

Board of Management

Finance & Physical Resources Committee

Date of Meeting	Wednesday 2 December 2020
Paper No.	FPRC2-C
Agenda Item	3.3
Subject of Paper	Strategic Risk Review v2
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary/Planning Stuart Thompson; VP Corporate Services
Date of production	25 November 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 25 November 2020

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 recently been 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 latest 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. Since the Covid-19 outbreak, Risks 15 and 16 have been upgraded to a high risk score of 20/25 = **RED**.
- Risk 12 relating to Business Continuity Planning; Score 12 - **AMBER**
- Risk 25 relating to IT security; Score 10 - **AMBER**
- Risk 27 relating to acute threats relating to coronavirus emergency; Score reduced from 16 RED to 12 AMBER (Audit & Assur. Committee 24/11/20).

November updates for Risks 15, 20, and 22 are to follow at, or prior to, 2 Dec.

The Risk MAPs for these risks are attached, with risk scores as reviewed by the Audit Committee (24 November 2020) and subject to further consideration by FPRC.

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

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 Covid-19 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: 01 December 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 8/20	Risk 1 MAP.docx	Nov'20
Students	Failure to establish optimal pedagogical model	2	1	VPSE	1	5	5	20	5		Risk 2 MAP.docx	Nov'20
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	2	5	10	15	5		Risk 3 MAP.docx	Nov'20
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	2	5	10	20	4	Score incr. 5 to 10 AMBER	Risk 21 MAP.docx	Oct '20
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP.docx	Aug '20
Growth and Development	Negative impact upon College reputation	6	1	VPCDI	3	4	12	25	5	RED to Amber PNC 08/20	Risk 6 MAP.docx	Nov '20
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	VPCDI	4	5	20	25	5	Score dec. 25 to 20: AAC 11/20	Risk 7 MAP.docx	Nov'20
Growth and Development	Failure to achieve improved performance	8	1	VPSE/ DirP	2	5	10	20	5		Risk 8 MAP.docx	Aug'20
Growth and Development	Failure to attract, engage, and retain suitable staff	9	1	EDHR	2	2	4	20	3		Risk 9 MAP.docx	Oct'20
Growth and Development	Failure to achieve taught degree awarding powers	26	1	VPCS	3	4	12	20	3	Score decr. 16 to 12 AAC 9/20	Risk 9 MAP.docx	Sept'20
Processes and Performance	Negative impact of statutory compliance failure	10	1	CSP	2	5	10	20	5		Risk 10 MAP.docx	Nov'20
Processes and Performance	Failure of Compliance with the General Data Protection Regulations (GDPR)	24	1	DPr	4	4	16	25	5	Score incr. 12 to 16 AC 02/20	Risk 24 MAP.docx	Aug '20
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	1	5	5	20	5		Risk 11 MAP.docx	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	Risk 12 MAP.docx	Nov '20
Processes and Performance	Failure to manage performance	13	1	VPSE/ DirP	1	4	4	20	4		Risk 13 MAP.docx	Aug'20
Processes and Performance	Negative impact of Industrial Action	14	1	EDHR	3	4	12	25	4		Risk 14 MAP.docx	Oct'20
Processes and Performance	Failure of IT system security	25	1	VPCS	2	5	10	25	5		Risk 25 MAP.docx	Nov'20
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPCS	5	4	20	25	4	Score decr. 25 to 20 FPCR 09/20	Risk 15 MAP.docx	Dec '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	Dec '20
Finance	Failure to obtain funds from College Foundation	20	1	VPCS	1	4	4	20	4		Risk 20 MAP.docx	Dec '20
Finance	Negative impact of Brexit	22	1	VPCS/ DCS	5	2	10	tbc	5		Risk 22 MAP.docx	Dec'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	Dec '20
ALL	Failure to manage acute threats relating to coronavirus outbreak	27	1	Pr/DPr	3	4	12	25	4	Score dec. 16 to 12: AAC 11/20		Dec '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

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: Negative impact of statutory compliance failure

Risk ID: 10

Owned by: CSP/DCS

Review Date: September 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’](#)¹:
 - The College Website
 - LibWeb
 - CitySA
 - Connected
 - MyCity

¹ <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.

September 2020

The Audit Committee agreed that to provide assurance and ensure a consistent approach, an audit of accessibility compliance in respect of applicable legislation, ie Public Sector Bodies (Websites and Mobile Applications) (No 2) Accessibility Regulations 2018 will be undertaken (Depute Principal). This action is being progressed.

November 2020

The Audit Committee reviewed the current position with regard to the recruitment of a Data Protection Officer, and the challenges involved. It was agreed that the Dep Principal would refer to HEFESTIS for an interim solution.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10/25 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: 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: Failure of Business Continuity

Risk ID: 12

Owned by: VPCS/CSP

Review Date: Nov 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 17th 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)

November 2020

Business Continuity Plan revised to reflect Covid-19 protocols. Business Recovery Plans under review. Contingency planning reviewed and refined by SMT through November.

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: 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: December 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 A).

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.

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 17th March 2020. Appendix A highlights the 2019-20 actual underlying operating deficit of £0.36m, a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls. The College made no transfer to the College Foundation in March 2020. The 2020-21 projected underlying operating deficit has reduced substantially to £1.8m. 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.

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 has already been a significant increase in the SFC Flexible Workforce Development Fund (FWDF), £7m to the Colleges and our allocation

is £620k. 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.

The Finance and Physical Resources Committee agreed a change to the Risk score from 25 to 20 at its meeting in September 2020,” given the reportage on potential increased diversification of income provided at the last meeting of PNC”.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 5/5 Impact 4/5 Risk Score 20/25 RAG Rating (Overall): RED Target Score: 4	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
Low 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				

CITY OF GLASGOW COLLEGE

TABLE A

	2020/21	2020/21	2020/21	2020/21	2020/21	2019/20
	Actual 3 months to 31 Oct 20	Budget 3 months to 31 Oct 20	12-month F'Cast Oct	12-month F'Cast Sept	12-month Budget	12-month Actual
	£000s	£000s	£000s	£000s	£000s	£000s
Income						
SFC Teaching Grants	8,400	8,400	40,222	40,222	40,222	39,686
SFC ESF	440	440	2,347	2,347	2,347	2,378
SFC FWDF	343	223	1,370	1,160	890	730
SFC Other	5,681	5,631	23,956	23,756	23,756	24,508
Total SFC income	14,864	14,694	67,895	67,485	67,215	67,302
Fundable Tuition Fees	2,626	2,621	10,508	10,645	10,487	10,422
International & Commercial tuition fees	1,772	1,383	7,241	7,341	5,530	7,468
Other income	524	201	1,082	691	691	1,772
Catering & Accommodation	578	581	2,033	2,233	2,233	2,993
EU & International	326	383	869	869	869	795
Grant from Foundation	0	0	315	1,000	1,000	24
Investment income	1	4	5	15	15	5
Total NON SFC income	5,827	5,173	22,053	22,794	20,825	23,479
Total income	20,691	19,867	89,948	90,279	88,040	90,781
Expenditure						
Staff Costs	12,450	12,850	55,550	54,865	54,315	56,292
Other operating expenses	2,716	3,092	11,146	11,637	11,577	12,191
Property costs	6,092	6,158	17,650	17,550	17,350	17,055
Exam fees	18	61	1,268	1,218	1,218	1,318
Depreciation	1,337	1,222	5,236	4,886	4,886	8,645
Total expenditure	22,613	23,383	90,850	90,156	89,346	95,501
Operating Surplus (Deficit)	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
(Loss) on sale of fixed asset	0	0	0	0	0	0
Operating Surplus/(Deficit) after loss on sale of fixed asset	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
SURPLUSES AND DEFICITS						
Operating Surplus/(Deficit)	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
Difference between historical cost deprn & the actual charge for the period	94	94	677	677	677	578
Historical cost Surplus/(Deficit) for the period	(1,828)	(3,422)	(225)	800	(629)	(4,142)
Pension Adjustments			0	0	0	2,681
Foundation Adjustments			(315)	(1,000)	(1,000)	0
NPD Balance Sheet debt			(5,011)	(5,011)	(5,011)	(4,700)
Revaluation reserve			(677)	(677)	(677)	(578)
Depreciation - Net of deferred Grant			4,399	4,249	4,249	6,379
Underlying Operating (Deficit)			(1,829)	(1,639)	(3,068)	(360)
F'Cast Cash balance as at 31 July 2021			4,298	4,637	2,966	8,992

Risk Management Action Plan

Risk Description: Failure to maximise income via diversification

Risk ID: 16

Owned by: VPCS/ VPCDI

Review Date: December 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 17th March 2020. Table A highlights the 2019-20 actual underlying operating deficit of £0.36m, a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls. 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. The 2019-20 Non SFC income falling by £1.65m. Within this total, commercial and international course income has reduced by £0.3m.

There was a delay in the delivery of the Flexible Workforce Development Fund (FWDF). Income has also been negatively impacted, with our building closure and a high proportion of businesses closed or prioritising tackling Covid-19, £650k was carried forward in to 2020-21. SFC have announced an additional £7m Flexible Workforce Development Fund (FWDF) to the Colleges. The Corporate Development Team and Faculties are actively engaged with industry to maximum the delivery of the FWDF SFC Grant allocation. FWDF is a SFC Grant and is therefore part of the College grant funding.

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 of £3.1m from the 2018-19 pre COVID level. Table A highlights the 2020-21 projected underlying operating deficit of £1.8m.

The College has now created a subsidiary company, City of Glasgow International Ltd. The company governance, funding and processes continue to be developed. No trading has yet taken place.

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):
<u>Low</u> Medium High	Category: Change and Development/ Financial 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

TABLE A

	2020/21	2020/21	2020/21	2020/21	2020/21	2019/20
	Actual 3 months to 31 Oct 20	Budget 3 months to 31 Oct 20	12-month F'Cast Oct	12-month F'Cast Sept	12-month Budget	12-month Actual
	£000s	£000s	£000s	£000s	£000s	£000s
Income						
SFC Teaching Grants	8,400	8,400	40,222	40,222	40,222	39,686
SFC ESF	440	440	2,347	2,347	2,347	2,378
SFC FWDF	343	223	1,370	1,160	890	730
SFC Other	5,681	5,631	23,956	23,756	23,756	24,508
Total SFC income	14,864	14,694	67,895	67,485	67,215	67,302
Fundable Tuition Fees	2,626	2,621	10,508	10,645	10,487	10,422
International & Commercial tuition fees	1,772	1,383	7,241	7,341	5,530	7,468
Other income	524	201	1,082	691	691	1,772
Catering & Accomodation	578	581	2,033	2,233	2,233	2,993
EU & International	326	383	869	869	869	795
Grant from Foundation	0	0	315	1,000	1,000	24
Investment income	1	4	5	15	15	5
Total NON SFC income	5,827	5,173	22,053	22,794	20,825	23,479
Total income	20,691	19,867	89,948	90,279	88,040	90,781
Expenditure						
Staff Costs	12,450	12,850	55,550	54,865	54,315	56,292
Other operating expenses	2,716	3,092	11,146	11,637	11,577	12,191
Property costs	6,092	6,158	17,650	17,550	17,350	17,055
Exam fees	18	61	1,268	1,218	1,218	1,318
Depreciation	1,337	1,222	5,236	4,886	4,886	8,645
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Operating Surplus (Deficit)	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
(Loss) on sale of fixed asset	0	0	0	0	0	0
Operating Surplus/(Deficit) after loss on sale of fixed asset	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
SURPLUSES AND DEFICITS						
Operating Surplus/(Deficit)	(1,922)	(3,516)	(902)	123	(1,306)	(4,720)
Difference between historical cost deprn & the actual charge for the period	94	94	677	677	677	578
Historical cost Surplus/(Deficit) for the period	(1,828)	(3,422)	(225)	800	(629)	(4,142)
Pension Adjustments			0	0	0	2,681
Foundation Adjustments			(315)	(1,000)	(1,000)	0
NPD Balance Sheet debt			(5,011)	(5,011)	(5,011)	(4,700)
Revalutaion reserve			(677)	(677)	(677)	(578)
Depreciation - Net of deferred Grant			4,399	4,249	4,249	6,379
Underlying Operating (Deficit)			(1,829)	(1,639)	(3,068)	(360)
F'Cast Cash balance as at 31 July 2021			4,298	4,637	2,966	8,992

Risk Management Action Plan

Risk Description: Failure to obtain funds from College Foundations

Risk ID: 20

Owned by: VPCS

Review Date: December 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: December 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 19/20 were 1,598 from 31,074
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 due to end on the 31st December 2020. There still remain 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 reduced the focus on 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 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 agree a sustainable model and level of grant funding within Glasgow Region

Risk ID: 23

Owned by: VPCS

Review Date: December 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 was 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 to manage acute threats relating to coronavirus outbreak

Risk ID: 27

Owned by: Pr/DPr/CSP

Review Date: 25 November 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. 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, log-on connections for staff and students, resulting, applications, etc.

27.1 Students in Halls of Residence (to be updated)

SMT and Halls staff managed the care and support of hundreds of students since initial lockdown in March 2020. There are around 300 students now in the Halls and the team have been closely monitoring and following Scottish Government advice and guidance.

27.2 Students at Sea (to be updated)

~~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

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 continues to be an extremely helpful resource for both students and staff with 600 new registrations in the past four months.

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 was 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.

AY 2020-21:

Student recruitment numbers, and retention (at November 2020) are healthy.

Induction and transition support reflected realistic expectations of the year ahead, with a very different learning and teaching environment in prospect. Opportunities continue to 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 17th March 2020. The detailed Risk MAP 15 highlights key risks. The 2019-20 underlying operating deficit represented a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls. 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.

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 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.

167 FTE staff were 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 was sent to all Board members through the summer, and Board members have access to the dashboard (see above). Board and Committees have continued to meet via MS Teams into 2019-20.

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.

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, with other staff returning to campus at the start of session on a partial basis according to organisational requirements.

Update 22 September 2020:

In the light of the Principal's Report to PNC it was agreed to uplift the Risk Score by adjusting the likelihood to 4 from 3. This results in an overall Risk Score of 4x4=16 RED.

Update 25 November

Following consideration of all influencing factors, the Audit Committee agreed a revision of the Risk Score from the above to 3x4+12 AMBER.

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

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				