and anticipated that we will be compliant imminently. To date during our Cyber Essentials Plus audit, the College network has passed the following tests: an external network scan showing no current vulnerabilities, anti-malware scan which was passed successfully, an email malware scan that was passed successfully and a web-based (internet accessed) malware scan that was also passed successfully.

A new state-of-the-art network Firewall has been installed and configured to further improve the College's cyber defence. Further external network penetration tests are planned during the academic year and internal network scanning software will be evaluated with a view to procurement which further improves resilience against "insider threat" alerting the Team to "unusual" patterns of network activity which requires further investigation.

In partnership with our Organisational Development colleagues, the IT Team will be supporting the imminent rollout of an email "phishing" simulation programme over the next 12 months to both test and educate our end users. The objective of this project is to test the likelihood of our end users to pass on their personal data to a "phishing"/fake email supplied by our Technology partner to measure our current exposure/risk. Every user, whether they click the fake email link or not, will be taken to a short 2 minute "gamification" training video highlighting the dangers of email "phishing", offering advice on how to spot these fake emails and what to do if you click the link. By running this project over a 12 month period we hope to educate our end users and see the number of "clicks" drop significantly from our initial simulation test and identify any staff areas who perhaps require further awareness training/support.

October 2019 Update

Reported to Finance and Physical Resources Committee – 2 October: Cyberessentials+ accreditation achieved. IT Operational Plan in place. FPRC agreed revision of risk score to 2x5=10.

February 2020 Update

Through the IT Team, the College successfully achieved Cyber Essentials Plus accreditation in September 2019. We do continue to regularly update the College IT Systems and Applications in line with the Cyber Essentials Plus obligations and proactively monitor the College Firewalls and network to ensure the College technology estate remains as secure as it can be.

The new state-of-the-art network Firewall installed and configured in September 2019

was a key line in defence to prevent the malware attack which targeted another Scottish College which detected and blocked suspicious activity that may have caused the aforementioned cyber breach.

In partnership with Organisational Development, the IT Team has rolled out the email “phishing” simulation programme which will run over the next 12 months to both test and educate our end users. Analytics will be reviewed to identify areas or individuals within the College who were “lured” into interacting with the “phishing”/fake emails (supplied by our Technology partner) to try and further mitigate the probability of this.

As part of the recent IT Team restructure, the Network Team has been increased with an additional Network Engineer post added and is now managed by a dedicated Network & Security Manager. The Network & Security Manager has responsibility for the College Network Security function (working in partnership with the wider IT Team to provide the College’s Cyber Network capability) and is supported by 3 Network Engineers (an increase of 2 posts – one outstanding vacancy which has now been filled and the aforementioned new post, which is being advertised externally).

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10 /25 RAG Rating: AMBER (Changed by FPRC from RED at October 2019) Target Score: 5	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
Low Medium High	Category: Business Continuity Low Medium High 1 2 3 4 5 6

	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 manage acute threats relating to coronavirus outbreak

Risk ID: 27

Owned by: Pr/DPr/CSP

Review Date: 19 May 2020

Update

Full Description:

1. The College fails to manage the acute, immediate and short-term threats resulting from the coronavirus/COVID-19 crisis.

Treatment:

1. A Covid-19 Action Group was established to manage implications of the coronavirus outbreak prior to campus closure.
2. SMT and ELT meet regularly* post-closure of buildings to manage the crisis as it affects City of Glasgow College, its students, staff and other stakeholders.
3. The Board and its Committees continue to meet* to schedule, to oversee management of essential functions, management of impacts, and preparedness for future functionality and delivery.

*Via VC

Commentary (Update):

The Senior Management Team prepared for the closure of the College campus sites, and for the continuance of College functions including learning and teaching delivery remotely. While this is an emerging position at May 2020, the indications are that this was a largely successful transition to emergency arrangements. A live dashboard enables SMT/ELT and the Board to monitor a range of indicators, including student and staff engagements, resulting, applications, etc,

27.1 Students in Halls of Residence

SMT managed the care and support of hundreds of students who were initially residing in the Halls of Residence. Immediately prior to, and at UK “lockdown” (23 March 2020) many of these students returned to their home locations. However a small number (50) including vulnerable individuals, are still in the Halls at 6 May. College staff are working in support of the student in residence at the Halls.

27.2 Students at Sea

At April 21 2020, it is reported that 247 officers, cadets, and ratings, enrolled as students at City of Glasgow College, are currently at sea, although most of these are considered to be on ships in “lay-up” in various ports worldwide. College staff continue to support

these students.

27.3 Student Support

The Student Support team continues to function remotely, with increased remote/online resources available for mental health and well-being.(e.g. “big white wall”). High volumes of emails continue to be received related to student hardship. Students are particularly concerned about how they will manage at the end of term and during the summer. Support services are dealing with a significant increase in volume of emails with very complex issues related to funding, accommodation, mental health, violence. relationships.

The College has reserved some monies to help maintain/retain students over the summer but this resource is limited.

Student applications for 2020-21 are at similar levels to last year, with 8,200 offers made for the 7,200 places for session 2020-21, and 7,000 acceptances. However, pre enrolment figures are significantly lower than at the same time last year which may indicate that students who have offers may have changed their minds. Support staff are working diligently to engage with new applicants to develop a better picture. It is anticipated that universities will dip into the traditional FE pool of students to offset the significant drop in international students.

A “lockdown” dashboard has been developed including live data on student engagement, which enables lecturers and support staff to focus contact with students.

The Students Association, City SA continues to function, and students are now accessing the Frequently Asked Questions section of the CitySA website. Direct contacts with the SA have subsided for the moment. The SA is in contact with other organisations such as NUS.

27.4 Delivery of Learning and Teaching

Reports from Faculties, post-closure, have been largely positive, including reports of student projects ongoing. There are some issues with assessments, but many of these difficulties are being overcome. For example, Television students are still producing their showreels, although these are being produced without access to College equipment, so the technical quality will not be as high as usual. Similar reports were forthcoming from other areas, as students and staff improvise in a changed environment.

Associate Deans across all Faculties are in effective communication to ensure a consistent approach to such matters as academic appeals etc. Deans reported full contact with staff from early April, and very good contact with students (though not complete in all areas). All students have access to key files principally via the student intranet, My City. It is estimated that 70-90% of students are logging on to My City. However it is not known what reasons there are for students not engaging with the College.

27.5 Commercial/International Development

Contacts are being maintained with the College's commercial and international partners. It is anticipated that targets for 2020-21 will not now be met, with a significant impact on the College's overall financial position. However, several key courses of commercial value (e.g. IOSH, NEBOSH health and safety courses) have now been developed for online delivery by the College. It is anticipated that more programmes will require to be delivered online, although some international partners are still requesting face-to-face delivery at some point in the future.

At April 28 2020, a review of the death rates in countries with which the College has development partnerships and interests indicate that the outbreak has had a significantly lesser impact in terms of recorded deaths. The implications are that partners in these countries may be looking to progress partnership activity sooner than is currently anticipated. (ref: Johns Hopkins Univ; Risk MAP 7)

27.6 College Finances

The College's financial position has radically changed from the position reported in February 2020. The financial forecast at 23 April is a negative position of £4m compared to February 2020. The continued sustainability of the College depends upon a number of factors, subject to external factors and government decisions. The College's exposure is exceptional in the sector by the College's high level of commercial and international income (i.e. non-SFC grant).

27.7 People issues & Payroll

Health, wellbeing and welfare remain primary consideration. All staff have access to line managers, resources, and the HR team for support. More activity is anticipated as we continually adjust to the current emergency situation.

The college continues to pay all employees, the payroll team (like others in the college) have adapted to the emergency working arrangements – paying people on time and accurately remains a priority.

Staff Engagement:

All staff remain engaged, this is constantly being monitored to ensure health and wellbeing. Both formal and informal engagement remains with Trade Unions in order to engage, consult, and prepare for emerging issues and a return to the college.

27.8 IT

The maintenance of an effective IT function is essential for remote functioning. The IT support teams has continued to manage and support the technical aspects of the College functions, as well as student and staff users, through the transition to emergency remote operations. A live dashboard displays up-to-the-moment data of a range of indicators, including results completed, enrolments and offers, student engagement with My City, Library etc and staff engagement.

27.8 Governance/Management

SMT and ELT continue to meet regularly, and the Board of Management and its committees continue to meet to schedule. A weekly report of SMT deliberations is sent to all Board members, Board members have access to the dashboard (see above).

27.9 Business Continuity Planning

The Board and SMT have overseen a migration to remote working, learning and teaching, and all College operations, following closure of the College buildings on 17th March. Recently reviewed and renewed business recovery planning, in place at the time of building closure, was highly beneficial in this migration process. Continued business continuity issues relate to the sector-wide (and global) financial impact of the crisis.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 4/5 Risk Score 12/25 RAG Rating: AMBER	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Target Score: 4	
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Business Continuity <u>Low</u> Medium High 1 2 3 4 5 6

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