

## Board of Management

<b>Date of Meeting</b>	<b>17 February 2021</b>
<b>Paper No.</b>	<b>BoM4-B</b>
<b>Agenda Item</b>	<b>3.2</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>10 February 2021</b>
<b>Action</b>	<b>For Approval</b>

### 1. Recommendations

1. To review and approve the College Risk Register, noting the recent changes in some risk scores, including those reflecting the ongoing Covid-19 crisis, the associated impacts upon College operations and financial position, and the management of these.
2. To Note the Risk Management Action Plans of those high-scoring risks with a RED Rag-rating and consider any score adjustments as necessary.

## 2. Purpose of report

2.1 The purpose of this report is to enable a review of the College Risk Register, and high-scoring risks with current risk scores, as well as the acute threats relating to the Covid-19 pandemic.

## 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, Board Committees, and the Board of Management. The risks listed on the Risk Register have been identified by SMT and Board Committees, as the current strategic risks faced by the College. The risks are aligned within the same framework of four strategic themes as the College Strategic Plan, and those included in the Risk Register have potential impacts on one or more of the College's strategic priorities.

3.2 A full review of strategic risks is undertaken regularly by senior Risk "owners", senior managers as appropriate, and Board Committees. All Risk MAPs are updated accordingly and reported to the appropriate Board Committees. The attached risk Register reflects the status of these risks within the current cycle of Risk Reviews as at 10 February 2021.

3.3 The Board will note that the Risk Score Trend, indicated in the table below the Register itself, indicates a sustained high average risk score of 11.3. It is clear that this reflects ongoing uncertainties and known factors related to Covid-19.

### 3.4 Risk Management Action Plans

- Risk 1: Failure to Support successful student outcomes. The Board has previously considered the risk score for this risk to be subject to further consideration, and may wish to consider a reduction in risk score.
- Risk 7: Failure to achieve improved business development performance with stakeholders. Risk Score reduced from 25 to 20 (RED); Audit Committee November 2020)
- Risk 15: Failure to achieve operating surplus etc. Risk score reduced from 25 to 20 (RED); Finance and PR Committee September 2020.
- Risk 16; Failure to maximise income via diversification. Risk score remains 25 (RED)
- Risk 24: Failure of Compliance with GDPR. A reduction in risk score is proposed with the appointment of a Data Protection Officer via Thornton's in December 2020. The proposed risk likelihood to be reduced from 4 to 3, with a resultant risk score of  $3 \times 4 = 12$  (i.e. from RED to AMBER).
- Risk 27: Failure to manage acute threats relating to coronavirus. Risk score reduced from 16 (RED) to 12 (AMBER); Audit Committee November 2020.

## **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.

4.2 Several strategic risks are financial and developmental in nature, and potentially constitute a threat to the College's stated strategic priority to "Maintain our long-term financial stability" and "diversity of income and sustainable development" (Ref College Strategic Priorities 7 and 8). These risks and associated management action plans currently reflect the actual and projected consequences of the 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.

**Appendix:** Risk Register (at 10 February 2021)

### Risk Register: 11 February 2021

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

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

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

Note comment

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	11.3

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

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

## Risk Management Action Plan

**Risk Description: Failure to support successful student outcomes**

**Risk ID: 1**

**Owned by: VPSE**

**Review Date: January 2021**

### 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 it 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 2018/19 to 2019/20 indicated an increase in full-time PIs, and a slight decline in part-time PIs. The table below identifies the College's 7-year trend.

		Completed Successfully*								Change	Change
Level	Mode	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	18-19 to 19-20	12-13 to 19-20
FT	FE	60%	70%	72%	72%	69%	68%	66%	69%	+3%	+9%
FT	HE	70%	74%	76%	76%	74%	74%	72%	77%	+5%	+7%
PT	FE	68%	75%	77%	87%	88%	87%	86%	84%	-2%	+14%
PT	HE	76%	84%	83%	81%	83%	82%	82%	82%	-0.7%	+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.

**2 November 2020**

Early emphasis on student support and engagement through induction and transition activities was implemented to mitigate potential high student dropout. The average attendance is very good, FT FE 85% & FT HE 90%. The potential early withdrawal is also positive with only 89 FT students from 10,101 total FT enrolments at this date. This data is somewhat contrary to early worries about retention and students adapting to the blended learning experience. But there is caution at this point as it is early days and absolute focus is on student engagement and successfully managing the student learning experience.

**18 January 2021**

The College was placed under Tier 4 Covid restrictions Friday 20 November 2020 resulting

In most classes will be delivered online. For many of our teaching staff, this was a continuation of recent weeks and months. However, for some, this had significant implications for delivery of on-campus classes. Only those classes that were considered ‘time critical’ were allowed access to campus. The College’s physical campus was subsequently closed after Christmas holiday as the country moved into full lockdown. Classes continued online but concerns are rising for the completion of practical units and ultimately completion of awards. Continued consultation with regulatory bodies (SQA) is ongoing seeking reassurance and flexibility as a matter of urgency, to agree and announce holistic assessment to course aims. The VPSE has established a cross college Covid L&T Taskforce to review time left to end of academic year and various scenarios (Closure/Tier 4/Tier 3) and impact on learning time available and potential approaches to completion.

<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: January 2021

## Update

### Full Description:

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

### Treatment:

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

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

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

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

### Commentary (Update):

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

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

August 2020: College campuses open but restricted.

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

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

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

FWDF activity is now available on the College Dashboard.

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

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

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

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

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

## Risk Management Action Plan

**Risk Description:** Failure to achieve operating surplus via control of costs and achievement of income targets

**Risk ID:** 15

**Owned by:** VPCS

**Review Date:** February 2021

## 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 2).

### Operating Surplus/Deficit

The College achieved an operating surplus in the Resource Return at 31<sup>st</sup> March 2020 however the impact of Covid-19 from March 2020 caused an underlying operating deficit in the 2019-20 annual accounts. The College made no transfer to the College Foundation in March 2020.

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 underlying operating deficit of £360k, a substantially reduced loss from the initial estimate 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 £1.9m. 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. The College received a significant increase in the SFC

Flexible Workforce Development Fund (FWDF) of £445,000 for 2020-21 however the continuing Covid-19 restrictions have delayed and reduced the short term demand for training. 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 4/5 Risk Score 20/25 RAG Rating (Overall): <b>RED</b> <b>Target Score: 4</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: Finance Low <u>Medium</u> High 1 2 <b>3</b> 4 5 6

Impact	5	10	15	20	25
	4	8	12	16	<b>20</b>
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
X	Likelihood				

CITY OF GLASGOW COLLEGE					
	2020/21	2020/21	2019/20	2019/20	2018/19
	12-month F'Cast Dec £000s	12-month Budget £000s	12-month Actual £000s	Budget £000s	12-month Actual
<b>Income</b>					
SFC Teaching Grants	40,222	40,222	39,686	38,778	37,196
SFC ESF	2,347	2,347	2,378	2,386	2,367
SFC FWDF	1,370	890	730	890	682
SFC Other	23,956	23,756	24,508	24,913	26,321
<b>Total SFC income</b>	<b>67,895</b>	<b>67,215</b>	<b>67,302</b>	<b>66,967</b>	<b>66,566</b>
Fundable Tuition Fees	10,494	10,487	10,422	11,036	10,772
International & Commercial tuition fees	6,726	5,530	7,468	7,992	7,733
Other income	962	691	1,772	776	1,033
Catering & Accommodation	2,033	2,233	2,993	4,433	4,200
EU & International	939	869	795	1,002	792
Grant from Foundation	315	1,000	24	1,000	563
Investment income	5	15	5	25	31
<b>Total NON SFC income</b>	<b>21,474</b>	<b>20,825</b>	<b>23,479</b>	<b>26,264</b>	<b>25,124</b>
<b>Total income</b>	<b>89,369</b>	<b>88,040</b>	<b>90,781</b>	<b>93,231</b>	<b>91,690</b>
<b>Expenditure</b>					
Staff Costs	55,102	54,315	56,292	52,898	50,916
Other operating expenses	11,112	11,577	12,191	13,073	12,986
Property costs	17,650	17,350	17,055	17,772	18,844
Exam fees	1,268	1,218	1,318	1,321	1,239
Depreciation	5,236	4,886	8,645	8,377	10,083
<b>Total expenditure</b>	<b>90,368</b>	<b>89,346</b>	<b>95,501</b>	<b>93,441</b>	<b>94,706</b>
<b>Operating Surplus (Deficit)</b>	<b>(999)</b>	<b>(1,306)</b>	<b>(4,720)</b>	<b>(210)</b>	<b>(3,016)</b>
<b>(Loss) on sale of fixed asset</b>	0	0	0	0	5,790
<b>Operating Surplus/(Deficit) after loss on sale of fixed asset</b>	<b>(999)</b>	<b>(1,306)</b>	<b>(4,720)</b>	<b>(210)</b>	<b>2,774</b>
<b>SURPLUSES AND DEFICITS</b>					
Operating Surplus/(Deficit)	(999)	(1,306)	(4,720)	(210)	2,774
Diff between historical cost deprn & actual charge for the period	677	677	578	188	2,087
<b>Historical cost Surplus/(Deficit) for the period</b>	<b>(322)</b>	<b>(629)</b>	<b>(4,142)</b>	<b>(22)</b>	<b>4,861</b>
Pension Adjustments	0	0	2,681	0	2,922
Foundation Adjustments	(315)	(1,000)	0	(1,000)	(263)
NPD Balance Sheet debt	(5,011)	(5,011)	(4,700)	(4,700)	(4,366)
Revaluation reserve	(677)	(677)	(578)	(188)	(2,087)
Depreciation - Net of deferred Grant	4,399	4,249	6,379	5,927	5,924
<b>Underlying Operating (Deficit)</b>	<b>(1,926)</b>	<b>(3,068)</b>	<b>(360)</b>	<b>17</b>	<b>10,551</b>
<b>F'Cast Cash balance as at 31 July 2021</b>	<b>4,201</b>	<b>2,966</b>	<b>8,992</b>	<b>7,308</b>	<b>8,227</b>

CITY OF GLASGOW COLLEGE					
	2020/21	2020/21	2020/21	2020/21	2020/21
	12-month	12-month	12-month	12-month	12-month
	Variance	F'Cast	F'Cast	F'Cast	Budget
	£000s	£000s	£000s	£000s	£000s
<b>Income</b>					
SFC Teaching Grants	0	40,222	40,222	40,222	40,222
SFC ESF	0	2,347	2,347	2,347	2,347
SFC FWDF	480	1,370	1,370	1,370	890
SFC Other	200	23,956	23,956	23,956	23,756
<b>Total SFC income</b>	<b>680</b>	<b>67,895</b>	<b>67,895</b>	<b>67,895</b>	<b>67,215</b>
Fundable Tuition Fees	7	10,494	10,494	10,508	10,487
International & Commercial tuition fees	1,196	6,726	6,851	7,241	5,530
Other income	271	962	962	1,082	691
Catering & Accommodation	(200)	2,033	2,033	2,033	2,233
EU & International	70	939	869	869	869
Grant from Foundation	(685)	315	315	315	1,000
Investment income	(10)	5	5	5	15
<b>Total NON SFC income</b>	<b>649</b>	<b>21,474</b>	<b>21,529</b>	<b>22,053</b>	<b>20,825</b>
<b>Total income</b>	<b>1,329</b>	<b>89,369</b>	<b>89,424</b>	<b>89,948</b>	<b>88,040</b>
<b>Expenditure</b>					
Staff Costs	787	55,102	55,147	55,550	54,315
Other operating expenses	(465)	11,112	11,062	11,146	11,577
Property costs	300	17,650	17,650	17,650	17,350
Exam fees	50	1,268	1,268	1,268	1,218
Depreciation	350	5,236	5,236	5,236	4,886
<b>Total expenditure</b>	<b>1,022</b>	<b>90,368</b>	<b>90,363</b>	<b>90,850</b>	<b>89,346</b>
<b>Operating Surplus (Deficit)</b>	<b>307</b>	<b>(999)</b>	<b>(939)</b>	<b>(902)</b>	<b>(1,306)</b>
<b>(Loss) on sale of fixed asset</b>	<b>0</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>307</b>	<b>(999)</b>	<b>(939)</b>	<b>(902)</b>	<b>(1,306)</b>
<b>SURPLUSES AND DEFICITS</b>					
Operating Surplus/(Deficit)	307	(999)	(939)	(902)	(1,306)
Difference between historical cost deprn & the actual charge for the period	0	677	677	677	677
<b>Historical cost Surplus/(Deficit) for the period</b>	<b>307</b>	<b>(322)</b>	<b>(262)</b>	<b>(225)</b>	<b>(629)</b>
Pension Adjustments	0	0	0	0	0
Foundation Adjustments	685	(315)	(315)	(315)	(1,000)
NPD Balance Sheet debt	0	(5,011)	(5,011)	(5,011)	(5,011)
Revaluation reserve	0	(677)	(677)	(677)	(677)
Depreciation - Net of deferred Grant	150	4,399	4,399	4,399	4,249
<b>Underlying Operating (Deficit)</b>	<b>1,142</b>	<b>(1,926)</b>	<b>(1,866)</b>	<b>(1,829)</b>	<b>(3,068)</b>
<b>F'Cast Cash balance as at 31 July 2021</b>	<b>1,235</b>	<b>4,201</b>	<b>4,261</b>	<b>4,298</b>	<b>2,966</b>



## Risk Management Action Plan

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

**Risk ID: 16**

**Owned by: VPCS/ VPCDI**

**Review Date: November 2020**

## Update

### Full Description:

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

### Treatment:

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

### Commentary:

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

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

### Update:

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

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

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

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

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

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

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

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

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

**Risk ID: 24**

**Owned by: Depute Principal**

**Review Date: November 2020**

## Update

### Full Description:

Failure to comply with the GDPR from its commencement in May 2018.

### Detailed risks:

- Significant fines for non-compliance.
- The GDPR also makes it easier for individuals to bring private claims against organisations.
- Where we fail to comply there are clear reputational risks for the College both with external stakeholders and with our staff and students.

### Treatment:

Clear implementation project. Extensive and CoGC bespoke training programme for staff to be rolled out.

May 2019: IA Report to Audit Committee: Recommendations to be completed to schedule.

### Commentary (Update):

Failure to comply with GDPR could result in very considerable fines being imposed and the possibility of reputational damage.

A paper was included on the Audit Committee agenda (September 2017). The Risk Management Action plan was included on the College high level Risk Register from September 2017.

The impact of the GDPR is dependent upon the nature of an organisation's business, the personal data it processes and what it actually does with that data.

### **Update as of 31 January 2020**

Guy Clinton, an experienced Data Protection Officer, has been in post since 19 August 2019, and, after conducting an informal Gap Analysis, has initiated tasks that are required for CoGC to meet 100% compliance with all UK & EU Data Protection Legislation. Many of these tasks are completed or nearing completion – reducing the College’s overall risk.

From 19/08/19 this includes:

<b>Task identified</b>	<b>Completed by %</b>	<b>Target date for completion</b>
Article 30 Records	75%	28/2/20
DSAs (Data sharing agreements)	90%	All are up to date
DPA (Data processing agreements)	100%	All are up to date
Privacy Notice updates	95%	Next update 30/4/20
Consent Project	15%	30/4/20
Training project (all staff, all modules)	35%	30/6/20
‘Heads of Privacy’ appointment, training and effectiveness	75%	20/12/20
CCTV project	50%	30/3/20
Data management	35%	30/6/20 = 80%
Archiving project	25%	30/4/20
SARs	95%	15/2/20
Breaches	0	N/A
Privacy Policies	75%	28/3/20
Procurement dept additions	100%	01/11/20
World Skills website	70%	30/02/20
DPIAs	65%	30/03/20

One of the main/major additional projects that has been identified to achieve full compliance is data management. The College has a substantial amount of inherited unstructured data that needs to be archived and or erased now or at a later date. SMT, ICT and the Data Protection Officer (DPO) are in the process of identifying Terabytes of data that can be erased or archived over the coming months. Outside of this there are no major non-compliance issues; rather, there are many minor non-compliance issues (minor only in that they are less important or because they are currently being worked on - not ignored or overlooked).

### **Update as of 15 April 2020**

Guy Clinton, our DPO, was employed by HEFESTIS, a not-for-profit Shared Service organisation jointly owned by member institutions across the Scottish University and Colleges sectors. It provides shared services to institutions and where applicable to sector owned bodies. Without giving any prior warning to the College, HEFESTIS chose to terminate Guy Clinton's employment on 18 February 2020 on the grounds that he had 'failed' his probationary period.

Since 18 February, HEFESTIS have been responding to specific requests for information and advice, but have not been supplying a dedicated DPO.

The College now intends to cancel its contract with HEFESTIS and appoint its own DPO. The JD has been signed off, and progressing this urgent appointment during the closure will be considered at the next meeting of the Executive Leadership Team.

It is very disappointing that it has not been possible to progress any of the projects which Guy Clinton was leading in order to address the recommendations of the internal audit and to secure GDPR compliance since he left the College in February.

### **Update as of 19 August 2020**

Due to the coronavirus outbreak, our plans to have a Data Protection Officer employed directly by the College were delayed. We are, however, about to advertise this post, and hope to be able to recruit quickly.

In the meantime, HEFESTIS have continued to provide advice on specific issues as they have arisen, but have not been able to support the development work which Guy Clinton had begun.

### **Update as of 25 November 2020**

The Depute Principal reported to the Finance and Physical Resources Committee on the ongoing issues with regard to the appointment of a Data Protection Officer, which would be resolved soon. The FPRC agreed to retain the Risk score at 16 (RED) until this matter was resolved;

### **Update as of 13 January 2021**

We advertised the DPO post but were unfortunately unable to appoint. However, before we readvertised we discovered that the College's current solicitors, Thorntons, offer a DPO service not unlike that supplied by HEFESTIS. This offers the advantages of cover during holiday periods and access to shared information networks, as well as the ability to bring in qualified solicitors -- at no additional cost -- to help when the workload is particularly busy. After a number of online meetings, it was agreed that we would buy into this service for three days a week for an initial trial period of six months, with effect from 7 December 2020. Since Thorntons are already contracted to us, there was no requirement for a tender exercise.



Morgan O'Neill, Director of Data Protection Services within Thorntons' specialist IP, Technology and Media Team, has extensive experience of DP issue in a range of large organisation, including Scottish universities. She has been working closely with the Depute Principal (to whom she reports) since becoming our DPO. In addition to supporting Subject Data Requests and Freedom of Information queries, and handling day-to-day queries from colleagues, she has developed the following work plan, and has arranged for a colleague, Emily Petin, to help review the College's Records of Processing Activity.

**City of Glasgow College – Data Protection Work Plan**

**(5<sup>th</sup> January 2021 to 31<sup>st</sup> March 2021)**

No.	Action	Details	Date for Delivery
1	Registration with ICO	Registration of Thorntons appointment with ICO was submitted to ICO in December 2020.	Dependent on ICO Thorntons to monitor and follow up.
2	Training and Awareness	(i) Confirm training and awareness with SL. (ii) Arrange Comms with OD (iii) Delivery of Training	(i) Jan 2021 (ii) Jan/Feb 2021 (iii) March 2021
3	Review and update of ROPA	City of Glasgow's former DPO created c40 ROPA's for the College. These records need to be reviewed and updated and expanded to align with ICO's new ROPA template	28 <sup>th</sup> Feb 2021
4	Website Audit	Remove out of date references on website – to DPA 1998 and ensure DPO is signposted clearly. Identify areas of the website which may need to be updated to reflect UK exit from EU.	5 <sup>th</sup> Feb 2021
6	Brexit preparation	Raise awareness of importance of preparatory steps to be carried out to map EU to UK data flows	29 <sup>th</sup> January 2021 (with ongoing review and support)
5	Privacy notices and statements.	Review all internal and external facing data protection documentation and identify any gaps or areas where update/improvement required.	22 <sup>nd</sup> January 2021
7	Departmental Compliance Health Checks	Issue electronic data protection questionnaires to stakeholders across City of Glasgow College to capture data processing activities	12 <sup>th</sup> February 2021
8	Commence Gap Analysis	Gap analysis to commence in January 2021 to review City of Glasgow College Controls against the requirements of the GDPR and the ICO's accountability framework	March 2021 for delivery of gap analysis report to SL

**Current Risk Score:**

**Gross Risk Score (assuming no treatment)**

Likelihood 4/5  
 Impact 4/5  
 Risk Score 16/25  
 RAG Rating: **RED**

Score increased to 16 (Red) in the absence of a dedicated DPO from February 2020, but can be reduced to 12 (Amber) with the appointment of a new DPO service.

NB Reviewed by Audit Committee 14/11/21 - score to remain RED until DPO appointed. DPO in place as at December 2020.

**Target Score: 5**

Likelihood 5/5  
 Impact 5/5  
 Risk Score 25/25

**Risk Appetite (Willing to accept):**

**Risk Tolerance (Able to accept):**

Low Medium High

Category: Compliance/ Reputation

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 manage acute threats relating to the coronavirus outbreak**

**Risk ID: 27**

**Owned by: Pr/DPr/CSP**

**Review Date: 11 February 2021**

## 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

SMT and Halls staff managed the care and support of hundreds of students since initial lockdown in March 2020. The new restrictions and further lockdowns have had a significant impact on numbers living and leaving the HoR. Currently there are 80 students living as of January 2021, and very few Covid cases on site. The staff are continuing to provide, round the clock, support and care to those still residing with us. The team are also continuing to monitor the Scottish Government advice and guidance and communicate this to residents.

#### 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 Recruitment and Enrolment Activity

Conversation rates for full time enrolments at August 2020 were better than anticipated and student retention at December 2020 was good.

A significant number of evening and part time leisure programmes which could not be delivered online have been suspended. The College will need to consider how to re engage and re invigorate this market with full on campus engagement resumes.

Schools Programmes have also reduced by nearly 60%. Foundation Apprenticeship activity has been prioritised and is reduced by only 12%.

Full time applications for AY 2021/22 commenced on 13 January 2021 with no significant change in numbers at the same period last year pre COVID. Interviews will commence online in February. The intake for AY 2021/22 will include school leavers and applicants whose education and progression may have been impacted by COVID restrictions in 2019/20. Many will have predicted results.

The College will ensure that its widening access policies and procedures offer opportunity and support for these applicants.

### 27.4 Student Support

Student support across all enrolments has moved online. While there has been a dip in utilisation in some areas (counselling referrals) others have maintained or increased activity (support with UCAS applications).

All services are being promoted through a variety of media channels.

A new student communication procedure is helping to improve communication.

Monitoring and evaluation of support services has been increased throughout the COVID period to ensure that services are meeting student's needs. Feedback and collaborative work with City SA helps to ensure that support is targeted and that communication reflects student concerns.

### 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 the target this type of activity was reduced, however indications are positive at this stage. As well as the planned activity, there has been movement in the number of Purchase Orders received from the National Maritime Academy (NMA) in Saudi Arabia. There is also movement in discussions with the Government of West Java in Indonesia to put in place a team of experts from the College to work with their educational department and a commitment from Bandari Maritime College in Kenya. Meanwhile activity with partners across China, Malaysia, Vietnam and India continues.

Domestically the college is still actively tendering and quoting for business across the public & private sectors.

#### 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 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) of which the

College received a significant increase, to £445,000 for 2020-21; however the continuing Covid-19 restrictions have delayed and reduced the short term demand for training. 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 has been developed and rolled out 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 remotely 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. The Board and its Committees continue to meet remotely through 2020-21.

## 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 2021. 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. In December 2021, the college once more reverted to full remote operations.

Risk Score: 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  $4 \times 4 = 16$  RED.

Update 25 November

Following consideration of all influencing factors, the Audit Committee agreed a revision of the Risk Score from the above to  $3 \times 4 = 12$  AMBER.

<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>
<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				