

## **Board of Management**

### **Performance & Nominations Committee**

<b>Date of Meeting</b>	<b>Monday 21 September 2020</b>
<b>Paper No.</b>	<b>PNC2-F</b>
<b>Agenda Item</b>	<b>5.1</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>September 2020</b>
<b>Action</b>	<b>For Noting</b>

#### **1. Recommendations**

The Committee is asked to note the Strategic Risk Review submitted at the Audit Committee meeting held on Wednesday 16 September 2020.

## Board of Management Audit & Assurance Committee

<b>Date of Meeting</b>	<b>Wednesday 16 September 2020</b>
<b>Paper No.</b>	<b>AAC1-F</b>
<b>Agenda Item</b>	<b>5.1</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>9 September 2020</b>
<b>Action</b>	<b>For Discussion and Decision</b>

### 1. Recommendations

1.1 To consider the review of high-scoring (Red) risks, significant changes to risk scores, and to review risks under the Committee's remit.

1.2 To approve associated Risk Management Action Plans (MAPs) noting the updated commentaries and proposed changes to Risk scores as highlighted.

1.3 To review and approve the updated Risk Register

## 2. Purpose of report

2.1 The purpose of this report is to provide the Board, through the Audit Committee, with an update on the Senior Management review of strategic organisational risks, via the Risk Management Actions Plans (MAPs) for high-scoring risks, and any risks with proposed risk score alterations or other recent changes. Also included is the Risk Register, each highlighting any recent alterations to risk scores.

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

3.2 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.

3.3 Strategic risks have been reviewed in the current review cycle to August 2020, involving senior Risk "owners".

3.4 On 26 August 2020, The Board of Management agreed an increase to two risk scores (Risk 1 and Risk 26, below) which resulted in these risks being Rag-rated RED (previously Amber). There are now six strategic risks RAG-rated as RED.

3.5 All risks which have been identified as the highest scoring risks (i.e. high likelihood, high impact – RAG rated as "Red") are presented with updated mitigations and commentary within the relevant Risk Management Action Plans (MAPs).

3.6. In particular please note:

- Risk 1: Failure to support student success- previously scored as 2 (likelihood) x 5 (Impact) = 10 AMBER; now scored 3x5 = 15 RED (Board of Management 26/8/20).
- Risk 6: Negative Impact upon College reputation Given the investigation into suspected fraud, it had been agreed by the Board and Committee that the likelihood be increased to 3, to score 3x5=15 (RED). The PNC has reviewed this risk, and agreed a return to the previous risk score of 3x4 = 12 (AMBER).

- Risk 7 Failure to achieve improved business development performance with stakeholders

Business Development forecasts for 2019-20 are now unable to achieve target. Development Committee agreed increase in Risk score to 5x5=25 RED at April 2020.

- Risk 10: Negative impact of statutory compliance failure- this risk is influenced by other risks, and has recently been susceptible to the risks associated with GDPR – specifically the requirement for a dedicated Data Protection Officer. The Depute Principal has provided the Board and Audit Committee with regular updates on progress relating to Health and Safety, and Data Protection Action Plans, following receipt of Internal Audit Reports requiring action.

A potential compliance failure has been identified with regard to public sector website and app accessibility standards. Current risk score 2x5=10 (AMBER).

- Risk 11 – Failure of Corporate Governance – this risk includes the “governance procedures and processes” and the assurances provided by internal and external audit. The Committee has agreed a more structured approach to assurance monitoring via a new Assurance Framework. Current Risk Score 1x5=5 (GREEN).
- Risk 12 – Failure of Business Continuity: This risk was previously scored RED due to lack of Business Recovery Plans across the College. Ashton Resilience was engaged to undertake Business Impact Analyses for each faculty and service area in 2019, 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.

The Internal Audit of BCP was presented to the Audit Committee in November 2019, with a high assurance rating of Good (with one level 3 recommendation). As a consequence, the Committee agreed to reduce the risk score from a score of 3x5=15 (RED) to 2x5=10 AMBER. The Committee agreed a decrease in score from 20 to 12 in May 2020, in the light of the successful application of business continuity planning in the transition to emergency remote operation.

- Risk 15 - Failure to achieve operating surplus via control of costs and achievement of income targets.

The AAC agreed a risk score increase from 9 to 25 (RED) in May 2020.

- Risk 16 – Failure to maximize income via diversification. This risk is severely impacted by the coronavirus crisis, with commercial and international income curtailed. 2019-20 targets will therefore be missed by considerable margins with

commensurate negative impact on the College's financial position. Score increased to 5x5=25 RED (Development Committee April 2020).

Risk 27: "Failure to manage acute threats relating to coronavirus outbreak"; Commentaries across various aspects of College responsibility and concern are represented in this risk, which highlights key issues and priority threats in the face of the current crisis. Risk Score 12 (AMBER).

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".

4.3 Risk 16 specifically addresses the key strategic aim of the College to: "Secure diversity of income and sustainable development". Note that this key Risk is now rated at top score 25 (RED)

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

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

### **Appendices:**

**Appendix 1: Risk Register**

**Appendix 2: Selected Risk MAPs (including all RED-rated Risks).**

### Risk Register: 1 September 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	3	5	15	25	5	Score incr. 10 to 15 RED BoM	<a href="#">Risk 1 MAP.docx</a>	Aug'20
Students	Failure to establish optimal pedagogical model	2	1	VPSE	1	5	5	20	5		<a href="#">Risk 2 MAP.docx</a>	Aug'20
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	2	5	10	15	5		<a href="#">Risk 3 MAP.docx</a>	Aug'20
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	1	5	5	20	4		<a href="#">Risk 21 MAP.docx</a>	Aug '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>	Apr '20
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>	Aug '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	<a href="#">Risk 7 MAP.docx</a>	July '20
Growth and Development	Failure to achieve improved performance	8	1	VPSE/DirP	2	5	10	20	5		<a href="#">Risk 8 MAP.docx</a>	Aug'20
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>	May'20
Growth and Development	Failure to achieve taught degree awarding powers	26	1	VPCS	4	4	16	20	3	Score incr. 12 to 15 RED BoM	<a href="#">Risk 9 MAP.docx</a>	Aug'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>	Aug'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>	Aug '20
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	1	5	5	20	5		<a href="#">Risk 11 MAP.docx</a>	Sept '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	<a href="#">Risk 12 MAP.docx</a>	Sept '20
Processes and Performance	Failure to manage performance	13	1	VPSE/DirP	1	4	4	20	4		<a href="#">Risk 13 MAP.docx</a>	Aug'20
Processes and Performance	Negative impact of Industrial Action	14	1	VPCS	3	4	12	25	4		<a href="#">Risk 14 MAP.docx</a>	May '20
Processes and Performance	Failure of IT system security	25	1	VPCS	2	5	10	25	5		<a href="#">Risk 25 MAP.docx</a>	Aug'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	<a href="#">Risk 15 MAP.docx</a>	July '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>	July '20
Finance	Failure to obtain funds from College Foundation	20	1	VPCS	1	4	4	20	4		<a href="#">Risk 20 MAP.docx</a>	May'20
Finance	Negative impact of Brexit	22	1	VPCS/DCS	5	2	10	tbc	5		<a href="#">Risk 22 MAP.docx</a>	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		<a href="#">Risk 23 MAP.docx</a>	Feb'20
ALL	Failure to manage acute threats relating to coronavirus outbreak	27	1	Pr/DPr	3	4	12	25	4	New Risk		July '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  
 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

Trend								
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	

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 to support student success**

**Risk ID: 1**

**Owned by: VPSE**

**Review Date: 1 Sept 2020**

### Update

Full Description:

Risk that -

Students leave the College without completing course. Students fail to achieve qualification. Students have a poor experience at the College. College suffers negative financial impact, reputational damage, and potential negative impact upon student recruitment.

Treatment:

Performance Reviews; Self-evaluation/Quality cycle; Curriculum Planning (incl. focus upon PIs); Student Experience Strategy.

Commentary (Update):

The Student Experience Strategy has been developed and a number of initiatives have been taken forward as part of its implementation. City Learning 4.0 is one of these initiatives and will be embedded in all Operational Plans at Curriculum Head and Faculty level. The Strategy is currently under redevelopment (at August 2020).

Curriculum planning processes have been further refined to include criteria for course discontinuation to ensure courses meet student/industry demand, reflect College and regional curriculum strategic priorities, and financial viability.

Student success from 2016/17 to 2017/18 indicated a slight decline in PIs. It is anticipated that this decline in some of our PIs will be mirrored by the Scottish college sector. The table below identifies the College's 6 year trend. Figures for 2019-20 to follow.

Level	Mode	Completed Successfully*							Change	Change
		12-13	13-14	14-15	15-16	16-17	17-18	18-19	17-18 to 18-19	12-13 to 18-19
FT	FE	60%	70%	72%	72%	69%	68%	66%	-2%	+6%
FT	HE	70%	74%	76%	76%	74%	74%	72%	-2%	+2%
PT	FE	68%	75%	77%	87%	88%	87%	86%	-1%	+18%
PT	HE	76%	84%	83%	81%	83%	82%	82%	0%	+6%

*\*Ref: SFC Audited figures*

Each College Faculty has developed an action plan to address low PI courses and the plans are being monitored against performance targets through the Performance Action Group (PAG). Faculty action plans are under review at the Student Experience Leadership Group to monitor Faculty improvement plans.

Action has been identified as part of the PAG Group to target partial success (live students that currently have failed units which prevent them gaining their qualification). Faculties have identified resources required to mitigate partial success. A number of actions have been identified by the PAG group through scrutiny of low PI courses which will lead to performance improvement.

**March 2020:**

Education Scotland conducted a 3 day visit to assess progress of the 2017 Enhancement Plan. Progress was deemed 'Satisfactory' (2 outcomes are available - satisfactory and unsatisfactory) with no area needing further attention and a number of areas identified as 'excellent' practice.

**April 2020**

Due to the Covid-19 crisis, the college was closed to staff and students on March 17 2020. Prior to closure, faculty were preparing to continue delivery of learning and teaching to students via online delivery. Provision was made for those students who did not have laptops through an application and delivery process overseen by IT and Student Experience Directorate. Unfortunately not all students who needed a laptop will have been provided one due to limited supplies nor have all students got access to broadband. However, IT have also been supportive in the provision of 2 way text messaging provision for students.

Teaching staff initial focus was on making contact with all students and ensuring all accessed materials using 'mycity' (VLE), a dashboard was created to allow staff to see levels of engagement of students with the platform and staff were encouraged to contact those who had not engaged. In turn, SQA have provided guidance on assessment and certification of students and this has been a slow and evolving process; however the emphasis at this stage is on the continuation of L&T to allow the continued gathering of evidence to allow holistic decisions to be made to allow students to complete.

Internal guidance has been circulated to staff, following SQA guidance (28 April 2020).

**August 2020**

The college has adopted a blended learning model of learning and teaching for academic year 2020/21. Blended Learning is a mix of on campus and online learning. We aim to ensure that those who are in greatest need of access to facilities, equipment, staff and key support services are prioritised to do so. There are a number of Key reasons why students may attend campus:

- Practical classes including: Use of technical/manufacturing equipment and PC labs; Simulators; use of Marine Survival Crafts; Kitchens; Salons and Games Halls etc
- Guidance/peer support/tutorials
- Student Support: Accessing student support services- continuing students with PLSPs etc and complex issues around money and accommodation
- Examinations (only where necessary and required by Regulatory body))

Equally, there are Key Groups of students who would be prioritised to attend:

- New students to the college (to facilitate social connection at the start of the year)
- New students with PLSPs
- 

Learning and Teaching Guidance paper (August 2020) has been developed and circulated to all faculty staff and emphasis is placed on Student Support and



Engagement. It is recognized at this stage that Student Retention will be a key area for the College given the 'novelty' of online learning and particularly for lower level SCQF students. Enhanced induction and transition support is in place to mitigate some of that risk, and increased emphasis on student guidance from faculty staff is in place.

26 August 2020: An increase in withdrawal rate is anticipated. The Board of Management agreed an increase in Risk Score likelihood to 3, as proposed by the VPSE. This resulted in the Risk Score of 15 = RED.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 3/5 Impact 5/5  Risk Score 15/25  RAG Rating: <b>RED</b>  <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: Student Experience  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 achieve improved business development performance with stakeholders

Risk ID: 7

Owned by: VPCDI

Review Date: 29 July 2020

## 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:

- International/Global reach
- Commercial & Business Development
- Sponsorship and Influence
- 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.

March 2020: College campuses closed.

Business Development activity during lockdown has been consistent with some areas being unexpectedly busy. The team have submitted numerous quotes and tenders across the Maritime area, particularly overseas but also submitted some domestic tenders. The FWDF team have particularly proactive during lockdown with over 40 courses being developed to be delivered online. In the month of August the following activity is scheduled to be undertaken remotely:

- 84 courses in total worth approx. 94k
- 66 courses confirmed approx 64k
- 14 courses postponed 23k
- 4 courses still working on approx. 7k

Year3 deadline has been moved back from 31st December 2020 to 31st July 2021 and we are expecting confirmation that the funding allocation be increased from £10M to £20M. It is therefore anticipated that City's allocation will be £1.8M.

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 have now had regular contact with partners in Malaysia, India and Vietnam with new MOU's being signed during July.

<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: Increased to 25 <b>RED</b> score (Devt Committee April 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>
<b>Low</b> Medium High	Category: Change and Development Activities  Low <b>Medium</b> High 1 2 3 <b>4</b> 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 statutory compliance failure**

**Risk ID: 10**

**Owned by: CSP/DCS**

**Review Date: August 2020**

## Update

Full Description:

Where some of the risks listed represent the ultimate sanction possible e.g. conviction, all action short of that and from the point of allegation is a risk to the organisation.

Detailed risks:

1. Breach of Equalities legislation upheld by Tribunal (e.g. successful discrimination claim)
2. Equal pay challenge
3. Unfair dismissal claims (including whistleblowing)
4. FOISA - appeal to Scottish Information Commissioner upheld
5. Serious breach of the Data Protection Act 1998, European Union General Data Protection Regulation (GDPR), and/or UK Data Protection Act, 2018 (DPA).
6. Employment Tribunal appeal upheld
7. Safeguarding /PVG failure
8. Contravention of Bribery Act 2010
9. Conviction for breach of the Corporate Manslaughter and Corporate Homicide Act 2007
10. Conviction for Breach of H & S legislation
11. Breach of procurement legislation upheld
12. Failure of compliance with Equality Act 2010: Specific Duties
13. Loss of UKVI Highly Trusted Status (Now referred to as Tier 4 provider).
14. Failure to comply with Counter Terrorist and Security Act 2005 and "Prevent" legislative requirements
15. Failure to comply with the Children and Young People (Scotland) Act 2014 (Corporate Parenting)
16. Failure to comply with EU directive on Protection of Personal Data (applies from May 2018) NB A new Risk Management Action Plan Risk MAP 24) has been created for this issue.
17. Failure to comply with public sector website accessibility standards [ref. Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.]

Treatment:

1. Train staff, including managers in operation of college policies & procedures, including legal requirements; Incorporate in all Balanced Scorecards re: responsibility for D&E
2. The harmonisation of teaching pay scales is part of the national bargaining discussions. In terms of support staff the implementation of a job evaluation scheme has been concluded. See Risk MAP 14. Gender Pay Gap is reported and is the subject of a CoGC based research project planned for Jan-Dec 2018, involving staff focus groups.

3. Seek advice from College Secretary, HR Director, and Director of Corporate Support (who has the authority to access external legal specialist support), where appropriate, on key policy/procedural matters, and where risk profile is assessed as high or increasing due to possible or likely non-compliance. Whistleblowing Policy and Procedure developed, approved, and published (2017 ;
4. As above
5. Robust policies in place; Training of staff – e-learning module rolled out Feb 2013
6. Train managers in operation of college policies & procedures; Recruitment of suitably skilled HR staff to advise and guide managers in legal matters
7. Have appropriate policies in place for both students and staff; train managers in operation of college employee policies & procedures. Mandatory staff training; module on My City.
8. Robust policies; Training for staff
9. Train staff, including managers in operation of College Health & Safety policies & procedures, including legal requirements; ensure all facilities/equipment well maintained and regularly tested; Ensure robust regular internal audit.
10. Train managers in operation of college employee policies & procedures, including legal requirements;
11. Seek procurement advice from Procurement Team and, where appropriate, legal advice from the Director of Corporate Support (, (who has the authority to access external legal specialist support), where appropriate, on key policy/procedural legal matters and where risk profile is assessed as high or increasing due to possible or likely non-compliance
12. All College Policies and Procedures require an Equality Impact Assessment (EQIA); Policy and Procedure EQIAs currently are collated by E,D&I team.
13. Close working relationship with UKVI maintained to reduce risk of loss of Highly Trusted Status. UKVI Audit undertaken January 2019.
14. Development and rollout of “Prevent” compliance training; Development of College Prevent Policy.
15. Board of Management corporate parenting training undertaken February 2017; SMT training in April 2017. Development of Corporate Parenting Action Plan.
16. Sub-risk added March 2017, following advice from External Auditor. Now elevated to a stand alone strategic risk (Audit Committee September 2017) with risk treatment involving external consultation with JISC to validate and augment internal findings and recommendations. SMT has agreed the formation of a Data Management WG to progress a series of recommendations relating to GDPR compliance. GDPR training has been rolled out across the College, and is ongoing (Aug 2018). Internal Audit of DP presented to Audit Committee, May 2018. 15 May 2019: Completion of all recommended actions from IA reports on Health and Safety and Data Protection to specified timescale.
17. Proposal to engage JISC to undertake a co-ordinated audit to address compliance with UK Government accessibility requirements for public sector bodies, i.e. by ensuring that the following College services/applications are “ [‘perceivable, operable, understandable and robust’](#) <sup>1</sup>:
  - The College Website
  - LibWeb
  - CitySA
  - Connected
  - MyCity

<sup>1</sup> <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>

## Commentary (Update):

Re 1. Following the merger there was a risk of an equal pay challenge if males and females were doing work of equal value and being paid differently. This matter was addressed with the implementation of job evaluation.

Re 4. A recent appeal to the SIC was upheld; however this found only that a request should have been dealt with under Environmental Information Regulations rather than FOISA. The information concerned was still withheld as commercially sensitive, quoting the relevant EIR Regulation (10) (5) (e) rather than the appropriate FOISA exemption. Quantity and complexity of FOI requests is noted as increasing significantly. Reportage to Audit Committee undertaken from 2017.

Re. 7 (Safeguarding/PVG challenge) above: Criminal convictions declaration required at application and enrolment. For staff a risk assessment is conducted if a member of staff has an unspent conviction.

Re. 12. All policies in place as appropriate, with training provided as necessary. SMT and the Audit Committee had noted in 2013-14 that many Policies and Procedures required an Equalities Impact Assessment (EQIA). As the first deadline for completion (Feb 2014) was not met, the risk score for this risk had been elevated to 6 Amber. SMT confirmed that by June 2014, all Policies and Procedures had recorded completed EQIAs. As at October 2015, all Policies and Procedures have recorded completed EQIAs. Policy and Procedure tracker now in place with ongoing monthly monitoring of approval status and review dates.

Re. 13: Ongoing high priority given to maintaining compliance with UKVI regulations, following cessation of collaboration with Bangladeshi partner (WMA), following UKVI advice.

Re 14: PREVENT training delivered to SMT - September 2016. Prevent Policy drafted and reviewed by Corporate Care WG Dec 2017. Prevent raining module under development (at April 2018). Prevent Policy endorsed by SMT for Board Committee approval (April/May 2018).

Re.15: The Board of Management undertook training on corporate parenting responsibilities under the Children and Young People Act in February 2017. This was provided by Who Cares? Scotland and included input from a care experienced young person. Corporate Parenting Action Plan developed and reviewed by Student Staff and Equalities Committee October 2017).

Re 16: The Audit Committee noted advice from the External Auditor regarding the Protection of Personal Data Directive from the EU (which the UK Government will extend post-Brexit). " While the [Regulation](#) will enter into force on 24 May 2016, it shall apply from **25 May 2018**. The [Directive](#) enters into force on 5 May 2016 and EU Member States have to transpose it into their national law by **6 May 2018**." Ref: <http://ec.europa.eu/justice/data-protection/>  
Failure to comply with the directive could result in very considerable fines being imposed.

A paper was presented to SMT (August 2017) and was included on the Audit Committee agenda (September 2017). Risk MAP 24 addresses GDPR compliance - now developed, reviewed, and updated as part of the regular Risk Management cycle). SMT has agreed the formation of a Data Management WG to progress a

series of recommendations relating to GDPR compliance .

The College’s readiness for the new GDPR directive was the subject of Internal Audit (April 2018) reported to the Audit Committee on 16 May 2018. The Committee noted that:

“Whilst the College has reviewed the requirement of the GDPR and identified areas where work is required to comply (which is set out in a detailed action plan), it was noted that the College does not currently have an approved Information Security Policy. An interim measure has been put in place with a draft Policy to be finalised by the second half of 2018. As appropriate action is being taken, no recommendations have been made.”

(IA Report to Audit Committee May 2018)

Audit Committee: 15 May 2019.

The Audit Committee received Internal Audit Reports on Health and Safety, and Data Protection, both of which recorded an overall level of Assurance of “Requires Improvement”. The Committee noted the finding of the audits, and that the current risk score would remain unchanged on condition of completion of all recommendations to agreed timescale.

**Ongoing Review of Health & Safety, Data Protection Action Plans**

This risk will be reviewed by the Audit Committee with reference to the updates on Internal Audit Reports on Health and Safety, and Data Protection, action plans. Note that the position of Data Protection Officer for the College has now been filled on a 0.6FTE basis.

Re. 17: It is proposed that a comprehensive audit of accessibility compliance be undertaken by an appropriate organisation (e.g. JISC) to identify any failures of compliance and that an action plan is developed as necessary.

May 2020

Under the pressures of the coronavirus crisis, there is a specific focus upon the College’s compliances, at a point when significant strategic and operational decisions are being made. At this point the College’s compliance failure status has not been impacted upon.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5	Likelihood 5/5 Impact 5/5
Risk Score 10/25	Risk Score 25/25
RAG Rating: <b>AMBER</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: Compliance/ 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:** Negative impact upon College reputation

**Risk ID:** 6

**Owned by:** VPCDI

**Review Date:** 6 August 2020

## 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 Associate Director for Brand & Communications is continually reviewing the operational elements and structure and roles of the team to ensure that there is a maintained and relevant voice and promotion across our social media platforms.
2. Our Public Affairs company (Dram Communications) has been extremely effective to date and have been assisting the team with public affairs and strategic positioning that the college requires at this time.
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. Through various media monitoring platforms the College continues to monitor its coverage, reputation and positioning within the marketplace on a daily basis using Vuelio, who were awarded the contract in 2019. Since lockdown the College has seen its Social Media footprint increase across the student body with 5000 new followers on Twitter alone.

5. Ongoing press/media activity relating to the College's response to Covid-19 is taking priority at this time.
6. Positive press coverage relating to a range of staff and student led activity is continuing each week.
7. 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.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
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 of Corporate Governance**

**Risk ID: 11**

**Owned by: Pr/College Secretary**

**Review Date: Sept 2020**

### Update

Full Description:

Breach of Code of Conduct; breach of Code of Good Governance; failure of formal procedures; lack of robust/ failure of monitoring/management processes etc; breakdown of effective Board/ELT relationships.

Impact of failure would be high, but likelihood without mitigation is medium and reduces to low with mitigation. Because of the seriousness of failure, and the low tolerance of failure relating to compliance and reputation, the risk appetite is low.

Treatment:

- Maintenance and monitoring of sound governance procedures and processes
- Insurance against financial loss due to fraud etc.
- Identification of Risk at operational level via operational planning
- Regular meetings of Board Audit Committee
- Regular Internal and External Audit review, and reportage to Board of Management Board development activities and self-evaluation process.
- External Board Effectiveness Review
- College Secretary Training and Development
- College Secretary on Good Governance Steering Group
- Internal Audit Follow Up Recommendations to complete. (at Sept 2019).

Commentary (Update):

1. Internal Audit review of governance and risk (March-May 2014) found "Substantial" levels of assurance in both the design and operational effectiveness of Governance and Risk Management. Internal Audit recommendations for improvement accepted and implementation timetable agreed.
2. Review of governance processes in respect of communication and Board papers undertaken by College Secretary, and reported to full Board in June 2014. New Code of Conduct approved (June 2014) and reported to Scottish Government. New Sector Code of Governance adopted by the Board of Management in December 2014 (revised Code adopted in 2016).
3. New Recruitment and Appointments procedure for the Board of Management with accompanying documents developed in February 2015, with emphasis upon Good Governance. Revised procedures adopted for 2016 recruitment, in consultation with GCRB. Process shared with other Glasgow Colleges/GCRB.

4. Board Committees self-evaluation developed in August 2014 and rolled out October/November, with all 6 Board Committees receiving reports in Feb-March 2015. Summary review of Board Committees presented to Board in February 2015, and reported in Annual Report 2014-15.
5. Board of Management Self-evaluation process based on the International Framework for Good Governance, developed and rolled out (March-May 2015). Board development planned from June 2015 in the light of evaluation findings.
6. Board evaluation questionnaire revised to align more closely with the Code of Good Governance (March 2016) and implemented with Board Evaluation Report to Board of Management in June 2016.
7. College Secretary has completed CIPFA Certificate in Corporate Governance (2016). College Secretary chairs the CDN Secretary to the Board Steering Group.
8. The Board of Management has undertaken an External Review of Board Effectiveness/Governance as per the Code of Good Governance and ministerial direction. The Report was completed to schedule (March 31 2017) and is published on the College Website. The Report states that:
  - “There is substantial evidence of adherence to the Code of Good Governance.”
  - “(There is) Strong evidence of systematic strategic planning, showing alignment through associated supporting strategies, success measures, benchmarking and targets.”
  - “Considerable evidence of strong governance processes.”(Ref: External Review of Governance Report 2017; p1).
9. A full Self-evaluation of Board Committees and Conveners was undertaken in 2017, and reported to the Performance Remuneration and Nominations Committee in January 2018.
10. April 2018: the Board Self-evaluation framework has been redesigned and rewritten to reflect the structure and content of the Code of Good Governance 2016. The 2018 Self-evaluation of the Board of Management is complete as at May 2018.
11. A series of meetings between the Board Chair and individual Board members took place from August to December 2018 to progress Board member appraisals.
12. The Board Secretary has attended meetings of the Good Governance Steering Group (Chair: Ken Milroy) through 2018-19, and has contributed to discussions with Scottish Government Officials on the Minister’s consideration of the 2018 Governance Consultation.

April 2019.

13. Board Self Evaluation completed April 2019, with report submitted to PNC (April 2019). Board development plan will be revised to incorporate report recommendations.

May 2019

14. The instance of suspected fraud reported to the Audit Committee on 29 April is indicative of a failure of internal control processes relating to finance, procurement, and resource management and control.

16. The College Secretary/Planning has supported a cross-college review of operational planning through 2018-19, to include risk identification. Process and template agreed by SMT at March 2019. Directors/Deans are tasked with development of new Operational Plans following the operational plan template and planning guidance provided. (Latest SMT review 22 May 2019)

16. Audit Committee: 15 May 2019.

The Audit Committee received Internal Audit Reports on Health and Safety, and Data Protection, both of which recorded an overall level of Assurance of “Requires Improvement”. The Committee noted the finding of the audits, and that the current risk score would remain unchanged on condition of completion of all recommendations. However consideration would be given to an increase, in the event that the recommendations were not completed to schedule.

17. To be reviewed in the context of updates on the action plans related to Health and Safety, and Data Protection Internal Audit Reports. Ongoing updates on each provided to Committees/Board as appropriate.

Risk score dependent on satisfactory monitoring of progress re. above.

February 2020

18. Revised Board Development Plan approved and published. Audit Committee members attended external training (via “On Board”) in December 2019. Remuneration Committee members have all completed CDN mandatory training. (January 2020). All Board members undertaking appraisal interviews with the Board Chair, as required by the Code of Good Governance 2016. Externally facilitated Review of Board Effectiveness planned for 2020.

May 2020

A new Assurance Framework has been approved by the Audit Committee, for completion by ELT.

September 2020

Internal Audit Review of Risk Follow Up Report agrees timescale of 31 October for ELT to complete Assurance Framework checklist.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 1/5 Impact 5/5	Likelihood 5/5 Impact 5/5
Risk Score 5/25	Risk Score 25/25
RAG Rating: GREEN	
<b>Target Score: 5</b>	

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

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



## Risk Management Action Plan

**Risk Description: Failure of Business Continuity**

**Risk ID: 12**

**Owned by: VPCS/CSP**

**Review Date: Sept 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):

### **Strategic Review of Business Continuity Management**

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.”

#### January 2019

Business Continuity specialist Ashton Resilience was 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.

#### April – July 2019

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

#### September/October 2019

This risk was scored RED due to lack of Business Recovery Plans across the College. Ashton Resilience had undertaken Business Impact Analyses for each faculty and service area, with managers from all faculties and service areas, followed by development of Business Recovery Plans (BRPs) for each. This work was completed in September 2019, and was the subject of an Internal Audit of Business Continuity which found a GOOD level of assurance. A new BCP Policy was drafted, and approved by FPRC 2 October 2019.

#### November 2019

In the context of progress made and the IA Report, the Audit Committee re-assessed the score for this risk as  $2 \times 5 = 10$  AMBER.

#### February-March 2020

The Covid-19 Advisory Group met daily, chaired by the Depute Principal, and considered a wide range of precautionary and business continuity issues. BRP owners were 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, and actions to manage such scenarios agreed.

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 17<sup>th</sup> March. Recently reviewed and renewed 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.

#### July/August 2020

Operations protocols for the College Campus sites have been developed to minimise risk to staff students and visitors, as part of planning a limited return to building occupation. Estates teams (with FES) have planned and implemented measures to minimise risks associated with the movement of people, cleaning and hygiene,

ventilation, airflow/filtration etc. Cleaning staff returned to work in July on a phased return basis.

**Recent Score Changes:**

Audit and Assurance Committee May 2020: The Risk score was reduced from 20 (RED) to 12 (AMBER) via likelihood score reduction from 5 to 3 following consideration of preparations undertaken to review and renew Business Continuity and Recovery Planning in 2019/20, and subsequent management of business continuity following the outbreak of Covid19 and subsequent building closure. Impact score previously reduced from 5 to 4 BoM (11/3/20)

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 3/5 Impact 4/5  Risk Score 12/25  RAG Rating: <b>AMBER</b>  <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>
<b>Low</b> Medium High	Category: Business Continuity  <b>Low</b> 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 maximise income via diversification**

**Risk ID: 16**

**Owned by: VPCS/ VPCDI**

**Review Date: 29 July 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. Reviewed by FPRC 27 May 2020.

<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 & Accomodation	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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<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)
Revalutaion 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>

## 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:** July 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 31<sup>st</sup> March and an underlying operating surplus annually at 31<sup>st</sup> 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 31<sup>st</sup> March 2019 and delivered an underlying operating surplus in the 2018-19 annual accounts.

In the 2019-20 the College approved financial plan budgeted for a small underlying operating surplus (£17k). 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 have suffered the greatest reduction from the closure and cancellation of courses. The College made no transfer to the College Foundation in March 2020.

There remain significant uncertainties surrounding the projection, especially relating to the demand for commercial and international training. The College believes there will be a substantial new demand for upskilling and reskilling in response to the economic recession and financial crisis. There is also the high probability of a significant increase in the SFC Flexible Workforce Development Fund (FWDF). The Senior Management



Team and staff will continue to maximise income, control costs and delivery efficiency savings.

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.

<b>Current Risk Score:</b>	<b>Gross Risk Score (assuming no treatment)</b>
Likelihood 5/5 Impact 5/5 Risk Score 9/25 RAG Rating (Overall): <b>RED</b> Risk score approved by Audit Committee May 2020 Target Score: 4	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: 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					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>

## 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: 29 July 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 a developing position at 30 July 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 and Halls staff managed the care and support of hundreds of students since lockdown. There are currently 29 residing in the Halls of Residence (9 at Riverside; 20 at St Luke's) and the team have been closely monitoring and following Scottish Government advice and guidance. Students are now allowed to return to the Halls to collect their belongings. However, there has been a number of bookings made by returning students from September onwards. Over 80 bookings have been received to date.

#### 27.2 Students at Sea

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 Services team has been hard at work staying in touch with applicants and providing them with vital information prior to the start of their course. This includes a welcome postcard sent by post to all new students, a Funding ezine, Accommodation guide, Zoom drop-in sessions for Careers advice, a Self Care wellbeing ezine and an introduction to the Students' Association.

Funding ezine -

<https://view.pagetiger.com/cogc-grfc-funding-edition-e-zine/get-ready-for-college-funding-e-zine-pt>

Accommodation guide -

[https://www.cityofglasgowcollege.ac.uk/sites/default/files/SS\\_Student\\_Acc\\_20\\_21\\_digital\\_June20\\_v3%20%281%29.pdf](https://www.cityofglasgowcollege.ac.uk/sites/default/files/SS_Student_Acc_20_21_digital_June20_v3%20%281%29.pdf)

Self Care ezine -

<https://view.pagetiger.com/grfc-self-care-e-zine/final>

The Student Services directorate, in conjunction with Learning Technologies, have now created a new Open Learn access VLE for applicants to access pre-induction information prior to the start of their course -

<https://openlearn.cityofglasgowcollege.ac.uk/>

Our 24/7 digital mental health support service with the “Big White Wall” continues to be an extremely helpful resource for both students and staff with 600 new registrations in the past four months.

An update on our Student Applications is as follows: 9,231 offers have been made for 7,100 places. 8,881 offers have been accepted which is 125% of places available. 5,811 have pre-enrolled which is 65% of accepted offers and a 41% increase from 2019-20 pre-enrolments at this time.

To date 89% of FE offers have activated a bursary application. We continue to support students with discretionary funding to help support them over the summer and while employment opportunities may be less than normal.

All new students have been contacted to apprise them of equipment and software requirements for their courses. Staff are monitoring which students may require support with access to equipment or WiFi connectivity and will be contacting these students to provide them with options to support them with this.

The Students' Association held their end of year Summit and awards ceremony which has been viewed **1,088** times. This was our first year for our staff awards. You can see it again here: <https://www.facebook.com/cogcsa/videos/583164625947080/>. City SA is also busy with induction and planning with the new Presidential team.

#### 27.4 Delivery of Learning and Teaching

A number of activities and developments have taken place to conclude (where possible) learning and teaching activities for academic year 2019/2020. In addition, there has been a significant amount of preparation for Blended Delivery model of learning and teaching, where teaching is delivered on-campus and online.

##### Completion of AY 2019-20:

For assessment and resulting this year a whole new method of holistic assessment and professional judgement had to be developed and employed by staff across the College. The Performance team developed detailed guidance for teams and where possible all students were progressed using gathered evidence. In some instances more 'difficult cases' were referred to newly constituted Internal Quality Assurance Panels (37 in total). These panels all took place week between 8 June and 19 June. Arrangements have been made to enable Deferral Students to complete their studies and progress.

##### Preparation for AY 2020-21:

Recruitment numbers appear healthy at 23 July 2020. Applications currently sit at 17,332 down 3% on last year at same time, however, offers accepted sit at 8,881 up 19% on last year. Recent marketing campaigns have focussed on low recruiting courses to generate interest and hence applications. Intense work has also been aimed at encouraging students to 'pre-enrol' onto their course (at 23 July, pre-enrolments stand at 5,811 out of a maximum 7100). The College's first virtual Open Day will be held on 10 August.

Induction and transition support will reflect realistic expectations of the year ahead, with a very different learning and teaching environment in prospect. Opportunities will be offered for students to develop digital skills which will allow them to fully participate in an accessible and engaging online learning and teaching experience. Significant cross functional planning and collaboration has taken place to develop an open source platform where all students can access information about the college and their courses. Learning and Teaching Guidance has been prepared for teaching staff including staff support for digital delivery, assessment, quality assurance, and student engagement. The resource is designed to be a 'live' document and will be added to and adapted over time.

The changed Learning and Teaching delivery model will have implications for the student experience as students will have less time on campus. This may be positive for some as timetables may be more efficient for students but may have negative consequences for creating student association and affinity with the college. With the change to curriculum delivery models there are implications for staff development.

#### 27.5 Commercial/International Development

Contacts continue to be maintained with the College's commercial and international partners. As previously reported it is unlikely the target for Commercial/International will be met for session 2020/21, however the team have been experiencing interest from a number of partners across South East Asia who are keen to get projects moving. Also, some of the partner countries are in a better position in dealing with COVID than mainland Europe, therefore are back on campus and operating with students in class. MOU's have recently been agreed with the Government of West Java to explore

curriculum development and Institutional MOU's have been signed with Colleges in Malaysia, Vietnam and India.

Domestically the college was successful in re-tendering for the Glasgow Caledonian Languages contract worth £1.7M over 3 years. There have also been a number of quotes put forward for tenders with Local Authorities across Scotland.

#### 27.6 College Finances

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. The detailed Risk MAP 15 (July 29 2020) highlights key risks, and the current 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 in Risk MAP 15 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 have suffered the greatest reduction from the closure and cancellation of courses. The College made no transfer to the College Foundation in March 2020.

There remain significant uncertainties surrounding the projection, especially relating to the demand for commercial and international training. The College believes there will be a substantial new demand for upskilling and reskilling in response to the economic recession and financial crisis. There is also the high probability of a significant increase in the SFC Flexible Workforce Development Fund (FWDF). The Senior Management Team and staff will continue to maximise income, control costs and delivery efficiency savings.

#### 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.

225 staff have been placed on the UK Government furlough scheme, with the College ensuring no loss of pay for the staff involved. SMT continue to monitor and manage this initiative.

#### 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 off-premise and on-premise working models. Overnight, the IT Team transitioned to a fully off-premise support



model continuing to manage and support all technology aspects of College functions. This was achieved through the completion of a number of key projects including providing students with the ability to access their College-based coursework and files remotely. Staff remote-working projects included expediting the roll out of MS Teams to promote collaboration and provision of remote access to staff desk telephone extension to allow 2-way communication through the College telephony system.

A live dashboard displays dynamic data insights 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 concluded their schedule of meetings for 2019-20, with the Performance and Nominations Committee meeting through the summer months to receive and discuss key executive reports, and take decisions on behalf of the Board as necessary. A weekly report of SMT deliberations is sent to all Board members, and 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 17<sup>th</sup> 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.

Operations protocols for the College Campus sites have been developed to minimise risk to staff students and visitors, as part of planning a limited return to building occupation. Estates teams (with FES) have planned and implemented measures to minimise risks associated with the movement of people, cleaning and hygiene, ventilation, airflow/filtration etc. Cleaning staff returned to work in July on a phased return basis.

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

<b>Risk Appetite (Willing to accept):</b>	<b>Risk Tolerance (Able to accept):</b>
<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				