Board of Management

Finance & Physical Resources Committee

Date of Meeting	**Wednesday 30 September 2020**
Paper No.	**FPRC1-G**
Agenda Item	**4.1**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Paul Clark, College Secretary/Planning Stuart Thompson; VP Corporate Services**
Date of production	**23 September 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

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 The strategic Risks included in this report are:

- Risks 15, 16, 20, 22, 23 under the Finance Strategic Theme. Following the Covid-19 emergency, Risks 15 and 16 were upgraded to a high risk score of 25 = RED; Approved by Audit Committee on 13 May 2020.
- Risk 12 relating to Business Continuity Planning; AMBER
- Risk 25 relating to IT security; AMBER
- Risk 27 relating to acute threats relating to coronavirus emergency; AMBER

The Risk MAPs for these risks are attached, with risk scores as reviewed by the Audit Committee (16 Sept 2020) and subject to further consideration by FPRC.

3.4 A review of strategic risks to September 2020 has been undertaken, involving senior Risk "owners", and Risk MAPs have been updated accordingly.

3.5 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

CITY OF GLASGOW COLLEGE

Risk Register: 23 September 2020

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	Risk 1 MAP.docx	Aug'20
Students	Failure to establish optimal pedagogical model	2	1	VPSE	1	5	5	20	5		Risk 2 MAP.docx	Aug'20
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	2	5	10	15	5		Risk 3 MAP.docx	Aug'20
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	1	5	5	20	4		Risk 21 MAP.docx	Aug '20
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP.docx	Apr '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	Aug '20
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	VPCDI	5	5	25	25	5	Amber to RED DC 4/20	Risk 7 MAP.docx	July '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	May'20
Growth and Development	Failure to achieve taught degree awarding powers	26	1	VPCS	3	4	12	20	3	Score decr. 15 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	Sept'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	Sept '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	VPCS	3	4	12	25	4		Risk 14 MAP.docx	May '20
Processes and Performance	Failure of IT system security	25	1	VPCS	2	5	10	25	5		Risk 25 MAP.docx	Aug'20
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPCS	5	5	25	25	4	Score incr. 9 to 25 AC 05/20	Risk 15 MAP.docx	Sept '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	Sept '20
Finance	Failure to obtain funds from College Foundation	20	1	VPCS	1	4	4	20	4		Risk 20 MAP.docx	Sept '20
Finance	Negative impact of Brexit	22	1	VPCS/ DCS	5	2	10	tbc	5		Risk 22 MAP.docx	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		Risk 23 MAP.docx	Sept'20
ALL	Failure to manage acute threats relating to coronavirus outbreak	27	1	Pr/DPr	4	4	16	25	4	Score incr. 12 to 16: AAC 09/20		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
DirP - Director of Performance
DCS - Director of Corporate Support
AAC - Audit & Assurance Committee

Note comment

Risk Score Matrix

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

Trend

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

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

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

1

Risk Management Action Plan

Risk Description: Failure of Business Continuity

Risk ID: 12

Owned by: VPCS/CSP   **Review Date: Sept 2020**

Update

Full Description:

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

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

Commentary (Updates):

Strategic Review of Business Continuity Management

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

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

The report stated that:

" The high priority recommendations in this report are that the City of Glasgow College should:
- Conduct a business impact analysis and service impact analysis for key processes right across the College.
- Identify recovery time objectives for critical business activities and IT services.
- Identify recovery resources, dependencies and strategies for operational

recovery.
- Complete the creation of new departmental business continuity / recovery plans to cover all critical areas of the College, using the business impact analysis data as the base."

January 2019
Business Continuity specialist Ashton Resilience was engaged to conduct a full cross-college Business Impact Analysis, to inform the development of detailed Business Recovery Planning across all college teaching and support functions.

April – July 2019
Business Impact Analysis meetings were undertaken throughout the College, between managers from all faculties and service areas with Ashton Resilience.

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

November 2019
In the context of progress made and the IA Report, the Audit Committee re-assessed the score for this risk as 2x5 = 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)

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):
Low Medium High	Category: Business Continuity **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 achieve operating surplus via control of costs and achievement of income targets

Risk ID: 15

Owned by: VPCS   **Review Date: Sept 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 projected underlying operating deficit of £0.5m, a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls.   The 2020-21 projected underlying operating deficit has reduced substantially to £1.6m. The College has the highest proportion of non SFC income and unfortunately these income sources have suffered the greatest reduction from the closure and cancellation of courses. The College made no transfer to the College Foundation in March 2020.

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

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

The key risks are;

Income: SFC Funding

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

Income: Course Fees

The key risks are;

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

Income: Non SFC Fundable Course Fees

The key risks are;

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

Income: Other Income:

The key risks are;

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

Expenditure: Staff Costs:

The key risks are;

- Failure to effectively control the staff cost budget.
- Managing staff absence levels and temporary staff contracts.
- Increasing costs from national bargaining agreements.

- Delivering a staff structure that improves service and performance while minimising the staff cost budget.
- Future impact of inflation and union demand for higher annual cost of living pay awards.
- Impact of ongoing staff industrial relations issues.

Expenditure: Operating Expenses

The key risks are;

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

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 5/5 Impact 5/5 Risk Score 9/25 RAG Rating (Overall): RED Risk score approved by Audit Committee May 2020 **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				APPENDIX A

	2020/21	2020/21	2019/20	2019/20	2018/19
	12-month F'Cast Sept £000s	12-month Budget £000s	12-month F'Cast Live £000s	Budget £000s	12-month Actual £000s
Income					
SFC Teaching Grants	40,222	40,222	39,573	38,778	37,196
SFC ESF	2,347	2,347	2,378	2,386	2,367
SFC FWDF	1,160	890	730	890	682
SFC Other	23,756	23,756	24,698	24,913	26,321
Total SFC income	**67,485**	**67,215**	**67,379**	**66,967**	**66,566**
Fundable Tuition Fees	10,645	10,499	10,498	11,036	10,772
International & Commercial tuition fees	7,341	5,518	7,112	7,992	7,733
Other income	691	691	1,683	776	1,033
Catering & Accomodation	2,233	2,233	2,981	4,433	4,200
EU & International	869	869	887	1,002	792
Grant from Foundation	1,000	1,000	17	1,000	563
Investment income	15	15	5	25	31
Total NON SFC income	**22,794**	**20,825**	**23,183**	**26,264**	**25,124**
Total income	**90,279**	**88,040**	**90,562**	**93,231**	**91,690**
Expenditure					
Staff Costs	54,865	54,315	53,816	52,898	50,916
Other operating expenses	11,637	11,577	12,007	13,073	12,986
Property costs	17,550	17,350	16,918	17,772	18,844
Exam fees	1,218	1,218	1,324	1,321	1,239
Other operating expenses - Sale of Buildings	0	0	0	0	9,350
Depreciation	4,886	4,886	8,766	8,377	10,083
Voluntary Severance	0	0	0	0	638
Total expenditure	**90,156**	**89,346**	**92,831**	**93,441**	**104,056**
Operating Surplus (Deficit)	**123**	**(1,306)**	**(2,269)**	**(210)**	**(12,366)**
(Loss) on sale of fixed asset	0	0	0	0	5,790
Operating Surplus/(Deficit) after loss on sale of fixed asset	**123**	**(1,306)**	**(2,269)**	**(210)**	**(6,576)**
SURPLUSES AND DEFICITS					
Operating Surplus/(Deficit)	123	(1,306)	(2,269)	(210)	(6,576)
Difference between historical cost deprn & the actual charge for the period	677	677	677	188	2,087
Historical cost Surplus/(Deficit) for the period	**800**	**(629)**	**(1,592)**	**(22)**	**(4,489)**
Foundation Adjustments	(1,000)	(1,000)	0	(1,000)	(263)
NPD Balance Sheet debt	(5,011)	(5,011)	(4,700)	(4,700)	(4,366)
Revalutaion reserve	(677)	(677)	(677)	(188)	(2,087)
Depreciation - Net of deferred Grant	4,249	4,249	6,432	5,927	5,924
Underlying Operating (Deficit)	**(1,639)**	**(3,068)**	**(537)**	**17**	**1,201**

Risk Management Action Plan

Risk Description: Failure to maximise income via diversification

Risk ID: 16

Owned by: VPCS/ VPCDI   **Review Date: Sept 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. Appendix A highlights the 2019-20 projected underlying operating deficit of £0.5m, 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. 2019-20 Commercial and international course income has an estimated reduction of £0.9m. In addition to the dramatic drop in income the majority of the costs to the 31st July 2020 are still being incurred and we are continuing to fully pay

all contracted staff. The College is still projecting an underlying operating loss at the 31st July 2020 with Non SFC income falling by £3.1m.

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 £160k up to 31st 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 £3.5m. Appendix A highlights the 2020-21 projected underlying operating deficit of £1.6m.

As a result of the changed context and massive reduction in NON SFC income the risk score was **increased to 25** in April 2020. Reviewed by FPRC 27 May 2020.

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

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			

	2020/21	2020/21	2019/20	2019/20	2018/19
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	£000s	£000s	£000s	£000s	£000s
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Underlying Operating (Deficit)	**(1,639)**	**(3,068)**	**(537)**	**17**	**1,201**

Risk Management Action Plan

Risk Description: **Failure to obtain funds from College Foundations**

Risk ID: 20

Owned by: VPCS   **Review Date: Sept 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: Sept 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):**
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				

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: Sept 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

In August 2020 GCRB allocated the Glasgow Colleges funding from 2 new additional SFC capital funding streams, Digital Poverty & Economic Recovery. GCRB allocated the full funding to the Colleges based on the SFC methodology and the College received an allocation of £541k.

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	Likelihood 5/5
Impact 4/5	Impact 5/5
Risk Score 12/25	Risk Score 25/25
RAG Rating: AMBER	
Target Score: 5	
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Financial
	Low Medium High
	1 **2** 3 4 5 6

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

Risk Management Action Plan

Risk Description: Breach of IT System Security

Risk ID: 25

Owned by: VPCS   **Review Date: August 2020**

Update

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

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

Commentary (Update):

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

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

accidental damage and internal attacks
- Encryption to defend against data loss / theft.

To reduce the likelihood of a failure the college has taken the following additional measures:
- The College currently utilises the leading Sophos antivirus solution is trialling 2 new solutions (one being a newer version of Sophos with additional functionality) as a replacement to further enhance this capability.
- The College physical IT estate (classroom and staff PCs) are automatically patched to the latest version of Sophos to enable quicker alerting to incidents.
- The College servers scan central file storage to ensure that any zero day exploit risk is minimised.
- The College continues to monitor and apply security patches to desktop machines, network devices and server infrastructure within 14 days of release to meet the UK Government Cyber Essentials Plus obligations.
- The IT have reviewed and updated the IT Disaster Recovery plan in line with the new College template and preventative measures are in place.
- The College is reviewing and updating our Information Security policy to reflect changing requirements.
- The College has achieved and will maintain UK Government Cyber Essentials Plus accreditation to demonstrate high standards of security governance.
- A new state-of-the-art network Firewall has been installed and configured
- A number of vulnerable older applications and devices have been removed from the College's IT estate. **This ongoing task is required to ensure compliance with Cyber Essentials Plus.**
- The role of Network & Security Manager has been created to ensure constant focus on cyber security.

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

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

February 2020 Update

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

The new state-of-the-art network Firewall installed and configured in September 2019 was a key line in defence to prevent the malware attack which targeted another Scottish College which detected and blocked suspicious activity that may have caused the aforementioned cyber breach.

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

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

August 2020 Update

The Network & Security Manager post was filled internally in February to ensure a constant and consistent approach to cyber security is maintained. Interviews for the 3rd Network Engineer role were put on hold due to COVID-19 however interviews are currently being scheduled for the candidates who were shortlisted and remain interested in joining the College.

Cyber Essentials Plus re-accreditation is due in September 2020 with the Network & Security Manager co-ordinating the security related upgrades on the College systems from applications, servers and network.

The College has made a significant investment in Cisco Umbrella which provides improved security to all devices within the College network providing multiple security functions in a single cloud security service. A project is underway to expand this capability to cover College-owned devices (and mobile phones) that are now being used outside of the network for remote learning and working.

The College Cisco Identity Services Engine (ISE) which provides added security for managing access to\from end user devices to the College network is approaching "end

of life" with a number of options being developed to improve this capability. This is a key cyber security project with the College now providing internal server access to students remotely as a consequence of COVID-19 and the transition to remote learning and IT overnight on March 17th 2020.

The email "phishing" simulation project running since the beginning of the year has been successful in raising the cyber security awareness of end users educating on the dangers of opening emails (and attachments) from unknown sources. This education approach is supported by the UK Government National Cyber Security Centre who state organisational cyber security should be "supported by a systematic delivery of awareness programs".

Reviewed by FPRC May 27, 2020.

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

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: 22 September 2020**

Update

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

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

*Via VC

Commentary (Update):

The Senior Management Team prepared for the closure of the College campus sites, and for the continuance of College functions including learning and teaching delivery remotely. While this is a developing position at 30 July 2020, the indications are that this was a largely successful transition to emergency arrangements. A live dashboard enables SMT/ELT and the Board to monitor a range of indicators, including student and staff engagements, resulting, applications, etc,

27.1 Students in Halls of Residence

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

27.2 Students at Sea

247 officers, cadets, and ratings, enrolled as students at City of Glasgow College, are currently at sea, although most of these are considered to be on ships in "lay-up" in

various ports worldwide. College staff continue to support these students.

27.3 Student Support
The Student Services team has been hard at work staying in touch with applicants and providing them with vital information prior to the start of their course. This includes a welcome postcard sent by post to all new students, a Funding ezine, Accommodation guide, Zoom drop-in sessions for Careers advice, a Self Care wellbeing ezine and an introduction to the Students' Association.
Funding ezine -
https://view.pagetiger.com/cogc-grfc-funding-edition-e-zine/get-ready-for-college-funding-e-zine-pt
Accommodation guide -
https://www.cityofglasgowcollege.ac.uk/sites/default/files/SS_Student_Acc_20_21_digital_June20_v3%20%281%29.pdf
Self Care ezine -
https://view.pagetiger.com/grfc-self-care-e-zine/final

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

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

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

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

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

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

27.4 Delivery of Learning and Teaching

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

Completion of AY 2019-20:

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

Preparation for AY 2020-21:

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

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

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

27.5 Commercial/International Development

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

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

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

27.6 College Finances
The Covid-19 pandemic has caused a massive financial impact on the College since the buildings closing on the 17th March 2020. The detailed Risk MAP 15 (July 29 2020) highlights key risks, and the current 2019-20 projected underlying operating deficit of £0.7m - a substantially reduced loss due to maximising SFC funding, CJRS (furlough) funding, improved volume of online teaching and cost controls.   Appendix 2 in Risk MAP 15 highlights the 2020-21 projected underlying operating deficit of £3.1m. The College has the highest proportion of non SFC income and unfortunately these income sources have suffered the greatest reduction from the closure and cancellation of courses. The College made no transfer to the College Foundation in March 2020.

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

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

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

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

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

27.8 IT
The maintenance of an effective IT function is essential for off-premise and on-premise working models. Overnight, the IT Team transitioned to a fully off-premise support

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

A live dashboard displays dynamic data insights including; results completed, enrolments and offers, student engagement with My City, Library etc and staff engagement.

27.8   Governance/Management
SMT and ELT continue to meet regularly, and the Board of Management and its committees concluded their schedule of meetings for 2019-20, with the Performance and Nominations Committee meeting through the summer months to receive and discuss key executive reports, and take decisions on behalf of the Board as necessary. A weekly report of SMT deliberations is sent to all Board members, and Board members have access to the dashboard (see above).

27.9 Business Continuity Planning
The Board and SMT have overseen a migration to remote working, learning and teaching, and all College operations, following closure of the College buildings on 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.

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 reults in an overall Risk Score of 4x4=16 RED.

Current Risk Score:	**Gross Risk Score (assuming no treatment)**
Likelihood 4/5 Impact 4/5 Risk Score 16/25 RAG Rating: 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: Business Continuity
	  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			