

AUDIT COMMITTEE

Wednesday 24 November 2021 at 4.30pm

AUDIT COMMITTEE

The Thirty-first meeting of the Audit Committee will be held on Wednesday 24th November 2021 at 4.30pm by Zoom.

A G E N D A

21.44	Welcome and Apologies			D Watt
21.45	Declarations of Interests			D Watt
Minutes of Previous Meeting				
21.46	Draft Minute of the Audit Committee meeting 29 th September 2021	P	D	D Watt
21.47	Matters Arising – Action Grid	P	D	D Watt
Items for Discussion/Decision				
Systems of Internal Control				
21.48	Final Internal Audit Annual Report 2020/21	P	D	Henderson Loggie
21.49	Internal Audit Plan 2021/22 and beyond	P	D	Henderson Loggie
21.50	Draft Annual Report from Audit Committee to Board of Management	P	ND	J Thomson
Financial Reporting				
21.51	Draft Annual Financial Statements for year ending 31 July 2021	P	ND	T Elliott
21.52	Key Accounting Judgments	P	D	T Elliott
21.53	Draft External Audit Annual Report for year ending 31 July 2021	P	ND	Azets UK
21.54	2020/21 Student Activity Data Audit Report	P	D	Henderson Loggie
21.55	2020/21 Student Support Funds Audit Report(s)	P	D	Henderson Loggie
Governance and Risk Management				
21.56	College Strategic Risk Register	P	D	J Thomson
21.57	Cyber Security Risks	P	ND	S Renton
Items for Information/Noting				
21.58	Internal and External Audit Rolling Action Plan	P	ND	T Elliott
21.59	National Fraud Initiative 2020/21 Exercise	P	ND	T Elliott
21.60	Strathclyde Pension Fund Actuarial Valuation Report July 2021 – Accounting Assumptions	P	ND	T Elliott

AUDIT COMMITTEE

21.61	Audit Committee Schedule of Work 2021/22	P	D	C McConnell
21.62	Private Meeting with Internal and External Auditors	V	ND	D Watt
21.63	Any Other Business			D Watt

Date of next meeting: 2nd March 2022 at 4.30pm. Location TBC

AUDIT COMMITTEE MEETING

Date of Meeting	24 November 2021
Paper Title	Internal Audit Annual Report 2020/21
Agenda Item	21.48
Paper Number	21.48A
Responsible Officer	Henderson Loggie, Internal Auditors
Status	Disclosable
Action	For Discussion

1 REPORT PURPOSE

The purpose of this paper is to submit to the Committee for discussion the Internal Audit Annual Report for 2020/21.

2 RECOMMENDATION

Members of the Audit Committee are invited to discuss this paper.

3 BACKGROUND

3.1 The College's internal auditors for 2020/21 were Henderson Loggie who were appointed following a tender exercise for a three year from 2017/18 to 2019/20 which was then extended for a further year to 2020/21.

3.2 As part of the internal audit activity, the auditor is required to provide a summary of the work undertaken in the closing financial year which provides an overview of the work undertaken including their conclusions and recommendations. The Internal Audit Annual report for 2020/21 from Henderson Loggie is attached to this paper.

3.3 As well as summarising the internal audit work completed during the year, Henderson Loggie have provided their overall opinion on page 2 of the report which concludes that the College has adequate and effective arrangements for risk management, control and governance and proper arrangements are in place to promote and secure value for money. This is based on the work undertaken in the year and in the previous years since initial appointment.

4 RISK ANALYSIS

The internal audit plan reporting is part of the overall College internal control mechanism which is within the College's risk management framework.

**5 LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL
OUTCOME AGREEMENT IMPLICATIONS**

The College is required to have an internal audit function undertaken each year as part of the Financial Memorandum.

6 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Glasgow Clyde College

Annual Report to the Board of Management and Principal on the Provision of Internal Audit Services for 2020/21

Internal Audit report No: 2021/11

Draft issued: 12 November 2021

Final issued: 17 November 2021



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Annual Report and Opinion

Introduction

- 1.1 We were re-appointed in September 2017 as internal auditors of Glasgow Clyde College ('the College') for the period 1 August 2017 to 31 July 2020 with an option to extend for a further 12 months. This report summarises the internal audit work performed during 2020/21.
- 1.2 An Audit Needs Assessment (ANA), based on the areas of risk that the College is exposed to, was prepared as part of our internal audit programme for 2017/18 (internal audit report 2018/01, issued November 2017). The ANA was prepared following discussion with a number of College managers and Board members, and from a review of various College documents including previous internal audit reports. The ANA was based on the College's risk register supplemented by our own assessment of the risks faced by the College. Following on from the ANA a Strategic Plan was formulated, covering the normal three-year internal audit cycle, and this was approved by the Audit Committee, together with the ANA, at its meeting on 22 November 2017.
- 1.3 When the College invoked the one-year contract extension, this took the appointment beyond the period covered by the ANA and Strategic Plan 2017 to 2020 (Report 2018/01, issued 2 November 2017) and it was agreed that a full ANA should not be undertaken at that time. Therefore, the agreed Annual Internal Audit Plan for 2020/21 was based on discussions with the Vice Principal, Resources and College Development and consideration by other members of the College Management Team. These discussions were supplemented by consideration of areas of higher risk and need identified through a review of the College's Strategic Risk Register and examination of previous internal audit coverage.
- 1.4 The reports submitted for the 2020/21 audit plan are listed in Section 2 of this report and a summary of results and conclusions from each assignment is given at Section 3.
- 1.5 An analysis of time spent against budget is at Section 4.

Public Sector Internal Audit Standards (PSIAS) Reporting Requirements

- 1.6 The College has responsibility for maintaining an effective internal audit activity. You have engaged us to provide an independent risk-based assurance and consultancy internal audit service. To help you assess that you are maintaining an effective internal audit activity we:
 - Confirm our independence;
 - Provide information about the year's activity and the work planned for next year in this report; and
 - Provide quality assurance through self-assessment and independent external review of our methodology and operating practices.
- 1.7 Self-assessment is undertaken through:
 - Our continuous improvement approach to our service. We will discuss any new developments with management throughout the year;
 - Ensuring compliance with best professional practice, in particular the PSIAS;
 - Annual confirmation from all staff that they comply with required ethical standards and remain independent of clients;
 - Internal review of each assignment to confirm application of our methodology which is summarised in our internal audit manual; and
 - Annual completion of a checklist in May to confirm PSIAS compliance.

Public Sector Internal Audit Standards (PSIAS) Reporting Requirements (continued)

- 1.8 External assessment is built into our firm-wide quality assurance procedures. Henderson Loggie LLP is a member of Prime Global, a global association of independent accountancy firms. Continued membership of Prime Global is dependent on maintaining a high level of quality and adhering to accounting and auditing standards in the provision of our services. Annual quality reviews are conducted to confirm our continuing achievement of this quality. The independent review conducted by MHA Macintyre Hudson in March 2019 included our internal audit service. Overall, the review confirmed that the firm's policies and procedures relating to internal audit were compliant with the PSIAS in all material respects.
- 1.9 In the intervening years between formal external assessment against PSIAS we conduct our own self-assessment annually. The result of our latest self-assessment, conducted in May 2021, confirms that our service is independent of the College and continues to comply with the PSIAS.

Significant Issues

- 1.10 All work conducted in 2020/21 assessed systems as either 'Good' or 'Satisfactory', or provided an unqualified audit opinion on College returns, and there were therefore no significant issues identifying major internal control weaknesses arising from our internal audit work. In general, procedures were operating well in the areas selected, but a few areas for further strengthening were identified and action plans have been agreed to address these issues.

Opinions

- 1.11 In our opinion, the College has adequate and effective arrangements for risk management, control, and governance. Proper arrangements are in place to promote and secure Value for Money. This opinion has been arrived at taking into consideration the work we have undertaken during 2020/21 and in previous years since our initial appointment.

Reports submitted

Number	Title	Overall Grade	Recommendations	Priority 1	Priority 2	Priority 3
2021/01	Annual Plan 2020/21	N/A	-	-	-	-
2021/02	Fraud and Bribery Prevention, Detection and Response	Good	2	-	-	2
2021/03	Student Support	Satisfactory	4	-	-	4
2021/04	Payroll	Good	4	-	-	4
2021/05	Digital Strategy	Satisfactory	1	-	1	-
2021/06	Delivery of Efficiency Savings Plan	Good	0	-	-	-
2021/07	Risk Management	Satisfactory	4	-	-	4
2021/08	Follow Up	N/A	7 recommendations required further action	-	-	7

Annual Internal Audit Report 2020/21

Overall gradings are defined as follows:

Good	System meets control objectives.
Satisfactory	System meets control objectives with some weaknesses present.
Requires improvement	System has weaknesses that could prevent it achieving control objectives.
Unacceptable	System cannot meet control objectives.

Recommendation grades are defined as follows:

Priority 1	Issue subjecting the organisation to material risk and which requires to be brought to the attention of management and the Audit Committee.
Priority 2	Issue subjecting the organisation to significant risk and which should be addressed by management.
Priority 3	Matters subjecting the organisation to minor risk or which, if addressed, will enhance efficiency and effectiveness.

Summary of Results and Conclusions

2021/01 – Annual Plan 2020/21

Final Issued – September 2020

The purpose of this document was to present for consideration by management and the Audit Committee the annual operating plan for the year ended 31 July 2021. The plan was based on the proposed allocation of audit days for 2020/21 set out in the Audit Needs Assessment and Strategic Plan 2017 to 2020, which was presented to the Audit Committee and approved at its meeting on 22 November 2017 (as referred to in paragraph 1.3 above there was then a one year plan prepared for 2020/21).

The outline scope and objectives for each audit assignment to be undertaken during 2020/21, together with the proposed audit approach were arrived at following discussion with the Vice Principal, Resources and College Development and the Assistant Principal, Finance and Infrastructure and consideration by other members of the College Management Team. The outline scopes were finalised after discussion with responsible managers in each audit area.

Report No 2021/02 – Fraud and Bribery Prevention, Detection and Response

Final Issued – February 2021

Overall grade: Good

The audit specifically considered the corporate-wide anti-fraud framework in place within the College and also the arrangements in place to ensure compliance with the Bribery Act 2010.

The table opposite notes each separate objective for this review and records the results.

Strengths

- An up to date Anti Bribery, Fraud and Corruption Policy is in place;
- The Anti Bribery, Fraud and Corruption Policy is underpinned by a more detailed Fraud response Plan, Financial Regulations, an Unethical Behaviour and Whistleblowing Policy and Disciplinary procedures;
- The Anti Bribery, Fraud and Corruption Policy (and the associated Fraud Response Plan) together with the Financial regulations set out the responsibilities of both management and the Board in relation to fraud and corruption;
- The Audit Committee and the Board of Management have responsibility for maintaining oversight of the College's exposure to potential external and internal risks of fraud. There is a specific risk on the College risk register which relates to the risk of cyber security and fraud to the College.
- The Board of Management also reviews and approves the overarching Anti Bribery, Fraud and Corruption Policy;
- Fraud and corruption training is made available to all staff and we reviewed email reminders issued to all staff highlighting the importance of completing this training;
- Our discussions with managers in key risk areas demonstrated a high degree of awareness of the relevant policies and procedures and also the steps which are routinely taken to minimise the risk of fraud;
- There are strict controls around the use of purchase orders and frameworks with oversight by the procurement team on all orders exceeding £2,000 (exclusive of VAT);

The objective of this audit was to obtain reasonable assurance that:	
1. Anti-fraud policies and procedures exist within the College that are in line with best practice	Good
2. Clear leadership, roles and responsibilities have been set out for implementation of the anti-fraud framework	Good
3. There is a process in place to assess the nature and extent of the College's exposure to potential external and internal risks of fraud	Good
4. Anti-fraud policies and procedures are embedded and understood throughout the College through appropriate training and communication	Good
5. The College has put in place a process to monitor and review procedures designed to prevent fraud and make improvements where necessary	Good

Report No 2021/02 – Fraud and Bribery Prevention, Detection and Response (Continued)

Strengths (continued)

- An Unethical Behaviour and Whistleblowing Policy is published on the College intranet, which cross refers to the College’s Code of Conduct and the Financial Regulations and sets out the general principles around whistleblowing which should be applied;
- A gift and hospitality register is in place and our review confirmed that this is up to date; and
- Our review of both the Executive Management Team register of interests and the Board of Management register of interests confirmed that both documents are up to date and are published on the College website.

Weaknesses

- The Unethical Behaviour and Whistleblowing Procedure was last reviewed in August 2013; and
- The current iteration of the Financial Fraud Response Plan is not clear on where the responsibility lies for taking the decision to refer any suspected fraud to the police for potential criminal investigation; who should report the fraud to the police; who is responsible for maintaining ongoing communication with the police thereafter.

6.	there are clear procedures for employees and the Board of Management to raise concerns or whistleblow if they believe there has been fraud or other wrongdoing within the College	Satisfactory
7.	appropriate procedures are in place for the investigation and reporting of a fraud.	Satisfactory
Bribery and corruption		
8.	anti-bribery and anti-corruption policies and procedures exist within the College that are proportionate to the bribery risks it faces and to the nature, scale and complexity of its activities. Where appropriate, standard clauses are used in contracts with third parties and employees	Good
9.	an appropriate individual or group has been assigned to deliver the message of zero tolerance to bribery and corruption and that there is an appropriate level of involvement of the Board of Management and senior management in the development of the bribery procedures	Good

Report No 2021/02 – Fraud and Bribery Prevention, Detection and Response (Continued)

10. there is a process in place to assess the nature and extent of the College's exposure to potential external and internal risks of bribery on its behalf by persons associated with it	Good
11. before a new employee or member of the Board of Management starts, or a new arrangement is entered into with a third party, risk-based due diligence is undertaken as appropriate	Good
12. bribery prevention policies and procedures are embedded and understood throughout the College through internal and external communication, including an appropriate training programme	Good

Report No 2021/03 – Student Support

This audit reviewed the systems for appropriate provision of advice and support to new students, students experiencing financial or other hardship, and students with disabilities or special needs.

The table opposite notes each separate objective for this review and records the results.

Strengths

- There is significant work underway within the College to support the student experience and deliver positive outcomes in the learning environment. The COVID-19 pandemic over 2020/21 has required staff to be innovative in their delivery of academic content online and support staff exploring new ways to onboard new students and enrol them into the College community.
- Student enrolment and induction ultimately remained unchanged. Ensuring staff and student safety during the pandemic, processes around enrolment and induction that traditionally required face to face meetings were adapted to be hosted online.
- Student Advice and the Student Association have worked closely to align their schedule of activities to coincide with key events and ensuring messaging around support is consistent during the virtual Freshers Week, Induction Day, wellbeing days and key festivals and World Days.
- Learnings from the Summer start cohort in 2020 and review of Early Intervention Surveys resulted in support services, such as Student Advice and Learning Inclusion, adapting their messaging to offer online services for the January 2021 new starts.
- Partnership working has also continued ensuring that individuals, such as students who are Care Experienced get the support they need from the point of application. Work is ongoing to review and update the College's Corporate Parenting Plan to ensure it meet its statutory requirements as a corporate parent.
- Funding options for individuals experiencing hardship and digital exclusion are established, and the College has developed a process to supply approximately 500 laptops and Wi-Fi dongles to students at the start of 2021.

Final Issued – February 2021

Overall grade: Satisfactory

The objective of this audit was to obtain reasonable assurance that students were:	
1. Orientated appropriately at the beginning of the year.	Satisfactory
2. Identified and provided with support if struggling financially.	Good
3. Identified and provided with support if struggling academically.	Good
4. Given adequate support if they have a disability or other special needs.	Satisfactory
5. Assessed for digital exclusion based on the needs for their learning, and support targeted where practicable.	Satisfactory
6. Made to feel part of the College community.	Good

Report No 2021/03 – Student Support (Continued)

Strengths (Continued)

- Academic review of attendance and student engagement also allows students to be identified who are struggling academically. Through Designated Guidance class contacts, study plans are developed, or the student referred to Learning Inclusion for additional support needs.
- The College has rolled out Office 365 and a new virtual learning environment (VLE) platform, Canvas, to students during the academic year, supporting remote learning. E-Learning has also developed support for Canvas users with 'how-to' videos on the public website and intranet sites. Recognising resource constraint, management developed a new ICT student Help desk to support students.
- Despite national restrictions, all student services have remained open. Learning Inclusion supports approximately 400 students at each campus site and has a centralised database for storing student study plans. All Care Experienced students have a designated Learning Inclusion adviser.
- There is a College-wide consciousness around the impact of the pandemic and long-term remote working on students, particular vulnerable cohorts of students. The College has ensured there is online guidance around wellbeing and access to safe areas in Libraries for people who cannot work from home. Other support teams, such as Student Advice, Learning Inclusion, Student Association, and permanent on-campus mental health support provide student support. Work is also ongoing by management to understand the impact remote learning has had on students attending practical courses as national restrictions continue.
- There is oversight of arrangements by the Learning and Teaching Committee with reporting on Learner Experience a standing agenda point.
- Review of key issues raised by staff from the Student Support Business Process Review, May 2018 noted progression of actions with 13 out of the 35 potential improvement points still in progress and there were five high rated potential improvement points in progress.

Report No 2021/03 – Student Support (Continued)

Weaknesses

- The College's Corporate Parenting plan is currently under review. However, the Corporate Parenting Group, with a remit to review the status of actions, has not met due to the COVID-19 pandemic and management reprioritisation over the last 12 months. Completion of the draft plan has stalled due to ongoing work with external partnerships. However, it requires to be updated with information regarding governance arrangements and monitoring on the key performance indicators noted. Activities around digital inclusion for Care Experienced students also should be documented.
- Guidance detailing enrolment instructions for staff should be updated to capture the procedures around remote enrolment and the standards for staff around checks to be completed remotely. Good version control practices should also be adopted.
- There are no procedures documented to guide Learning Inclusion staff on the process involved in the assessment and management of students experiencing additional barriers to learning, such as the management of referral waiting lists and caseloads, risking the consistency to which students are advised.
- Due to national restrictions and safety concerns over physically signing, Terms and Conditions for Loan of Student Devices acceptance forms have not been completed by students for the 500 laptops distributed. Without accountabilities and communication of requirements, the College risks devices not being returned or returned in reasonable condition.

Report No 2021/04 – Payroll

Final Issued – February 2021 Overall grade: Good

This audit reviewed the systems in place over the college’s payroll services and monthly salary payments to staff. Our audit covered the procedures in place within both HR and Finance.

The table opposite notes each separate objective for this review and records the results.

Strengths

- The payroll is processed on a monthly basis by the payroll team who update the iTrent system with the required amendments and updates;
- There are procedures in place to support the monthly payroll process;
- Staff can access the necessary forms and payroll processes in place within the college’s intranet;
- The payroll team are experienced and are well versed in the payroll process and the iTrent system;
- Audit testing has confirmed that:
 - Gross pay had been correctly calculated, and rates agreed to details held in the HR system and that deductions had also been correctly calculated;
 - Employer national insurance and employer superannuation contributions had been correctly calculated;
 - All additional payments to part-time/relief staff, those on paid hours contracts, overtime and travel & subsistence payments had been checked and authorised by managers and correctly input into the payroll system;
 - Starters and leavers had entered and left the payroll system at the correct date with all details entered correctly;
 - Payments for first/final salary had been calculated correctly; and .
 - Payroll payments were properly authorised and matched with journal entries, bank statements and BACs records;
- Approval of the payroll is in line with the College’s Financial Regulations; and
- There is an effective process in place for updating the General Ledger with the monthly payroll output.

The objective of this audit was to obtain reasonable assurance that:	
1. Correct calculation of gross pay and deductions	Satisfactory
2. Correct calculation of employer national insurance and superannuation contributions	Good
3. Part-time staff, overtime and travel & subsistence payments are properly authorised	Satisfactory
4. Approval and checking of changes to employee standing data	Good
5. Starters and leavers are properly treated and enter and leave the system at the correct dates	Good
6. Proper authorisation, processing and recording of payments	Satisfactory

Report No 2021/04 – Payroll (Continued)

Opportunities for Improvement

While the audit did not identify any specific control weaknesses, in our view there are areas where the existing process could be enhanced by increasing the use of electronic controls and through increased automation of the payroll system in the following areas:

- Increased use of electronic recording including approval and documenting of key controls including the completion of the monthly payroll validation checks;
- The College should also explore where additional benefits can be obtained by automating the process including the direct approval and uploading of additional salary payments and expenses;
- As the College is heavily reliant on iTrent ESS, for the accurate processing of its payroll and security of personal data changes, it should obtain regular ISAE 3402 Control Assurance reports from iTrent providing assurance over the reliability of the controls and processes in place.
- The College should introduce an additional escalation mechanism, which would supplement the existing HR checks, in order to ensure senior management approval before the BACS payment run.

Report No 2021/05 – Digital Strategy

Final Issued – May 2021

Overall grade: Satisfactory

This audit reviewed the College’s Digital / IT strategic planning arrangements

The table opposite notes each separate objective for this review and records the results.

Strengths

- The College Digital Strategy 2016-2020 sets out a framework for the use of digital technologies to support the College’s business and curriculum objectives.
- The majority of the objectives set out in the Digital Strategy 2016-2020 have been realised.
- It was clear from discussions with management that learner digital and data poverty, coupled with staff digital capability, are priority actions for the College to address.
- Our review noted that through the eLearning team and DELTA (Delivering Excellence in Learning, Teaching and Assessment) project the College has recognised the benefits of developing a pedagogical approach to systems and processes that encourages digital-first thinking and supports staff in developing the skills and confidence to deliver teaching in a digital environment.
- Structures have been established, such as the Innovations and Transformation Committee and the Creative Solutions Group, which provide opportunities for reviewing existing business processes for digitisation and developing an ICT infrastructure and prioritising digital development projects.
- The ICT team continually review the age, performance and capability of the ICT infrastructure and monitor technological changes and trends which, in conjunction with the principles outlined in the College’s Digital Strategy 2016-2020, inform infrastructure investment and security decisions to ensure that the digital infrastructure can maintain and support the College’s digital objectives.
- The College has previously surveyed staff to gauge digital skills capability and confidence and feedback has been used to inform the development of staff training, particularly around the use of digital communication and collaboration tools.

The objective of this audit was to obtain reasonable assurance that:	
1. The Digital / IT Strategy reflects the current business environment and business processes, as well as the College’s strategy and future objectives.	Satisfactory
2. Management has undertaken an assessment of the performance of current internal business and IT capabilities in order to develop an understanding of the College’s strategic drivers in terms of IT.	Satisfactory
3. Target business and IT capabilities and required IT services have been defined.	Satisfactory
4. The gaps between the current and target IT environments have been identified.	Satisfactory
5. The Digital / IT Strategy has been developed in cooperation with relevant stakeholders and defines how IT related goals will contribute to the College’s strategic goals.	Satisfactory
6. The Digital / IT Strategy has been communicated to appropriate stakeholders and staff throughout the College.	Satisfactory
7. Procedures have been established for monitoring implementation of the Digital / IT Strategy and responsibilities formally assigned.	Satisfactory

Report No 2021/05 – Digital Strategy (Continued)

Opportunities for Improvement

- The ICT Strategy 2016-2020 is now at the end of its lifecycle and requires to be refreshed to take account of organisational and technological changes, as well as changes in the operating environment, learning and teaching delivery, and revised ICT outcomes and objectives.
- Where an approach is adopted whereby digital objectives are embedded within the strategic plan and core supporting strategies, rather than developing a distinct and separate Digital Strategy, care must be taken when considering how digital objectives relating to cyber and information security, Digital / ICT infrastructure, and the ICT department digital operating model, which traditionally underpin a digital strategy, can be adequately embedded within the remaining strategies.

Report No 2021/06 – Delivery of Efficiency Savings Plan

Final Issued – May 2021

Overall grade: Good

This audit reviewed the College's approach for identifying, recording and reporting efficiency or cost savings.

The table opposite notes each separate objective for this review and records the results.

Strengths

- In October 2020, a Financial Plan update was presented to the Board of Management by the Assistant Principal - Finance and Infrastructure, which set out the next steps required to move the College to a financially sustainable position;
- As a result of further detailed review the financial forecasts were revisited, and amendments were made to both the expenditure cost base and the estimated non-SFC income figures;
- The revised three-year financial forecast presented to the Board of Management in October 2020 assumed the receipt of up to £1.8M in financial sustainability b funding from the Glasgow Clyde College Education Foundation (GCEF) in 2020/21 and estimated voluntary severance costs of £900K, resulting in a forecast deficit budget position for 2020/21 of 260K;
- A key component of the successful delivery of the financial plan is the £1.15M cost reduction in the College's staffing budget from changes in 2020/21. The key components of the cost reduction savings are defined as the delivery of a voluntary severance scheme; the implementation of an academic management restructuring; and the progression of a change programme focused on planned developments for support service areas;
- The three-year financial plan sets out clearly the costs associated with the delivery of the voluntary severance (VS) scheme, which has been expanded from academic staff to include support staff, and also sets out the estimated recurring financial savings which this scheme will deliver;
- The final consultation document on the academic management structure was published in January 2021 and set out the proposal for a flatter academic management structure using the national promoted structure job outlines, with the posts of Head of Curriculum and Senior Lecturer being removed from the academic management structure going forward;

The objective of this audit was to obtain reasonable assurance that:	
1. The definition of what constitutes a saving has been clearly set out	Good
2. Annual efficiency savings targets have been set	Good
3. There is a mechanism in place for quantifying and reporting on progress made to achieve the agreed efficiency savings targets	Good
4. The monitoring of delivery of the annual cash releasing savings required to achieve financial targets is robust; and	Good
5. The efficiency information submitted to the SFC via the Regional Strategic Body is robust	Good

Report No 2021/06 – Delivery of Efficiency Savings Plan (Continued)

Strengths (Continued)

- One of the conditions attached to the approval of the Financial Sustainability Funding from GCEF was the introduction of a reporting framework to enable progress to be monitored against the planned change programme within the period covered by the financial bridge provided. It was agreed that progress reporting would be to the Finance and Resources Committee in the first instance and then to GCEF;
- The College has demonstrated to GCEF that the Phase 1 deliverables have been achieved and as a result the initial tranche of £900K was released in December 2020;
- The latest Financial Sustainability Update was presented to the Board of Management in March 2021 and provided an update on the progress of activity in respect of the College's plans for Financial Sustainability, as included within the three-year financial plan;
- This update was supported by a Phase 2 reporting framework which was considered at the March 2021 meeting of the Finance and Resources Committee pending submission to GCEF;
- There is a shared consensus that the pace of transformational change and the delivery of the Business Transformation Plan should be sustained in order to mitigate the College from the financial pressures which may lie ahead; and
- The delivery against the national efficiency savings targets is reported to GCRB as part of the routine annual financial reporting mechanisms, in line with the definitions laid down by Scottish Government.

Weaknesses

- There were no weaknesses arising from the audit fieldwork conducted.

Report No 2021/07 – Risk Management and Business Continuity Planning

Final Issued – May 2021

Overall grade: Satisfactory

This audit reviewed the systems in place to adequately assess risk and minimise the possibility of unexpected and unplanned situations developing, which are in line with good practice.

The audit also reviewed the college’s business continuity planning to consider whether there were adequate plans in place to minimise disruption to operations following loss of life, buildings or equipment. This included a specific focus around the work that has been undertaken to allow College operations to continue during the COVID-19 pandemic.

The table opposite notes each separate objective for this review and records the results.

Strengths

- A Risk Management Policy is in place which sets out the responsibilities of the Board, the Audit Committee and senior management around the identification, management and reporting of risks relating to the College;
- There is discussion at every meeting of the Audit Committee around the risks captured on the Strategic Risk Register; the risk scores applied to each risk; and the mitigating actions;
- Each of the risks on the Strategic risk register are aligned to Strategic Plan themes;
- The assurance framework implemented within the College ensures that the financial risks contained on the College Strategic Risk Register are considered regularly by the Finance and Resources Committee;
- Specific reporting around cyber resilience has been presented to the Audit Committee in November 2020;
- The risk appetite of the College was considered by the Board of Management in October 2020;
- A Business Continuity Plan is in place, which is subject to ongoing review by the Senior Leadership Team;
- A business continuity test exercise was undertaken in February 2020, in advance of the COVID-19 pandemic;
- The Principal has provided detailed COVID-19 updates to the Board, which outline the steps taken to ensure business continuity as the government restrictions changed over time;

The objective of this audit was to obtain reasonable assurance that:	
Risk Management	
1. Key risks have been identified and are being appropriately controlled, mitigated, reported, and discussed at appropriate levels of management and the Board of Management.	Satisfactory
2. The processes in place reflect good practice in risk management	Satisfactory
Business Continuity Planning	
3. A Business Continuity Plan (BCP) is in place covering all of the College's key activities.	Good
4. The BCP is workable, properly communicated to members of staff, and has been adequately tested.	Good
5. The processes and procedures in place follow recommended good practice.	Satisfactory

Report No 2021/07 – Risk Management and Business Continuity Planning (Continued)

Strengths (continued)

- Business continuity activity during the COVID-19 pandemic has been guided by the Business Continuity Plan, initially through a separate Project Group (originally with five sub-groups) and then to a wider group including SLT with updates provided by nominated leads; and
- All staff communications from the Principal and meetings with trade unions have highlighted to staff the measures necessary to ensure business continuity during the COVID-19 pandemic and the steps taken to minimise, as far as possible, the impact on the learner experience.

Weaknesses

- The risk appetite set for each of the risk categories does not currently link across to the risk reporting to the Audit Committee;
- There is an opportunity to make the linkages between the Strategic Risk Register and the College's performance against key performance targets more explicit, in order to provide richer management discussions around risk trends;
- The current Audit Committee remit places a clear duty on the Committee to oversee the College's risk management arrangements and to provide assurance on the adequacy of these arrangements annually as an integral part of the Annual Report by the Audit Committee to the Board of Management. However, the risk management section of the recent Audit Committee Annual Reports has not provided explicit assurances on the adequacy of the risk management framework and the way in which the framework has operated during the financial year in question;
- The risk appetite is currently refreshed every two years but going forward there is an opportunity to sense check the risk appetite, and report on this to the Board, as part of the Annual Report from the Audit Committee;
- From our review of the Business Continuity Plan we are comfortable that there are no material gaps in the arrangements in comparison with ISO 22301 and ISO 22313 with the exception of the new duties introduced by ISO 22301 around the setting of measurable objectives and performance evaluation.

Report No 2021/08 – Follow Up Review

Final Issued – September 2021

Overall grade: N/A

As part of the Internal Audit programme at Glasgow Clyde College ('the College') for 2020/21 we carried out a follow-up review of the recommendations made in Internal Audit reports issued during 2021/22 and reports from earlier years that had either not already been subject to follow-up or where previous follow-up identified recommendations outstanding. These were:

- Internal Audit Report 2020/07 – Follow-Up Reviews 2019/20;
- Internal Audit Report 2020/08 – Equalities;
- Internal Audit Report 2021/02 – Fraud and Bribery Prevention, Detection and Response;
- Internal Audit Report 2021/03 – Student Support;
- Internal Audit Report 2021/04 – Payroll;
- Internal Audit Report 2021/05 – Digital / IT Strategy Implementation; and
- Internal Audit Report 2021/07 – Risk Management and Business Continuity Planning.

Internal Audit Reports 2021/01 – Annual Plan and 2021/06 – Delivery of Efficiency Savings Plan were not followed-up as these reports did not contain any recommendations.

The objective of our follow-up review was to assess whether recommendations made in previous reports have been appropriately implemented and to ensure that, where little or no progress has been made towards implementation, that plans are in place to progress them.

The College has made excellent progress in implementing the recommendations followed-up as part of this review with 10 (77%) of the 13 recommendations that were past their agreed completion dates being categorised as 'fully implemented'. Two recommendations (15%) were assessed as 'partially implemented' and one (8%) had been 'considered but not implemented'. This related to a recommendation in report 2020/02 – Publicity and Communications to give consideration to the creation of a single focal point for communications, being the Marketing and Communications Department. Management took the decision to leave internal communications with Organisational Development although this may be revisited in future.

The recommendations that were 'partially implemented', together with those not past their agreed completion dates, will be subject to follow-up at a later date. Our findings from each of the follow-up reviews has been summarised below:

Annual Internal Audit Report 2020/21

From Original Reports			From Follow-Up Work Performed				
Area	Rec. Priority	Number Agreed	Fully Implemented	Partially Implemented	Little or No Progress Made	Not Past Agreed Completion Date	Considered But Not Implemented
Follow-Up Reviews 2019/20	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	2	1	-	-	-	1
Total		2	1	-	-	-	1
Equalities	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	1	1	-	-	-	-
Total		1	1	-	-	-	-
Fraud and Bribery Prevention, Detection and Response	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	2	2	-	-	-	-
Total		2	2	-	-	-	-
Student Support	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	4	3	1	-	-	-
Total		4	3	1	-	-	-
Payroll	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	4	2	-	-	2	-
Total		4	2	-	-	2	-
Digital / IT Strategy Implementation	1	-	-	-	-	-	-
	2	1	1	-	-	-	-
	3	-	-	-	-	-	-
Total		1	1	-	-	-	-
Risk Management and Business Continuity Planning	1	-	-	-	-	-	-
	2	-	-	-	-	-	-
	3	4	-	1	-	3	-
Total		4	-	1	-	3	-
Grand Totals		18	10	2	-	5	1

Time Spent - Actual v budget

	Report number	Planned days	Actual days feed	Days to fee at Nov 2021	Days to spend / WIP	Variance
Student Experience						
<i>Student support</i>	2021/03	6	6	-	-	-
Staffing Issues						
<i>Payroll</i>	2021/04	5	5			
Financial Issues						
<i>Fraud Prevention, Detection and Response</i>	2021/02	6	6	-	-	-
<i>Delivery of Efficiency Savings Plan</i>	2021/06	4	4			
Organisational Issues						
<i>Risk Management / Business Continuity</i>	2021/07	6	6	-	-	-
Information and IT						
<i>Digital / IT strategy implementation</i>	2021/05	5	5	-	-	-
Other Audit Activities						
Management and Planning)		5	5	-	-	-
External audit / SFC)						
Attendance at Audit Committee)						
Follow-up reviews	2021/08	3	3	-	-	-
Total		<u>40</u> =====	<u>40</u> =====	- =====	- =====	- =====

Operational Plan for Glasgow Clyde College 2021/22

- 5.1 Following our reappointment as the internal auditors for the College we conducted an audit needs assessment to develop a proposed 3 year Strategic Plan for the period 2021 to 2024. The preparation of the Strategic Plan involved dialogue with management, and the Audit and Risk Committee discussed the first iteration of the proposed three year Strategic Plan at its meeting on 29 September 2021.
- 5.2 A draft Annual Internal Audit Plan for the period 2021/22 to 2023/24 will be considered by the November 2021 meeting of the Audit Committee. An extract from the proposed Annual Plan, in relation to 2021/22, is shown below.

Proposed Allocation of Audit Days

		Planned
	Category	21/22
		Days
Reputation		
<i>Publicity and Communications</i>	Gov	
<i>Health and Safety</i>	Gov	
Student Experience		
<i>Curriculum – VLE platform</i>	Perf	
<i>Quality</i>	Perf	
<i>Student support (ELS) BPR</i>	Perf	
<i>Student recruitment and retention</i>	Fin/Perf	5
<i>Student welfare – Duty of Care</i>	Perf	
<i>Students Association</i>	Gov	
Staffing Issues		
<i>Staff recruitment and retention</i>	Perf	
<i>Staff development</i>	Perf	5
<i>Payroll</i>	Fin	
<i>Teaching staff utilisation</i>	Perf / Fin	5
Estates and Facilities		
<i>Building maintenance</i>	Fin/Perf	
<i>Estates strategy / capital projects</i>	Fin/Perf	
<i>Space management / room utilisation</i>	Perf	6
<i>Asset / fleet management</i>	Perf	
Financial Issues		
<i>Budgetary control</i>	Fin	
<i>Student fees and contracts / registry</i>	Fin	
<i>ESF funding</i>	Gov/Fin	
<i>General ledger</i>	Fin	
<i>Procurement and creditors / purchasing</i>	Fin	
<i>Debtors/ Income</i>	Fin	5
<i>Cash & Bank / Treasury management</i>	Fin	
<i>Fraud Prevention, Detection and Response</i>	Fin	
<i>Delivery of Efficiency Savings Plan</i>	Fin	

Annual Internal Audit Report 2020/21

	Category	Planned 21/22 Days
Commercial Issues		
<i>Business Development</i>	Fin/Perf	5
<i>External Activities</i>	Gov/Fin/Perf	
Organisational Issues		
<i>Risk Management</i>	Perf	
<i>Business Continuity</i>	Perf	
<i>Corporate Governance</i>	Gov	
<i>Corporate Planning</i>	Perf	
<i>Performance reporting / KPIs</i>	Perf	
<i>Partnership Working (incl. Regional Engagement)</i>	Gov/Perf	
<i>Equalities</i>	Gov	
<i>Environmental Sustainability</i>	Gov/Perf	
Information and IT		
<i>Cyber security</i>	Perf	
<i>Data protection</i>	Gov	
<i>BYOD</i>	Perf / Fin	
<i>FOI</i>	Gov	
<i>Systems development / implementation</i>	Perf	
<i>Digital / IT strategy implementation</i>	Perf	
<i>Licencing</i>	Perf	
Other Audit Activities		
Credits Audit	Required	7
Bursary, Childcare and Hardship Funds Audit	Required	5
EMA Audit	Required	1
Management and Planning)		4
External audit / SFC)		
Attendance at Audit Committee)		
Follow-up reviews		3
Audit Needs Assessment		2
Total		53
		=====

Key

Category: Gov – Governance; Perf – Performance; Fin – Financial

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AUDIT COMMITTEE MEETING

Date of Meeting	24 November 2021
Paper Title	Internal Audit Plan for 2021/22 and future years
Agenda Item	21.49
Paper Number	21.49A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development, and Henderson Loggie, Internal Auditors
Status	Disclosable
Action	For Approval

1. REPORT PURPOSE

The purpose of this report is to seek approval for the Internal Audit Plan for 2021/22 to 2023/24 as prepared by Henderson Loggie following discussion with College management and using a risk based assessment.

2. RECOMMENDATION

Committee Members are requested to approve the Internal Audit Plan for 2021/22 and the next two future years. The future years will be reviewed prior to the start of 2022/23 to assess whether any changes are required based on any updated views of the potential risk areas for the College.

3. BACKGROUND

3.1 The College had appointed Henderson Loggie as its internal audit provider for a period of three years from 2017/18, which was extended for a further year with their appointment therefore ending with the conclusion of the 2020/21 internal audit work.

3.2 As reported previously to Committee a new internal audit appointment was progressed using the APUC Framework Agreement for these services. The process was undertaken as a three-way joint appointment for Glasgow Clyde College along with City of Glasgow College and Glasgow Colleges' Regional Board. (Glasgow Kelvin College were part way through the period of appointment of their internal auditor hence did not fit into the same cycle period.)

3.3 The appointment process was concluded at the end of June and following this Henderson Loggie were appointed to provide internal audit services for the three organisations. Their appointment is for a three-year period with the option to extend for a further twenty-four months at the end of that time.

- 3.4** As this a new period of appointment a new internal audit plan has been prepared as attached which has considered the College's audit needs for the period 2021/22 to 2023/24, following discussion with College management and having been circulated to the Audit Committee in advance of the November Audit Committee meeting for comment.
- 3.5** The preparation of the plan has been undertaken through an assessment for the College based on an audit universe which sets out all of the various topics which internal audit could reasonably review within the College.
- 3.6** In order to populate the three year internal audit plan, Henderson Loggie undertook a series of meetings to identify the key challenges and opportunities anticipated for the College over the next three years and assess potential areas where internal audit activity could be focussed. The aim was to capture views on these key challenges and opportunities and the strength of the relevant controls in these areas for the area of responsibility of those being interviewed.
- 3.7** Following these meetings a first draft plan was prepared and was shown to the October meeting of the Audit Committee. There was then a meeting with Henderson Loggie to consider the comments from the Committee, and a discussion at the Executive Management Team to discuss the timing and scope of the audit areas. Some changes were then discussed with Henderson Loggie before circulating a second draft to the Committee, and then following some comments this has now been updated to the attached third draft of the internal audit plan.

4. RISK ANALYSIS

There are no specific risk implications in this paper although the overall process of preparing the internal audit plan is completed on a risk based assessment of needs.

5. LEGAL IMPLICATIONS/ FINANCIAL IMPLICATIONS/ REGIONAL OUTCOME AGREEMENT IMPLICATIONS

The College is required to have an internal audit function undertaken each year as part of the Financial Memorandum.

6. HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT

N/A

Glasgow Clyde College

Internal Audit Annual Plan 2021/22

Internal Audit Report No: 2022/01

Draft issued: 9 November 2021

2nd Draft issued: 10 November 2021

3rd Draft issued: 17 November 2021

Final issued:



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Introduction

- 1.1 The purpose of this document is to present for consideration by management and the Audit Committee the annual operating plan for the year ended 31 July 2022. The plan is based on the proposed allocation of audit days for 2021/22 as set out in the Internal Audit Strategic Plan 2021 to 2024. The preparation of the Strategic Plan involved dialogue with management, and the Audit and Risk Committee discussed the first iteration of the proposed three year Strategic Plan at its meeting on 29 September 2021.
- 1.2 A copy of the Internal Audit Strategic Plan is included at Section 2 of this report.
- 1.3 At Section 3 of this report we have set out the outline scope and objectives for each audit assignment to be undertaken during 2021/22, together with the proposed audit approach. These have been arrived at following discussion with a range of senior managers to prepare the initial draft which was then reviewed by the Principal, Deputy Principal and Vice Principal Resources and College Development. The outline scopes will be refined and finalised after discussion with responsible managers in each audit area prior to each audit.
- 1.4 Separate reports will be issued for each assignment with recommendations graded to reflect the significance of the issues raised. In addition, audit findings will be assessed and graded on an overall basis to denote the level of assurance for the area reviewed and therefore the priority that should be given to each report.

Strategic Plan 2021 to 2024

Proposed Allocation of Audit Days

		Planned	Planned	Planned	Year last reviewed by Internal Audit
Category		21/22	22/23	23/24	
		Days	Days	Days	
Reputation					
<i>Publicity and Communications</i>	Gov				
<i>Health and Safety</i>	Gov			5	2018/19
Student Experience					
<i>Curriculum – VLE platform</i>	Perf		6		2017/18
<i>Quality</i>	Perf				
<i>Student support (ELS) BPR</i>	Perf		6		2020/21
<i>Student recruitment and retention</i>	Fin/Perf	5			2019/20
<i>Student welfare – Duty of Care</i>	Perf				
<i>Students Association</i>	Gov			4	Not previously reviewed
Staffing Issues					
<i>Staff recruitment and retention</i>	Perf			5	Not previously reviewed
<i>Staff development</i>	Perf	5			2016/17
<i>Payroll</i>	Fin				
<i>Teaching staff utilisation</i>	Perf / Fin	5			Not previously reviewed
Estates and Facilities					
<i>Building maintenance</i>	Fin/Perf				
<i>Estates strategy / capital projects</i>	Fin/Perf				
<i>Space management / room utilisation</i>	Perf	6			BPR on Space Management 2016/17
<i>Asset / fleet management</i>	Perf				
Financial Issues					
<i>Budgetary control</i>	Fin				
<i>Student fees and contracts / registry</i>	Fin			5	2016/17
<i>ESF funding</i>	Gov/Fin				
<i>General ledger</i>	Fin				
<i>Procurement and creditors / purchasing</i>	Fin			5	2017/18
<i>Debtors/ Income</i>	Fin	5			Not specifically but included as part of cash flow reviews in Budgetary Controls
<i>Cash & Bank / Treasury management</i>	Fin				
<i>Fraud Prevention, Detection and Response</i>	Fin				
<i>Delivery of Efficiency Savings Plan</i>	Fin				

Internal Audit Annual Plan 2021/22 - DRAFT

		Planned	Planned	Planned	Year last reviewed by Internal Audit
	Category	21/22	22/23	23/24	
		Days	Days	Days	
Commercial Issues					
Business Development	Fin/Perf	5			2017/18
External Activities	Gov/Fin/Perf				
Organisational Issues					
Risk Management	Perf				
Business Continuity	Perf				
Corporate Governance	Gov				
Corporate Planning	Perf				
Performance reporting / KPIs	Perf		5		2018/19
Partnership Working (incl. Regional Engagement)	Gov/Perf				
Equalities	Gov				
Environmental Sustainability	Gov/Perf		4		Not previously reviewed
Information and IT					
Cyber security	Perf		5		Not previously reviewed
Data protection	Gov			5	2017/18 – 2-part review
BYOD	Perf / Fin		5		Partly reviewed as part of Student Support 2020/21
FOI	Gov				
Systems development / implementation	Perf				
Digital / IT strategy implementation	Perf				
Licencing	Perf			4	Not previously reviewed
Other Audit Activities					
Credits Audit	Required	7	7	7	
Bursary, Childcare and Hardship Funds Audit	Required	5	5	5	
EMA Audit	Required	1	1	1	
Management and Planning)		4	5	5	
External audit / SFC)					
Attendance at Audit Committee)					
Follow-up reviews		3	3	3	
Audit Needs Assessment		2			
Total					
		53	52	54	
		=====	=====	=====	

Key

Category: Gov – Governance; Perf – Performance; Fin – Financial

BPR = Business process review

Outline Scope and Objectives

Audit Assignment:	Student recruitment and retention
Priority:	Medium
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	5

Scope

Taking account of the regional context we will conduct a review of the adequacy and effectiveness of the processes and procedures for managing and controlling student recruitment and retention, covering the role of Student Services, Marketing, Student Records and Curriculum Areas.

This will include a review of early warning indicators to flag where recruitment targets are not being met or where students are at risk of dropping out of the College.

For the purposes of this review student recruitment is those activities targeted at individuals who are actively weighing up the prospect of entering or continuing in further or higher education.

Objectives

The objectives of the audit will be to ensure that:

- there is appropriate senior management and Board committee oversight, including monitoring and reporting of information on student applications and retention rates against targets to identify areas of poor recruitment and retention, and identify possible actions;
- clear roles and responsibilities have been established that foster accountability for student recruitment and retention;
- there is an agreed student recruitment and retention strategy taking into account:
 - ◆ College strategic objectives, the Regional Outcome Agreement and Scottish Funding Council (SFC) outcomes;
 - ◆ agreed student recruitment and retention targets;
 - ◆ equal opportunities;
 - ◆ widening participation;
 - ◆ admissions policy;

Objectives (continued)

- an annual student recruitment plan is in place to define and coordinate recruitment activity including a recruitment lifecycle. Recruitment / promotional activities are:
 - ◆ planned;
 - ◆ activities are designed to be economic, efficient and effective;
 - ◆ underpinned by recruitment data and market intelligence;
 - ◆ coordinated;
 - ◆ reviewed, monitored and evaluated;
- an annual student retention plan is in place to define and coordinate activities designed to identify students at risk of dropping out at an early stage and provide them with the necessary support to retain them at the College;
- knowledge, skills and training is provided to staff who are engaged in recruitment activity and in helping to retain students who are at risk of leaving the College; and
- there are mechanisms to handle recruitment complaints and obtain feedback where possible from students who leave the College prematurely and identify and take remedial action where necessary.

Our audit approach will be:

We will assess whether the above objectives have been met through discussions with student representatives, key staff, including the Deputy Principal, Assistant Principal Quality and Performance, Head of MIS, Assistant Principal Student Experience, and a sample of academic managers, and review of relevant documentation.

Audit Assignment:	Staff Development
Priority:	Medium
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	5

Scope

Our review will consider whether the College is making best use of its staff and developing their skills and expertise to meet the current and future needs of students and other stakeholders. The review will have a specific focus on training and personal development planning.

Objectives

The objective of this audit will be to ensure that:

- the organisation's approach to training, including induction training, is clearly informed by an assessment of where there are skills / knowledge / performance gaps;
- the organisation has a systematic approach to evaluating its training to ensure that it is achieving the desired impact;
- there is a systematic approach for translating business objectives into actions / tasks for members of staff;
- a systematic approach is utilised to communicate personal objectives and performance expectations to staff;
- a systematic process is used to provide feedback to staff on their performance and to agree on any action(s) to improve performance; and
- there is a systematic approach for ensuring that the College makes full use of the skills and knowledge of its staff.

Our audit approach will be:

The Assistant Principal - Human Resources, the Organisational Development Manager, and a sample of senior managers across the College, will be interviewed and the organisation's policies, procedures and structure will be reviewed, to assess compliance with the above objectives.

Audit Assignment:	Teaching Staff Utilisation BPR
Priority:	High
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	5

Scope

The scope of this assignment will be to carry out a review of the College's current procedures for the various stages of the processes for timetabling and the preparation of staff allocation models with a view to identifying and removing waste from the current processes and proposing procedural improvements.

The specific focus of the review will be given further consideration by the Deputy Principal and this will be reflected in the scope and objectives prior to finalisation.

Objectives

To objectives of the review will be to ensure that:

- The anticipated outcomes for all internal stakeholders from the timetabling and staff utilisation processes are clearly defined and connect to the staffing budget;
- The value of services provided as part of the timetabling and staff utilisation processes are quantified from a student perspective and from the perspective of external stakeholders (e.g. compliance with SFC Credits and Student Support Funds guidance);
- The steps in the value chain are identified;
- Steps which do not add value are identified with a view to eliminating them; and
- Steps that create value occur in tight sequence and are reflected in an efficient and effective timetabling and staff allocation modelling process; and
- Arrangements are in place to deliver consistency in the timetabling and staff utilisation processes by embedding any agreed revisions in updated operating procedures for the College.

Our audit approach will be:

Through a facilitated workshop, or via interviews with key staff nominated by the College and student representatives, we will utilise a range of business improvement tools to identify internal and external stakeholder and student needs; identify opportunities for removing inefficiency and waste from the current timetabling and staff utilisation processes and map out revised processes which will create a flow between value creating steps to improve the existing processes.

We will then prioritise the issues, in discussion with key College staff, and develop an action plan to drive improvement. This action plan will consider any changes required to existing operating procedures to ensure that any changes to the timetabling and staff utilisation modelling processes are deliverable and embedded across the College.

Audit Assignment:	Space Management / Room Utilisation
Priority:	High
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	6

Scope

Our review will examine the planning and utilization of space in all three campuses and will specifically examine:

- The data gathered to assess the available space and the mix of usage between teaching, recreational; and informal learning/break out spaces;
- The methodology deployed to allocate teaching space and informal learning/break out areas;
- The recording and assessment of actual utilisation rates; and
- The methodology deployed to assess the future needs of the College estate in order to deliver the future curriculum effectively and to build the need for any investment into financial plans.

Objectives

The objectives of this audit will be to ensure that:

- the College is aware of how space is currently being utilized in each campus;
- the time-tabling process takes sufficient cognisance of space utilisation;
- efficient use is being made of a centralised booking system;
- there are appropriate monitoring and reporting frameworks in place to ensure that allocated space is utilized effectively; and
- Future space requirements have been assessed and have been aligned to future delivery models and reflected within the financial plan.

Our audit approach will be:

We will assess whether these objectives have been met by meeting with staff responsible for time-tabling, centralised room booking, space utilisation surveys and the assessment of future space requirements to effectively deliver the curriculum.

The review will be primarily of the systems and procedures in place although compliance testing will be carried out where appropriate.

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Audit Assignment:	Debtors / Income
Priority:	Medium / Low
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	5

Scope

This audit will focus on the systems of internal control in place for income within the College in relation to commercial income generating activities, education contracts and other income. In addition, debt management and recovery procedures will be considered.

Objectives

The objectives of this review will be to ensure that:

- invoices / claims are raised promptly in respect of income due to the College;
- credit notes are appropriately authorised before issue; and
- adequate debt management and recovery procedures are in place and are consistently followed in practice.

Our audit approach will be:

From discussion with Finance and wider College staff we will identify the key internal controls in place in the above areas and compare these with expected controls. We will report on any areas where expected controls are found to be absent or where controls could be further strengthened.

Compliance testing will then be carried out where necessary to ensure that the controls in place are operating effectively.

Internal Audit Annual Plan 2021/22 - DRAFT

Audit Assignment:	Business Development
Priority:	Medium
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	5

Scope

This audit will consider the key risks in relation to the College's commercial (non-SFC funded) activities.

Objectives

The main objective of this audit will be to establish whether procedures in place within the College are sufficient to maximise income generation and margin from commercial (non-SFC) activities, which reflects the true cost of College input.

Secondary objectives will be to ensure that:

- an effective strategic and operational planning process has been established;
- an appropriate management and support structure has been put in place to identify and promote commercial opportunities and measure performance against planned targets;
- there is effective pricing in the market place, with full cost recovery as the target and careful consideration being given to activity which does not meet this target;
- management information is adequate and easily accessible to all relevant staff;
- there is regular review of activities by the Board and its committees;
- feedback is sought from customers and acted upon;
- appropriate systems and procedures are in place to manage intellectual property risks covering areas such as: ownership; identification; application approval; and maintenance; and
- adequate arrangements have been put in place to prevent and respond to external claims against the College for breach of contract.

Our audit approach will be:

From discussion with the Vice Principal Resources and College Development, Assistant Principal International and Business Development, and the Head of Business Development, and review of relevant documents, we will establish the key controls in place within the above areas and consider their adequacy.

Where relevant, sample testing will be carried out to establish whether key controls in place within the above areas are operating effectively in practice.

Audit Assignment:	Credits Audit
Priority:	Required annual audit
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	7

Scope

Credits Audit Guidance, issued by SFC, requests that colleges obtain from their auditors assurances as to the reasonableness of procedures used in the compilation of the Credits related element of the student activity data for the academic year (FES return).

Objectives

To obtain reasonable assurance that:

- the student data returns have been compiled in accordance with all relevant guidance;
- adequate procedures are in place to ensure the accurate collection and recording of the data; and
- the FES return on student activity data contains no material misstatements.

Our audit approach will be:

Through discussion with College staff, and review of relevant documents, we will record the systems and procedures used by the College in compiling the returns to SFC and assess and test their adequacy. We will carry out further detailed testing, as necessary, to enable us to conclude whether the systems and procedures are working satisfactorily as described to us.

Detailed analytical review will be carried out obtaining explanations for significant variations from previous year’s activity.

Our testing will be designed to cover the major requirements for recording and reporting fundable activity identified at Annex C to the SFC Credits Audit Guidance and the key areas of risk identified in Annex D of the guidance.

We will also review the final error report from the FES on-line checks.

Audit Assignment:	Student Support Funds
Priority:	Required annual audit
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	6

Scope

We will carry out an audit on the College's student support funds for the year ended 31 July 2022 and provide an audit certificate. Three specific fund statements will require to be audited:

- Further Education Discretionary Fund, Further and Higher Education Childcare Fund and Bursary Return;
- Higher Education Discretionary Fund; and
- Education Maintenance Allowance (EMA) Return.

Objectives

The audit objectives will be to obtain reasonable assurance that:

- the College complies with the terms, conditions and guidance notes issued by the SFC, SAAS and the Scottish Government;
- payments to students are genuine claims for hardship, childcare, bursary or EMA, and have been processed and awarded in accordance with College procedures; and
- the information disclosed in each of the returns for the year ended 31 July 2022 is in agreement with underlying records.

Our audit approach will be:

- Reviewing the year's guidance from the SFC, SAAS and the Scottish Government and identifying internal procedures through discussion with College staff, and review of relevant documents;
- Agreeing income to letters of award;
- Reconciling expenditure through the financial ledger to returns, investigating reconciling items;
- Reviewing for large or unusual items, obtaining explanations where necessary; and
- Carrying out detailed audit testing, on a sample basis, on expenditure from the funds.

Audit Assignment:	Follow-Up Reviews
Priority:	Various
Fieldwork Timing	TBC
Audit Committee Meeting:	TBC
Days:	3

Scope

This review will cover reports from the 2020/21 internal audit programme and reports from earlier years where previous follow-up identified recommendations outstanding.

Objectives

To establish the status of implementation of recommendations made in previous internal audit reports.

Our audit approach will be:

- for the recommendations made in previous reports ascertain by enquiry or sample testing, as appropriate, whether they have been completed or what stage they have reached in terms of completion and whether the due date needs to be revised; and
- prepare a summary of the current status of the recommendations for the Audit Committee.

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AUDIT COMMITTEE MEETING

Date of Meeting	24 November 2021
Paper Title	2020/21 Student Activity Data Audit Report
Action	Information
Prepared by	Tracy Elliott, Assistant Principal Finance and Infrastructure
Agenda Item	21.54
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to submit to the Committee for information the 2020/21 Student Activity Data Audit Report which has been produced by the College's Internal Auditors, Henderson Loggie.

2. ACTION FOR THE BOARD

- 2.1 Members of the Audit Committee are invited to note this paper.

3. BRIEF BACKGROUND INFORMATION

- 3.1 It is a requirement that an audit of student activity data is completed each year for every college after the end of the academic session to verify student activity data against the SFC target. The report contains no recommendations.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 2020/21 Student Activity Data Audit Report is attached at Annex 21.54A.

5. RISKS

- 5.1 There are no specific risks associated with this paper. This report corresponds with the Financial Risk F2 in the College Strategic Risk Register.

6. ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY.

- 6.1 The College is required to have an internal audit function undertaken each year as part of the Financial Memorandum.

Glasgow Clyde College

2020/21 Student Activity Data

Internal Audit report No: 2021/09

Draft issued: 2 November 2021

Final issued: 5 November 2021



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Management Summary

Introduction

The Guidance Notes issued by the Scottish Funding Council (SFC) on 2 August 2021, '*FES Return and Audit Guidance 2020-21*' requested submission by Glasgow Clyde College ('the College') of the FES return for session 2020/21, which includes the Credits data relating to College activity for the academic year 2020/21.

Guidance on completion of the 2020/21 return was issued by the SFC on 6 August 2020.

The Credits Audit Guidance requests that colleges obtain from their auditors their independent opinion on the accuracy of the FES return.

Scope of the Audit

In accordance with the Credits Audit Guidance we reviewed and recorded the systems and procedures used by the College in compiling the returns and assessed and tested their adequacy. We carried out further detailed testing, as necessary, to enable us to conclude that the systems and procedures were working satisfactorily as described to us.

Detailed analytical review was carried out, including a comparison with last year's data, obtaining explanations for significant variations by Price Group.

Our testing was designed to cover the major requirements for recording and reporting fundable activity identified at Annex C to Credits Audit Guidance, COVID-19 related guidance at Annex D and the key areas of risk identified in Annex E.

Audit Staffing

An Audit Director with 28 years' experience in the further and higher education sectors had overall responsibility for the planning, control and conduct of the audit and supervised and reviewed work performed by a Manager with 16 years' experience in the sector respectively.

The quality of audit work undertaken by the firm is enhanced through continuous review of procedures and the implementation of individual training programmes designed to address the needs of each team member.

The total number of audit days was 7, split 1 day for the Audit Director and 6 days for the Manager.

Audit Findings

The points that we would like to bring to your attention have been grouped together under the following headings to aid your consideration of them:

- Introduction
- Systems and Procedures for Compilation of Returns
- Analytical Review

No issues have been identified from our audit testing for 2020/21 that required a recommendation for improvement to be made.



Conclusion

Our report was submitted to the SFC on 8 October 2021. We reported that, in our opinion:

- the student data returns have been compiled in accordance with all relevant guidance.
- adequate procedures are in place to ensure the accurate collection and recording of the data;
and
- on the basis of our testing we can provide reasonable assurance that the FES return contains no material misstatement.

A copy of our Audit Certificate is included at Appendix I to this report.

Acknowledgments

We would like to take this opportunity to thank the staff at the College who helped us during our audit review.



Management Summary

1. Introduction

1.1 SFC Guidance

1.1.1 The Credits Audit Guidance issued by the Scottish Funding Council (SFC) on 2 August 2021 sets out, at Annex E, the key areas of risk in relation to the preparation of the FES return. These are:

- identification of non-fundable activity, both courses and students.
- classification as higher education or further education.
- classification as full-time or other than full-time.
- identification and counting of infill students.
- allocation of Price Group code.
- capturing of enrolments and identification and recording of student withdrawals.
- allocation of Credit values.
- claims for related study.
- recording of fee waivers.
- recording of progress for students on open / distance learning programmes.
- claims for non-accredited work experience / placement; and
- claims for collaborative provision.

1.1.2 For academic year 2020/21 we established that there had been no significant changes to the systems and procedures used in the compilation of the returns. We then carried out detailed testing, as necessary, to enable us to conclude that the systems and procedures were working satisfactorily. Detailed analytical review was carried out, including a comparison with last year's data, and obtaining explanations for significant variations by Price Group.

1.1.3 As requested by the Credits Audit Guidance this report indicates: the scope of the audit; the approach taken; an indication of analytical review work performed; the extent of checking undertaken; the external data examined; review of prior year recommendations; and the main findings from our audit work. No errors were found during the course of the audit in the total Credits claimed although the ESF Credits achieved was adjusted downwards (refer paragraph 2.2 of the report).



2. Systems and Procedures for Compilation of Returns

2.1 Introduction

- 2.1.1 Detailed testing at the year-end Credits audit included two main tests on courses and individual students.
- 2.1.2 The following tests were carried out for a sample of 15 courses selected from the UNIT-e system:
- Ensured that the course met the criteria for fundable activity set out in the Credits guidance.
 - Where applicable, ensured that the course met the definition of further or higher education set out in the Credits guidance.
 - Ensured that courses recorded as full-time met the definition for full-time as set out in the Credits guidance.
 - Checked the student total for a programme against course / class lists or course / class register. Checked calculation of the required date and ensured that students who had withdrawn prior to this date had been excluded from the Credits count; and
 - Checked allocation of Credits to courses is in accordance with the Credits guidance.
- 2.1.3 For a total of 77 students selected from the above courses the following tests were carried out, where applicable:
- Ensured that the student met the criteria for fundable activity set out in the Credits guidance.
 - Checked back to signed enrolment forms, or electronic equivalent, for the 2020/21 academic year.
 - For infill courses, ensured that Credits were allocated according to the modules attended by individual students rather than by the default value for the courses being infilled.
 - Checked to student attendance / engagement records and, for withdrawals (including a further sample of 15 full-time students who withdrew within two weeks after the Credits qualifying date), checked that the withdrawal date noted on the system was the last date of physical attendance; and
 - For students undertaking work experience ensured that the Credits value had been calculated in line with the Credits guidance.
- 2.1.4 The following tests were carried out by reviewing records for all College courses:
- Confirmed that there were no claims for more than one full-time enrolment per student for 2020/21 and ensured that Credits had not been claimed in respect of courses that were related in respect of subject area, unless progression could be clearly established; and
 - Confirmed that there were no claims for overseas students and students enrolled on full cost recovery commercial courses.
- 2.1.5 We reviewed the systems for recording fee waiver entitlement and carried out an analytical review to ensure the accuracy of the fee waiver element of the FES return. For a random sample of nine part-time students we confirmed that College staff had verified the entitlement to benefit.
- 2.1.6 It was confirmed by the Head of MIS that the College is not involved in any collaborative provision and no such courses were identified during our audit testing. No further work was therefore required in this area.
- 2.1.7 Before signing our audit certificate, we reviewed the final FES online report and the explanations for remaining errors.
- 2.1.8 From our review and testing of the systems and procedures used in the compilation of the returns, we concluded that overall, they were adequate to minimise risk in the areas identified in Annex D of the Credits Audit Guidance and were working satisfactorily as described to us.



2. Systems and Procedures for Compilation of Returns (continued)

2.1 Introduction (continued)

2.1.9 The remainder of this report discusses issues identified during our review of the 2020/21 student activity data.

2.2 European Social Funds (ESF)

2.2.1 Audit testing of an initial sample of 10 students where ESF Credits were being claimed identified that participant forms were only available for three students. Through discussions with College staff, we noted that the College's interpretation of guidance issued by the SFC during 2020/21 was that, due to challenges in obtaining information as a result of Covid restrictions, the SFC had relaxed the requirement for completed participant forms and supporting evidence to be made available for ESF students in 2020/21. The College shared a letter from the SFC, dated May 2021, which it believed supported this assertion. The letter noted that the European Commission had not relaxed any evidence requirements however advised that the SFC would not seek to recover funding from any institution due to their inability to collect 'wet' signatures and other required in-person evidence. The SFC however reiterated that institutions should work towards gathering as much compliant evidence as possible within the limitations of the Scottish Government public health advice on COVID-19. Following our consideration of the SFC letter and reading of the ESF Developing Scotland's Workforce programme guidance AY 2020-21, issued August 2020, and ESF FAQs for 2020/21 available on the SFC website, and further discussion with the College, it was agreed that as a minimum a completed (although not necessarily 'wet' signed) participant form should be in place and there should be evidence that the College had attempted to obtain supporting documents such as I.D. and right to live in the UK checks.

2.2.2 Following a further review by the College of the evidence held for ESF eligible students, the College revised downwards its original ESF Credits claim after removing from the FES any student that was marked as ESF but where no participant form was in place. The remaining students included in the ESF Credits count included those where a fully completed participant form and supporting evidence was available, or students where at least a fully completed participant form was available. Per the FES data provided for audit, the College originally identified 9,297 ESF Credits. Following a review by the College this was revised to 3,998 Credits. The College ESF target for 2020/21 was set as 5,890 Credits. There was no overall impact on the total Credits claimed for the year which remained at 124,661.

2.2.3 Updated FES data showing a revised claim for ESF Credits was provided by the College during the audit from which we selected a new sample of 10 students with testing carried out on the College's systems for administering the additional funding, in line with conditions of grant. This included:

- a) reviewing the eligibility of students flagged for ESF Credits;
- b) ensuring that supporting documentation was held for ESF students, including: a completed participant form; proof of nationality; proof of permanent residence; and appropriate notification issued to the student; and
- c) ensuring that Credits are only claimed for completed modules.

Whilst documentary evidence of the right to live / work in the UK was not available for one student in the sample, this was accepted in line with the SFC guidance for 2020/21. No further issues regarding eligibility were identified.



3. Analytical Review

3.1 The analytical review by Price Group for the current year, included at Appendix II of this report, showed significant variances in Price Groups 1, 3 and 5. These were discussed with College management. The explanations we received provided us with additional assurance that the Credits claim does not contain material errors:

- Price Group 1: increase of approx. 2,500 Credits due to expansion in general education programmes, including several more cohorts for Entry to Teaching for Graduates and Introduction to Social Sciences, and stronger recruitment in mixed Highers / National 5 cohorts in Arts / Humanities;
- Price Group 3: decrease of approx. 3,000 Credits due to mainly contraction of Engineering school (over 1,500 Credits) but also in Construction and Energy and Building Services schools. This was in line with the overall lower credit target for the College in 2020 – where the credit target for the Engineering, Computing and the Built Environment faculty reduced by 2,200 compared to 2019/20; and
- Price Group 5: decrease of approx. 2,000 Credits due to contraction in ESOL and Supported Learning schools, in line with overall College target reduction, as well as some change to Pre-Apprenticeship programme in Engineering, Computing and the Built Environment faculty which removed them from Price Group 5.



Appendix I – Copy of Audit Certificate

GLAS366/DA/STI

Glasgow Clyde College
690 Mosspark Drive
Glasgow
G52 3AY

8 October 2021

Dear Sirs

Auditor's Report to the Members of the Board of Management of Glasgow Clyde College

We have audited the FES return which has been prepared by Glasgow Clyde College under SFC's Credit Guidance for colleges issued 6 August 2020 and which has been confirmed as being free from material misstatement by the College's Principal in his Certificate dated 7 October 2021. We conducted our audit in accordance with guidance contained in the 2020-21 audit guidance for colleges. The audit included an examination of the procedures and controls relevant to the collection and recording of student data. We evaluated the adequacy of these controls in ensuring the accuracy of the data. It also included examination, on a test basis, of evidence relevant to the figures recorded in the student data returns. We obtained sufficient evidence to give us reasonable assurance that the returns are free from material misstatement.

In our opinion:

- the student data returns have been compiled in accordance with all relevant guidance;
- adequate procedures are in place to ensure the accurate collection and recording of the data; and
- on the basis of our testing we can provide reasonable assurance that the FES return contains no material misstatement.

Stuart Inglis
Director
For and on behalf of Henderson Loggie LLP
Chartered Accountants
Dundee Office
stuart.inglis@hlca.co.uk

8 October 2021

Date FES returned: 1 October 2021



Appendix II – Price Group Analytical Review 2019/20 and 2020/21 – Figures

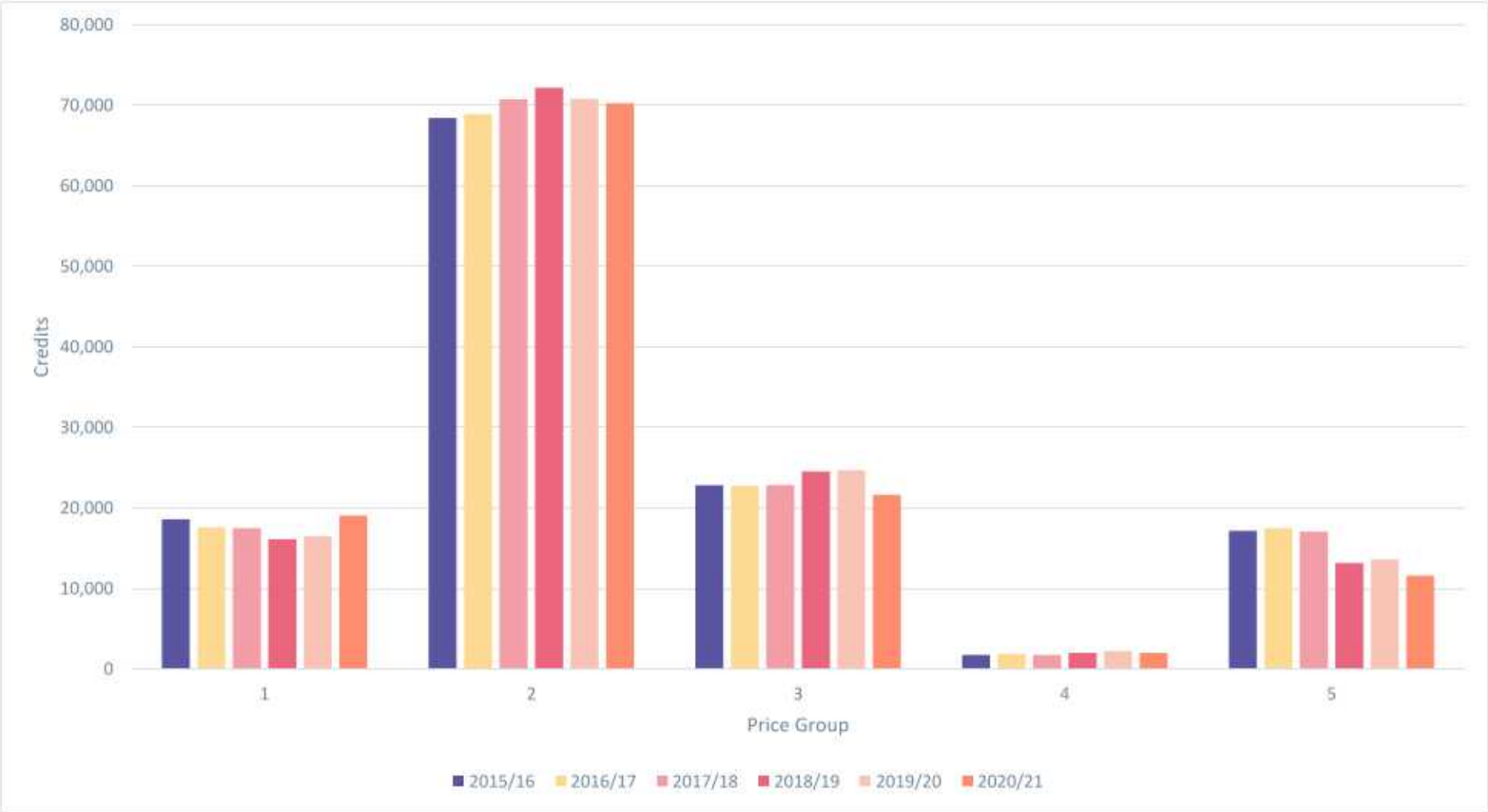
Price Group	2019/2020		2020/2021		Variance	Variance
	Credits		Credits		Credits	%
1	16,511		19,090		2,579	15.6
2	70,805		70,288		(517)	(0.7)
3	24,715		21,670		(3,045)	(12.3)
4	2,250		2,011		(239)	(10.6)
5	13,615		11,602		(2,013)	(14.8)
	127,896		124,661		(3,235)	(2.5)

College Funded Target 2020/21 126,546 Credits

The above target figure includes 120,556 core Credits, 100 YPG/NTTF and 5,890 ESF Credits

Final claimed 2020/21 124,661 Credits (including 70 YPG/NTTF and 3,998 ESF Credits)

Appendix III – Price Group Analytical Review 2015/16 to 2020/21 – Graph



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AUDIT COMMITTEE MEETING

Date of Meeting	24 November 2021
Paper Title	2020/21 Student Support Funds Audit Reports
Action	Information
Prepared by	Tracy Elliott, Assistant Principal Finance and Infrastructure
Agenda Item	21.55
Status	Disclosable

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to submit to the Committee for discussion the 2020/21 Student Support Funds Audit Report and related signed returns to the Scottish Funding Council (SFC) and the Students Awards Agency for Scotland (SAAS). This report has been produced by the College's Internal Auditors, Henderson Loggie.

2. ACTION FOR THE BOARD

- 2.1 Members of the Audit Committee are invited to note this paper.

3. BRIEF BACKGROUND INFORMATION

- 3.1 There are four student support funds which Glasgow Clyde College administers on behalf of others and these are bursary funding, childcare funding, discretionary funding and educational maintenance allowances.
- 3.2 The student support funds represent a substantial amount of funding which is allocated to students by the College on behalf of various bodies following their relevant guidance and national policies. Each of the funds needs to be fully accounted for and audited for each academic year. For the bursary funding, further education discretionary funding, and childcare funding, the Scottish Funding Council (SFC) provided an allocation for the academic year 2020/21 which totalled just over £11.6Million for Glasgow Clyde College students, the largest element being bursary funding at £9.1Million. The Higher Education discretionary funding is allocated by the Student Awards Agency for Scotland (SAAS) and was £741k for Glasgow Clyde College students for the academic year 2020/21. Educational maintenance allowances are claimed retrospectively from SFC based on actual sums paid to students.
- 3.3 It should be noted that the College saw a reduction in demand for student support payments in 2020/21 as a result of COVID-19 and, as such, did not need to draw down the full SFC funding allocation.

4. SUPPORTING DOCUMENTATION/ FURTHER INFORMATION

- 4.1 The 2020/21 Student Support Funds Audit Report is attached at Annex 21.55A. The audit report indicates that Henderson Loggie were able to certify all fund statements for the year and submit them to the appropriate bodies without reservation or qualification. There are no new recommendations and the related auditor letters and supporting returns are included as appendices to the report.

5. RISKS

- 5.1 There are no specific risks associated with this paper.

6. ANY OTHER SIGNIFICANT IMPACT e.g STUDENT EXPERIENCE/ LEGAL / FINANCIAL/ EQUALITY& DIVERSITY.

- 6.1 The College is required to have an internal audit function undertaken each year as part of the Financial Memorandum.

Glasgow Clyde College

2020/21 Student Support Funds

Internal Audit report No: 2021/10

Draft issued: 2 November 2021

Final issued: 5 November 2021



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Appendix II	Education Maintenance Allowance Return and Audit Certificate	
Appendix IV	Updated Action Plan – Student Support Funds 2019/20	
Appendix V	Updated Action Plan – Student Support Funds 2018/19	

Management Summary

Introduction

Colleges receive **Discretionary Funds** from the Scottish Funding Council (SFC) and the Student Awards Agency for Scotland (SAAS) to provide financial help for students where access to, or continuance in, further or higher education would otherwise be denied due to financial hardship. The maximum payable from both the Further Education Discretionary Fund and the Higher Education Discretionary Fund is normally £4,000 however, as in 2019/20, this limit was relaxed for 2020/21 to allow additional support to be given to students financially impacted by COVID-19.

Childcare Funds sit alongside the Discretionary Funds to provide assistance with the cost of formal childcare expenses. From academic year 2011/12, childcare funds for higher education students formerly allocated to colleges by SAAS, were transferred to the SFC who now allocates childcare funding direct to colleges for all eligible further and higher education students. No limit is placed on the amounts individuals can access and colleges have the flexibility to determine award levels themselves. Priority must however be given to lone parents, part-time students and mature students when allocating funds from the Further Education Childcare Fund.

The Discretionary and Childcare Funds must be administered, and payments made, in accordance with SFC and SAAS guidelines.

Bursary funds are given to students at the discretion of a college to help maintain that student in their education beyond their compulsory school leaving date. An award can include allowances that cover a student's maintenance, travel and study costs. Colleges can also use bursary funds for allowances to cover costs incurred by a student due to an additional home, their dependants and / or special education needs.

Colleges must apply the terms of the National Policy for Further Education Bursaries, together with applicable legislation and supplementary letters issued by the SFC, when using the funds allocated to them for bursary purposes. The policy sets out the minimum criteria, maximum rates and minimum contribution scales that a college must apply in allocating bursary funds, however, a college may vary the terms of the policy by imposing additional eligibility criteria or conditions. Figures used within the policy to calculate a student's award may be varied, but only in order to reduce the value of an award, although where a college chooses to supplement bursary funds from its own resources it may use the additional resources as it sees fit.

Education Maintenance Allowances (EMAs) provide financial support for 16- to 19-year-olds from low-income households who are attending non-advanced full-time education at school, college or are home educated. Eligible students receive £30 per week, which is targeted at young people from the lowest income families.

EMAs must be administered, and payments made, in accordance with SFC and Scottish Government guidelines

Audit Scope

For the 2020/21 academic year three specific fund statements were required for audit:

- Further Education Discretionary Fund, Further and Higher Education Childcare Fund and Bursary Return;
- Higher Education Discretionary and Childcare Fund; and
- Education Maintenance Allowance Return.



Audit Objectives

The audit objectives were to ensure that:

- The College complies with the terms, conditions and guidance notes issued by SFC, SAAS and the Scottish Government;
- Payments to students are genuine claims for hardship, bursary or EMA, and have been processed and awarded in accordance with College procedures; and
- The information disclosed in each of the returns for the year ending 31 July 2021, is in agreement with underlying records.

Audit Approach

The audit approach included:

- Reviewing new guidance from SFC, SAAS and the Scottish Government, including additional guidance issued in response to the COVID-19 pandemic, and identifying internal procedures;
- Agreeing income to letters of award;
- Reconciling expenditure through the financial ledger to returns, investigating reconciling items;
- Reviewing College analysis spreadsheets for large or unusual items, obtaining explanations where necessary; and
- Carrying out detailed audit testing, on a sample basis, on expenditure from the funds.

Audit guidance issued by the SFC was utilised.

Action Plan

The action that we consider necessary on each issue is highlighted in the text for clarity and an action plan for implementation of these recommendations can be found in section 2.

To aid the use of the action plan, our recommendations have been graded to denote the level of importance that should be given to each one. These gradings are as follows:

Priority 1	Issue subjecting the College to material risk and which requires to be brought to the attention of management and the Audit Committee.
Priority 2	Issue subjecting the College to significant risk and which should be addressed by management.
Priority 3	Matters subjecting the College to minor risk or which, if addressed, will enhance efficiency and effectiveness.

Findings and Conclusions

We were able to certify all fund statements for the year and submit these to the appropriate bodies, without reservation.

In our covering letter to the SFC enclosing the audited EMA Return we made the following observation arising from our audit work. Total EMA payments of £298,530 were made by the College in the year-ended 31 July 2021 compared with £299,490 included in the monthly returns and year-end statement. The difference of £960 relates to an overclaim made during the year, which has been adjusted by the College in the monthly return for September 2021.



Findings and Conclusions (Continued)

In our covering letter to SAAS enclosing the audited HE Discretionary and Childcare Return we made one observation. The College has a separate bank account into which the HE Discretionary Funds received from SAAS are paid into however this account is not interest bearing. All payments to students are made from the College's main bank account and funds are transferred between the two accounts as required. The College uses the Government banking service for all of its financial transactions, on instruction from the Scottish Funding Council, and these accounts do not pay interest.

Copies of the fund statements and audit certificates are provided at appendices I to III of this report.

Acknowledgments

We would like to take this opportunity to thank the staff at the College who helped us during our audit.



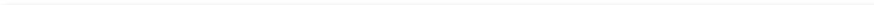
Appendix I – Further Education Discretionary Fund, Further and Higher Education Childcare Fund and Bursary Return and Audit Certificate



**Appendix II – Higher Education Discretionary and Childcare Fund
Return and Audit Certificate**



Appendix III – Education Maintenance Allowance Return and Audit Certificate



Appendix IV – Updated Action Plan 2019/20

Recommendation	Grade	Management Comments	Agreed Y/N	Responsible Officer For Action	Agreed Completion Date	Progress at November 2021
<p>Bursary Fund</p> <p>R1 Review the regular checks carried out on Bursary awards and consider what improvements could be made to identify the type of error highlighted in this report (e.g., errors in calculation of care experienced maintenance allowance and travel allowance).</p>	3	<p>Both errors have occurred as an oversight when assessing awards:</p> <ul style="list-style-type: none"> • The Care Experienced calculation has now been automated, removing the manual assessment used in previous years; and • Staff will be reminded of the assessment procedures, highlighting, the alternative income that should be taken into account i.e., DLA / PIP. 	Yes	Student Funding Manager	June 2021	<p>No similar issues noted during audit testing in 2020/21.</p> <p>Fully Implemented</p>



Appendix V – Updated Action Plan 2018/19

Recommendation	Grade	Management Comments	Agreed Y/N	Responsible Officer For Action	Agreed Completion Date	Progress at October 2020	Progress at November 2021
<p>EMA</p> <p>R3 Ensure that a sample of rejected EMA applications are included in the 5% spot-checks undertaken by the College.</p>	3	The first EMA spot-check is scheduled to be carried out in January 2020 and this will include a sample of any rejected EMA applications.	Y	Student Funding Manager	January 2020	<p>College spot-checks for 2019/20 did not include a sample of rejected applications. Management advised that this will be rectified when the next spot-checks are carried out in January 2021.</p> <p><i>Little or No Progress Made</i></p> <p>Revised completion date: January 2021</p>	<p>College spot-checks for 2020/21 included a sample of rejected applications.</p> <p>Fully Implemented</p>

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Our ref: GLAS366/DA/STI

Your ref:

Scottish Funding Council
Apex 2
97 Haymarket Terrace
Edinburgh
EH12 5HD

27 October 2021

Dear Sirs

**Glasgow Clyde College
Discretionary Fund, Childcare Fund and Bursary Return 2020/21**

On behalf of our above named client, we attach the audited Discretionary Fund, Childcare Fund and Bursary Return for the academic year 2020/21.

Should you have any queries regarding the attached please do not hesitate to contact us.

Yours faithfully



Stuart Inglis
Director
For and on behalf of Henderson Loggie LLP
Chartered Accountants
Dundee Office
stuart.inglis@hlca.co.uk

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college=1003453 - Glasgow Clyde College report=Student Support Funding

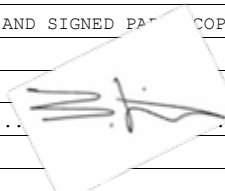
College Name: Glasgow Clyde College		College Contact: Michael Lang (Student Funding Manager)														
College Number: 1003453		Phone Number: 0141 272 3670														
1st August 2020 - 31st July 2021																
	(AAC 1)	(AAC 2)	(AAC 3)	(AAC 4)	(AAC5)	(AAC6)	(AAC 7)									
Bursary Funds	Student	Parentally		Parentally		Self-		Care-		Universal		Non-		Totals		
Expenditure	under 18	Supported		Supported		supporting		experienced		Credit		maintenance				
		(At home)		(Away from home)												
	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)
Maintenance Costs	2	3642	707	2018775	11	37470	600	2194821	251	1646284	259	255300	0	0	1830	6156292
Dependents Allowance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Approved Residence Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Personal Residence Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Study Expenses	1	249	553	126126	10	2773	465	116921	199	45992	193	59645	599	158297	2020	510003
Travel Expenses	1	310	156	49645	3	596	144	46931	93	30734	63	20799	273	94263	733	243278
Special Educational Needs	0	0	32	32750	0	0	27	14879	3	2009	8	1834	33	11607	103	63079
Total Bursary	2	4202	707	2227297	11	40837	600	2373522	251	1724979	259	337578	639	264173	2469	6972588
	(AAC 1)	(AAC 2)	(AAC 3)	(AAC 4)	(AAC5)	(AAC6)	(AAC 7)									
Discretionary Funds	Student	Parentally		Parentally		Self-		Care-		Universal		Non-		Totals		
Expenditure	under 18	Supported		Supported		supporting		experienced		Credit		maintenance				
		(At home)		(Away from home)												
	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)	Headcount	(£)
FE Discretionary	0	0	52	21235	2	2572	134	139175	19	10939	64	22012	292	140264	563	336197
Childcare Fund Expenditure																
		Headcount	Expenditure (£)													
Total FE Childcare Fund		153	554727													
Total HE Childcare Fund *		80	291827													
* UHI partner colleges to manually enter data on the CSV version of this report.																

	Part-time		Full-time		Totals	
	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)
FE childcare, lone parent	5	17474	20	69879	25	87353
FE childcare, other	47	148754	84	318620	131	467374
HE childcare, lone parent	0	0	14	51839	14	51839
HE childcare, other	0	0	66	239988	66	239988

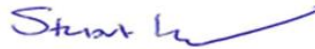
We have examined the books and records of the above college and have obtained such explanations and carried out such tests as we consider necessary. On the basis of our examination and the explanations given to us, we report that the information set out in these forms is in agreement with the underlying records.

We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate. * Delete if not applicable.

PLEASE RETURN AN ELECTRONIC AND SIGNED PARTIAL COPY OF THIS FORM TO THE SCOTTISH FUNDING COUNCIL.

Principals Signature 

Auditors Name (in printed capitals)HENDERSON LOGGIE LLP.....

Auditors Signature..... 

DIRECTOR
FOR AND ON BEHALF OF HENDERSON LOGGIE LLP, CHARTERED ACCOUNTANTS

Date of Signature.....27 OCTOBER 2021.....

Our ref: GLAS366/DA/STI

Your ref:

Student Awards Agency for Scotland
Saughton House
Broomhouse Drive
Edinburgh
EH11 3UT

27 October 2021

Dear Sirs

**Glasgow Clyde College
Higher Education Audited Fund Accounts Return 2020/21**

On behalf of our above named client, we attach the audited HE Fund Accounts Return for the academic year 2020/21.

Although we have not raised any reservations in our Auditor's Report we have one observation to make arising from our audit work. The College has a separate bank account into which the HE Discretionary Funds received from SAAS are paid into however this account is not interest bearing. All payments to students are made from the College's main bank account and funds are transferred between the two accounts as required. The College uses the Government banking service for all of its financial transactions, on instruction from the Scottish Funding Council, and these accounts do not pay interest.

Should you have any queries regarding the attached please do not hesitate to contact us.

Yours faithfully



Stuart Inglis
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For and on behalf of Henderson Loggie LLP
Chartered Accountants
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Income and Expenditure

Name of institution:

Glasgow Clyde College

	Undergraduate Discretionary Fund	Postgraduate Discretionary Fund	Childcare Fund (HE only)	COVID-19 Discretionary Fund	TOTAL	ADVICE NOTES
	£	£	£	£	£	
INCOME						
a	12,095.27				12,095.27	
b	334,239.00				334,239.00	Received in two payments 70% (Jun 20) and 30% (Jan 21)
c				406,964.00	406,964.00	Received Feb 2021
d					-	
e	-	-	-	-	-	
f	346,334.27	-	-	406,964.00	753,298.27	

Validity Checks

EXPENDITURE

g	247,082.80			155,198.60	402,281.40	Provide breakdown on Funds Expenditure tab
h				187,759.00	187,759.00	
i				64,006.40	64,006.40	
j	99,251.47	-	-	-	99,251.47	
k	346,334.27	-	-	406,964.00	753,298.27	

NAME:

Jon Vincent

SIGNED:



DATE:

26/10/2021

AUDITOR'S REPORT

We have examined the books and records of the above institution and have obtained such explanations and carried out such tests as we considered necessary. On the basis of our examination and of the explanations given to us we report that the information set out above is in agreement with the underlying records and in our opinion is in accordance with the relative statutory requirements. We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate, and that an interest bearing account or accounts was in operation for the Funds which are separate from the Institution's account.

* Delete if not applicable

APPOINTED AUDITOR:

SIGNED:

DATE:

HENDERSON
LOGGIE LLP



27/10/2021

DIRECTOR
FOR AND ON BEHALF OF HENDERSON LOGGIE LLP, CHARTERED ACCOUNTANTS

REPORT ON FUNDS EXPENDITURE

	Glasgow Clyde College							TOTAL
	Undergraduate		Postgraduate		Childcare Fund Full Time	COVID-19 Fund		
	Discretionary Fund		Discretionary Fund					
	Full Time	Part Time	Full Time	Part Time	£	£	£	
a General living expenses	233,792.80	1,700.00				155,198.60	390,691.40	
b Travel		654.00					654.00	
c Childcare	10,336.00						10,336.00	
d Bursary /scholarship							-	
e Short-term loans not repaid in the academic year							-	
f Disability diagnosis costs							-	
g Equipment							-	
h Audit	600.00						600.00	
i Advertising and publicity							-	
j Other administration costs	-	-	-	-	-	-	-	
k Total (= grand total of (i) from the Income & Expenditure accounts return)	244,728.80	2,354.00	-	-	-	155,198.60	402,281.40	

Validity Checks

--	--	--	--	--	--

NAME:

Jon Vincent

SIGNED:



DATE:

26/10/2021

REPORT ON STUDENT NUMBERS

Name of institution: **Glasgow Clyde College**

	Undergraduate Discretionary Fund		Postgraduate Discretionary Fund		Childcare Fund (HE only)	COVID-19 Fund	TOTAL
	Full Time	Part Time	Full Time	Part Time	Full Time		

SUMMARY OF STUDENT NUMBERS

a Total number of students applying for assistance (= b+c)	307	6				195	-
b Total number of students assisted	307	6				195	-
c Total number of students refused assistance (= a-b)	-	-				-	-

For COVID Fund only: of the students in b above, how many were:

Winter COVID Fund only, was made also made available to both international and nursing students

d International Students						-	-
e Nursing Students						-	-

DETAIL OF STUDENT NUMBERS

f General living expenses	307	4				195	-
g Travel		2					-
h Childcare	4						-
i Bursary /scholarship							-
j Short-term loans not repaid in the academic year							-
k Disability diagnosis costs							-
l Equipment							-

Validity Checks

--	--	--	--	--	--	--	--

NAME:

Jon Vincent

SIGNED:



DATE:

26/10/2021

Please note, a student may be assisted in more than one category therefore the total number of students assisted may not equal the sum of students shown in individual categories.

Our ref: GLAS366/DA/STI

Your ref:

Scottish Funding Council
Apex 2
97 Haymarket Terrace
Edinburgh
EH12 5HD

27 October 2021

Dear Sirs

**2020/21 Education Maintenance Allowance
Glasgow Clyde College**

In accordance with the Scottish Funding Council's EMA audit guidance we attach an 'Auditors' Report' in relation to the above College's EMA Academic year-end statement for 2020/21 (copy attached).

As referred to in our Auditors' Report, we have one observation to make arising from our audit work. Total EMA payments of £298,530 were made by the College in the year-ended 31 July 2021 compared with £299,490 included in the monthly returns and year-end statement. The difference of £960 relates to an overclaim made during the year, which has been adjusted by the College in the monthly return for September 2021.

Should you have any queries regarding the attached please do not hesitate to contact us.

Yours faithfully



Stuart Inglis
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For and on behalf of Henderson Loggie LLP
Chartered Accountants
Dundee Office
stuart.inglis@hlca.co.uk

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College: Glasgow Clyde
AY 2020-21

College	Full Time students		Part Time Students		Total Maintenance	Admin Claim (Jan, Feb, July)	Headcount (Oct)	Notes	Maintenance		Administration	
	No of claims FT	Total maintenance FT	No of claims PT	Total maintenance PT					College Maintenance Adjustment	SubTotal Maintenance (=F+K)	College Administration Adjustment	Annual Admin payment to be made 2020
01/08/2020	0	£0	0	£0	£0	£0	0		£0	£0	£480	£0
01/09/2020	351	£10,530	0	£0	£10,530	£0	87		£0	£10,530	£0	£0
01/10/2020	963	£28,890	0	£0	£28,890	£0	187		£0	£28,890	£0	£0
01/11/2020	1,364	£40,920	0	£0	£40,920	£0	252		£0	£40,920	£0	£0
01/12/2020	1,235	£37,050	0	£0	£37,050	£0	0		£0	£37,050	£0	£0
01/01/2021	1,092	£32,760	0	£0	£32,760	£0	282		£0	£32,760	£0	£0
01/02/2021	1,042	£31,260	0	£0	£31,260	£5,175	345		£0	£31,260	£0	£0
01/03/2021	1,163	£34,890	0	£0	£34,890	£0	£0		£0	£34,890	£0	£0
01/04/2021	519	£15,570	0	£0	£15,570	£0	0		£0	£15,570	£0	£8,000
01/05/2021	1,543	£46,290	0	£0	£46,290	£0	0		£0	£46,290	£0	£0
01/06/2021	644	£19,320	0	£0	£19,320	£0	£0		£0	£19,320	£0	£0
01/07/2021	67	£2,010	0	£0	£2,010	£390	371		£0	£2,010	£0	£0
Totals	9,983	£299,490	0	£0	£299,490	£5,565	1524		£0	£299,490	£480	£8,000

Principal's declaration
I certify that the funds claimed by this college throughout the academic year, as detailed above, have been used in line with the requirements of the EMA programme.
I confirm that 5% of applications have been checked for compliance with the programme and are enclosed as evidence in support of this return.

Principal's name (please print)
Jon Vincent

Principal's signature


Date
26-Oct-21

		Payments made to College				
Total EMA Admin (=G+S+T)	Total EMA Spend (=L+U)	Month	Adminstration	Maintenance	Total	Balance
£480	£480	43709	£480	£0	£480	£0
£0	£10,530	43739	£0	£10,530	£10,530	£0
£0	£28,890	43770	£0	£28,890	£28,890	£0 X
£0	£40,920	43800	£0	£40,920	£40,920	£0 X
£0	£37,050	43831	£0	£37,050	£37,050	£0 X
£0	£32,760	43862	£0	£32,760	£32,760	£0 X
£5,175	£79,435	43891	£5,175	£74,260	£79,435	£0 X
£0	£0	43922	£0	£0	£0	£0
£8,000	£15,460	43952	£8,000	£7,460	£15,460	£0 X
£0	£46,290	43983	£0	£46,290	£46,290	£0 X
£0	£19,320	44013	£0	£19,320	£19,320	£0 X
£390	£2,400	44044	£390	£2,010	£2,400	£0
£14,045	£313,535		£14,045	£299,490	£313,535	£0

Our ref: GLAS366/DA/STI

Your ref:

Scottish Funding Council
Apex 2
97 Haymarket Terrace
Edinburgh
EH12 5HD

27 October 2021

Dear Sirs

**Glasgow Clyde College: Education Maintenance Allowance Return
Auditors' Report to the Scottish Funding Council (SFC) for the period from 1 August 2020
to 31 July 2021**

We have examined the books and records of the above College, including evidence of checks of five per cent of applications and payments, with a sample size appropriate to the size of the institution, and have obtained such explanations and carried out such tests as we considered necessary.

On the basis of our examination and of the explanations given to us, we report that, subject to the observation set out in our letter dated 27 October 2021, the information set out in these forms is in agreement with the underlying records.

We also report that, in our opinion, the College used these funds in accordance with the SFC's conditions and the principles of the Education Maintenance Allowance programme.

We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate.

Yours faithfully



Stuart Inglis
Director
For and on behalf of Henderson Loggie LLP
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Dundee Office
stuart.inglis@hlca.co.uk

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AUDIT COMMITTEE MEETING

Date of Meeting	24 November 2021
Paper Title	College Strategic Risk Register
Agenda Item	21.56
Paper Number	21.56A
Responsible Officer	Janet Thomson, Vice Principal Resources and College Development
Status	Disclosable
Action	For Noting

1 REPORT PURPOSE

- 1.1 This report considers the College's Strategic Risk Register which is updated regularly and reported to the Audit Committee and Board of Management on a quarterly basis.

2 RECOMMENDATION

- 2.1 Members are invited to note this paper.

3 BACKGROUND

- 3.1 The College's Strategic Risk Register as at 15th November 2021 is attached as Appendix A.

4.0 UPDATES TO THE RISK REGISTER

- 4.1 The changes since last reported to the Board in October are highlighted in red and the changes for this update are minor with only amendments to the narrative in the mitigating actions for two risks.
- 4.2 The first amendment is the narrative for the mitigating actions for F3 which is the financial risk of **failure to reduce College cost base on managed basis to meet requirements of the three year financial forecast** and the update here is to reflect the approval of the Revenue Budget and the three year Financial Forecast Return 2021/22 to 2023/24. The second risk which has been updated is the narrative against the governance risk **G4** which is the risk of **failure to recruit, train and retain an appropriately experienced Board of Management** for which the mitigating action has been added that

a new Clerk to the Board is being recruited to replace the post which will be vacated at the end of December.

- 4.3 As indicated to the October Committee and the October Board of Management meeting a column has been added to the Risk Register to assess the residual score of each risk against the College's Risk Appetite.
- 4.4 There are two risks which are shown as having a higher residual risk score than the overall College Risk Appetite of Open as both of these have a higher risk score than the range for Open of 15 to 19 (as shown in the key at the top of the Register), with both of these two risks having a residual risk score of 20. The first of these two highly scored risks is **Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income** which has a high score due to the challenges in achieving these income areas during the current environment. The second highly scored risk is **Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)** which is high due to difficulties in achieving the overall SFC credits target for 2021/22 due to the impacts of the pandemic on student recruitment and retention.
- 4.5 The comparison process to Risk Appetite was discussed at the October Audit Committee who were comfortable with the approach adopted at this stage however there was a discussion on whether it was the most appropriate to use the same risk appetite level across each risk area. It was agreed that it would be helpful to arrange a workshop with College management and the Chairs of the Board's Committees at which risk scoring and the risk appetite could be re-considered including the possibility of introducing different risk appetite levels across the different risk areas. This will review the Risk Register in detail against the Strategic Plan themes to provide the Board with comfort that the register has been subject to an updated scrutiny. This workshop is being arranged for January which will be after the SLT have refreshed the Strategic Plan to reflect the current position following the impacts of the last eighteen months e.g. in a major shift towards more blended learning and teaching.

5 RISK ANALYSIS

- 5.1 The College Strategic Risk Register is a key part of the College's risk management framework.

6 LEGAL IMPLICATIONS/FINANCIAL IMPLICATIONS/REGIONAL OUTCOME AGREEMENT IMPLICATIONS

6.1 The College is required to have a risk register as part of the Financial Memorandum and the financial implications are detailed within the financial risks section of the College Strategic Risk Register. The College also submits its Risk Register to GCRB who review the Risk Registers of the three Glasgow Colleges as well as having their own Risk Register.

7 HAS AN EQUALITY IMPACT ASSESSMENT BEEN CARRIED OUT?

7.1 N/A

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER										Key for Risk Appetite Residual Score Comparison: 1-6 = Averse, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry						
Key for abbreviations: SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee, FWFDF = Flexible Workforce Development Fund, VLE = Virtual Learning Environment, DELTA project = Delivering Excellence in Learning, Teaching and Assessment, VPN = Virtual Private Network										as at 15th November 2021						
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions							
					Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium / Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
Financial Risks																
F1	Failure to achieve surplus targets for commercial activity/Failure to achieve/maintain planned levels of non-SFC income	Financial / COVID impacts	Theme 2 and 5 - Partner of Choice and Financial Resilience through Operational Excellence	Assistant Principal International and Business Development	5	5	25	<p>Short term</p> <p>i) Revised commercial income/surplus plan now for 2020/21 and plan to rebuild for future years by each sector area based on medium and long term impacts following COVID 19 virus.</p> <p>ii) FWFDF key element of total activity and increased level during 2020/21</p> <p>iii) Greater use of digital marketing to promote course areas as effectively as possible</p> <p>Long Term</p> <p>iv) Regular monitoring between Business Development Unit, External Funding Unit and Faculty Management of commercial activity/non-SFC activity and future replacement activity will be identified as far as can be estimated however significant impacts from COVID through 2020/21 at least.</p> <p>v) Pipeline of activity being re-established as much as possible based on on-line or on-site delivery</p> <p>vi) Costing templates completed for all commercial activity. In year staff costs transfers of permanent staff costs.</p> <p>vii) Increased engagement and marketing effort during COVID to try to maintain as much of business as possible and to open and grow new income streams e.g. for retraining.</p> <p>viii) Spread of activity across a range of activity areas to reduce risk of one large contract failure to overall surplus.</p> <p>ix) Review and develop market opportunities through business development strategy and growing new markets.</p> <p>x) Keep informed of constitutional change implications of Brexit and impact on non-SFC activity for the College. Involvement in College sector Brexit forum.</p> <p>xi) Continued work with key partners to ensure successful projects delivered and funding maintained as much</p>	4	5	20	Higher than risk appetite (Hungry)	F1	Short	20	No change
F2	Failure to achieve contracted overall teaching delivery targets for any key partner (SFC/SDS/ESF)	Financial/Organisational / COVID impacts	Theme 2 and 3 - Partner of choice and Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	5	4	20	<p>Short Term</p> <p>i) Regular analysis and reporting of progress against SFC credits target for teaching delivery which is discussed at each Senior Leadership Team and Curriculum Assistant Principals meetings.</p> <p>ii) Continue to seek clarity on different SFC credits streams for 2021/22 & impacts for College</p> <p>iii) Focussed support for students to deliver student experience and to ensure stated teaching activity targets are met.</p> <p>iv) Closely monitor tuition fees income to assess potential COVID impacts on income</p> <p>Long Term</p> <p>v) Annually plan and deliver portfolio to required quality standards, ensuring appropriate recruitment, and improved retention of students.</p> <p>vi) Discussions within Glasgow Colleges Group and with other partners to plan curriculum and make changes annually to meet market needs and Government and SFC guidance</p> <p>vii) Work closely with relevant partners to ensure programmes implemented as planned</p> <p>viii) Aim to ensure annually all relevant agency (e.g. SDS) milestones and documentation requirements achieved</p> <p>ix) College undertake effective competitor analysis, clear branding and focused marketing to maintain effective student recruitment. Again significant COVID impacts on ongoing basis.</p>	4	5	20	Higher than risk appetite (Hungry)	F2	Short	20	No change
F3	Failure to reduce College cost base on managed basis to meet requirements of the three year financial forecast	Financial/Organisational / COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	5	5	25	<p>Short Term</p> <p>i) Revenue budget approved for 2021/22 2024</p> <p>ii) Cost reduction plan implemented in 2020/21 with reduction in staff levels and significant cuts in non-staff budgets across the College. VS Reductions and academic management restructure implemented.</p> <p>Long Term</p> <p>iii) Process of review of all areas to seek cost reductions, as well as seeking further efficiency through improved business processes.</p> <p>iv) First staff restructure from October 2019 through use of VS scheme with required agreement with GCRB and SFC.</p> <p>v) Successful bid to GCEF for additional funding support from November 2020.</p> <p>vi) Discussion on future potential changes being taken forward.</p> <p>vii) Zero based budgeting from 19/20 onwards for non-staff costs.</p> <p>viii) Three year Financial Forecast Return approved by the Board of Management and submitted to SFC</p>	3	5	15	As per Risk Appetite (Open)	F3	Medium	15	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER										Key for Risk Appetite Residual Score Comparison: 1-6 = Average, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry						
Key of abbreviations: SFC = Scottish Funding Council, GCRB = Glasgow Colleges Regional Board, GCG = Glasgow Colleges Group, SDS = Skills Development Scotland, ESF = European Social Fund, JISC = Joint Information Steering Committee, FWFDF = Flexible Workforce Development Fund, VLE = Virtual Learning Environment, DELTA project = Delivering Excellence in Learning, Teaching and Assessment, VPN = Virtual Private Network										as at 15th November 2021						
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions							
					Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium / Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change
F4	Adverse Funding changes in 2021/22 (SFC/SDS/ ESF) and future years	Financial / COVID Impacts	Theme 5 - Financial Resilience through Operational Excellence	Principal/ Vice Principals	4	5	20	<p>Short Term</p> <p>i) Financial plans developed by College Senior Leadership Team and monitored within framework of available activity through Glasgow Regional funding for teaching, student support funds and capital. Portfolio planning key element of cost base and monitored on ongoing basis. Portfolio for 2020/21 being monitored with blended/ on line activity where possible.</p> <p>ii) College working to achieve Flexible Workforce Development Fund target levels however this was impacted by COVID 19 arrangements and number of the related areas now moved to on line delivery.</p> <p>iii) SFC Funding allocations for 2021/22 now finalised.</p> <p>Long Term</p> <p>iv) Continue to aim to inform and influence funding allocations through Principals' Forum, Glasgow Colleges Regional Board, MSPs, and other appropriate bodies.</p> <p>v) Work with Colleges Scotland and Scotland's Colleges Partnership on lobbying regarding impact on ESF funding and development of future alternative resources. Closely monitor ESF delivery levels and suitable record keeping.</p> <p>vi) Projects progressed to address priority items as per College Capital masterplan based on affordability.</p>	3	4	12	Lower than Risk Appetite (Cautious)	F4	Medium	12	No change

GLASGOW CLYDE COLLEGE - STRATEGIC RISK REGISTER										Key for Risk Appetite Residual Score Comparison: 1-6 = Averse, 7-9 = Minimalist, 10-14 = Cautious, 15-19 = Open, 20-25 = Hungry									
as at 15th November 2020										as at 15th November 2020									
Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Score Before Mitigating Actions			Mitigating Actions	Score After Mitigating Actions										
					Probability	Impact	Risk Score		Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium / Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change			
Organisational Risks																			
O1	Failure of College operational processes/ ICT infrastructure including risk of cyber attack or fraud	Organisational / COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Vice Principal-Curriculum & External Relations	4	5	20	Short Term i) Monitoring systems in place across College and feedback from relevant staff. Any issues addressed as necessary and action taken. Plans ensure key systems security / performance not impacted during periods of financially challenging budget. Many systems/services cloud based and using VPN/remote desktop for staff to access systems while home working. Delivered laptops and wireless devices to staff and students who need them within the available resources levels. Long Term ii) Business system improvement process in place iii) Infrastructure designed not to have single points of failure with all campuses operating a sophisticated dual-core network topology. iv) Virtualisation infrastructure which improves server resilience with two main data centres at different campuses with tape/offsite and cloud backups of critical systems. v) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides support to secure against cyber attack and regular ICT network penetration testing undertaken by external bodies. vi) ICT backup procedures and Disaster Recovery planning. Cyber essentials+ status maintained. vii) Enterprise Malware detection and Web filtering technology and room based uninterruptable power supply in place with ICT climate monitoring facilities. viii) Fraud response plan in place	4	4	16	As per Risk Appetite (Open)	O1	Medium	16	No Change			
O2a	Negative impact on employee relations at a National level (e.g. national bargaining, industrial action)	Organisational / Reputational	Theme 4 - Employer of Choice	Principal/ Assistant Principal HR	4	5	20	Short Term i) Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications on any national matters. Long Term ii) Representation made through Employers Association Group, Colleges Scotland, Principals Forum, and GCRB, within national bargaining process. iii) Emphasis being made nationally on imperative of financial sustainability and affordability issues particularly given increased staffing costs and challenges of the Glasgow Regional context. iv) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action.	3	5	15	As per Risk Appetite (Open)	O2a	Short	15	No change.			
O2b	Negative impact on employee relations at a local College level (e.g. local consultation)	Organisational / Reputational	Theme 4 - Employer of Choice	Principal/ Assistant Principal HR	4	5	20	Short Term i) Focussed work with Trade Unions, specific and regular meetings with senior management, ensuring good flow of information, and ongoing communications. ii) Regular direct communication with staff e.g. staff briefings, focus groups. iii) COVID 19 related communication sent regularly to all staff from the Principal and union involvement in risk assessment discussions Long Term iv) Discussion with unions on impact on College financial sustainability and organisational impacts. v) Business continuity planning used to ensure all stakeholders appropriately communicated with in any potential industrial action. vi) Ensure transparency of College consultation process to maximise opportunities for enhanced communications with Trade Unions	3	4	12	Lower than Risk Appetite (Cautious)	O2b	Short	12	No change			
O3	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience	Organisational / Financial/ COVID impacts	Theme 1 & 3 - Inspirational Learning & Teaching & Unrivalled Student Experience	Vice Principal - Curriculum & External Relations	5	5	25	Short Term i) Regular monitoring of teaching KPIs across relevant curriculum measures and actions implemented to develop improvement strategies. ii) Quality Assurance processes undertaken through annual cycle of activities including self evaluation, verification, feedback and audit. iii) Heads of Curriculum and Unit Managers monitor quality and delivery of service and implement actions for improvement. Extensive training on Teaching, Assessment and E learning ensure staff are updated and enabled to deliver a high quality learning experience. iv) Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues v) Monitor feedback from student focus groups on student experience Long Term vi) Significant deployment of digital resources to learners in areas of need to enhance delivery of blended learning approaches as well as the enhanced use of the VLE vii) A range of student feedback mechanisms are used to gather and inform improvement activities to improve the wider student experience. Development of classroom observation protocol as intimated in national bargaining. viii) Collaboration between teaching and support teams to ensure improvements and efficiencies are delivered where possible across College business processes and to deliver quality of services. ix) The DELTA E-Learning project and Research & Development Programme support a significant number of staff through capacity building, training and mentoring focused on delivering effective learning & teaching.	3	4	12	Lower than Risk Appetite (Cautious)	O3	Medium	12	No change			

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O4	Failure in any area of College data management processes	Organisational / Reputational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development & Vice Principal-Curriculum & External Relations	4	5	20	<p>Short Term</p> <p>i) Ongoing monitoring by ICT of any potential systems being targeted</p> <p>ii) Multi Factor Authentication being rolled out across College staff</p> <p>Long Term</p> <p>iii) Key business systems and processes contain range of controls with agreed practices and staff training and communication on practices/guidelines. Role based user access restrictions in place.</p> <p>iv) Procedures and guidance in place including guide for staff on information and data security with a list of key do's and don'ts</p> <p>v) Data protection officer works closely with managers on any data protection matters. Clear procedures and guidelines in place including process for any potential data breaches.</p> <p>vi) Data privacy notices for the College in place and published and data sharing agreements with other organisations are established.</p> <p>vii) Document retention scheme in place for all key record types</p> <p>viii) Member of HE/FE Shared Technology and Information Services (HEFESTIS) which provides information on data management and any sectoral updates.</p> <p>ix) Homeworking guidance in place for staff</p> <p>x) External agencies assurance & audit processes review areas of data management and any recommendations followed up.</p>	3	4	12	Lower than Risk Appetite (Cautious)	O4	Medium	12	No change			
O5	High Impact Disaster for College e.g. fire, long term power loss	Organisational/ COVID impacts	Theme 5 - Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	3	5	15	<p>Long Term</p> <p>i) Health and safety risk assessments in place and required testing and audits completed on an annual cycle</p> <p>ii) Business Continuity Plan for College in place.</p> <p>iii) Estates condition survey completed and prioritising projects through estates based on affordability.</p> <p>iv) Business interruption insurance in place.</p>	3	4	12	Lower than Risk Appetite (Cautious)	O5	Medium	12	No change			
O6	Failure to achieve a sustainable fit for purpose College estate	Organisational / Financial	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	Vice Principal Resources & College Development	4	4	16	<p>Short Term</p> <p>i) Need to plan within College tight resources due to financially challenging budget and items rephased as required.</p> <p>ii) Monitor use of College estate as result of COVID impacts and updated cleaning regime in place.</p> <p>iii) Plans for projects for use of the estates high priority maintenance funding</p> <p>Long Term</p> <p>iv) Capital masterplan in place and related to need/estates condition survey. Funding for very high priority items allocated by GCRB to College.</p> <p>v) Work with GCRB and SFC to ensure fully informed of estates requirements.</p> <p>vi) Estates Strategy Review completed</p>	3	3	9	Lower than Risk Appetite (Minimalist)	O6	Long	9	No change			
O7	Failure to recruit and retain an appropriately skilled and effective workforce	Organisational / Reputational	Theme 1 & 4 - Inspirational Learning & Teaching & Employer of Choice	Assistant Principal HR	3	5	15	<p>Short Term</p> <p>i) Maintain open channels of communication with trade unions, college managers and their staff, and effective attendance management process in place.</p> <p>ii) Cover arranged as required for absence of key staff members.</p> <p>iii) Need to manage to retain appropriate staff through challenge of restructures</p> <p>Long Term</p> <p>iv) College Strategic Theme of Employer of choice with attractive overall terms and conditions e.g. pension schemes, flexible working.</p> <p>v) All new staff have an induction process and annual training programme undertaken.</p> <p>vi) Appropriate CPD provided for staff to meet identified skills gaps</p> <p>vii) Managers work with their staff to consider any enhancements to skillsets and access to training e.g. webinars. General risk across staff in new levels of home working.</p> <p>viii) Recruitment and retention of staff for a few skills areas remains challenging and College continues to use a range of approaches as appropriate.</p>	2	4	8	Lower than Risk Appetite (Minimalist)	O7	Medium	8	No change			

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Risk Ref	Risk Description	Risk Category	Link to Strategic Plan Themes	Risk Owner	Probability	Impact	Risk Score	Mitigating Actions	Probability	Impact	Risk Score	Score compared to College risk appetite (see key above)	Risk Ranking after mitigating actions	Risk Timing Short / Medium / Long Term	Risk Score at last report to the Board	Risk Increasing/ Decreasing/ No Change			
Governance Risks																			
G1	Failure to comply with Health and Safety and Safeguarding requirements	Organisational / COVID Impacts	Theme 1 & 5 - Inspirational Learning & Teaching & Financial Resilience through Operational Excellence	Assistant Principal HR	4	5	20	Short Term i) COVID related operating arrangements discussed at SLT. ii) Full review of Health and Safety Policy and Procedures being undertaken Long Term iii) Glasgow Clyde College Health and Safety and Safeguarding Committee and Campus Forums meet regularly to monitor health and safety arrangements and any issues are raised. iv) Safeguarding officers and safeguarding forum on each campus v) Health and Safety Officers working across the three campuses and ensure annual cycle of health and safety audits are completed vi) Regular reporting on Health and Safety to Organisational Development Committee as part of their remit requirements	2	5	10	Lower than Risk Appetite (Cautious)	G1	Short	10	No change			
G2	Failure to meet all legislative and regulatory requirements and/or recommended guidance	Governance/ Reputational/ COVID Impacts	Theme 2, 4 & 5 - Partner of choice, Employer of Choice, & Financial Resilience through Operational Excellence	Principal/ Clerk to the Board	4	5	20	Short Term i) Close involvement in ongoing discussions on COVID 19 implications with SFC and representative forums to contribute towards sector input to seek support for current and future resultant challenges ii) Ongoing engagement at Board and Senior Leadership Team level with the SFC Review Long Term iii) Work within roles, responsibilities and legal implications of Legislation and associated related guidance. iv) Liaison with and maintaining ongoing dialogue with relevant bodies e.g. SFC, GCRB and Scottish Government. College ensure full knowledge and implementation of legislative, regulatory and guidance requirements including requirements of Financial Memorandum with GCRB. v) Individual managers required to keep up to date with legislation relating to their areas and implement appropriate controls vi) Ensure Board have appropriate training on key guidance and legislation and take proactive role in ensuring meet all requirements. vii) Modern Slavery statement in place viii) Quality audit process in place and DELTA project delivering greater levels of blended learning with staff. Internal audit review process considers range of areas annually. ix) Seek legal advice as required. x) Data Protection Officer in place to advise on General Data Protection Regulation/ Data Protection matters.	3	3	9	Lower than Risk Appetite (Minimalist)	G2	Medium	9	No change			
G3	Failure to recruit, train and retain an appropriately experienced Board of Management	Governance	Theme 1, 2, 3, 4 & 5 - inspirational Learning & Teaching, Partner of Choice, Unrivalled Student Experience, Employer of Choice, & Financial Resilience through Operational Excellence	Clerk to the Board	3	4	12	Long Term i) Continue to maintain membership of Board of Management at suitable level with the correct level and mix of skills. Succession planning taking place with the Nominations Committee considering future vacancies well in advance. ii) Recruitment of new Board members to consider diversity of membership (e.g. gender and ethnic background) iii) Annual self assessment for Board members and training provided as required. iv) Board effectiveness review completed. v) Induction provided for all new Board members. vi) Ensure Board undertake an ongoing programme of training to meet CPD needs. vii) Board member handbook in place and an annual review/update to be undertaken. viii) New Clerk to the Board being recruited as replacement for vacancy in the role.	2	3	6	Lower than Risk Appetite (Averse)	G3	Medium	6	No change			

Glasgow Clyde College Audit Committee Schedule of Work 2021/22

Four meetings in each annual academic session

24th November 2021
For Discussion / Decision
Report on Going Concern
Draft Annual Financial Statements for year ending 31 July 2021
Key Accounting Judgements
External Audit Annual Report for year ending 31 July 2021
Final Internal Audit Annual Report 2020/21
Internal Audit Plan for 2021/22 and beyond
Draft Annual Report from Audit Committee to Board of Management
Student Activity Data Audit Annual Report 2020/21
Student Support Funds Audit Annual Report 2020/21
Cyber Security Update
For Information/ Noting
Internal and External Audit Rolling Action Plan
Strathclyde Pension Fund Actuarial Valuation Report – Accounting Assumptions
National Fraud Initiative 2020/21 Exercise
College Strategic Risk Register
Private meeting with internal and external auditors
Updates from SFC (if available)
Audit Committee Schedule of Work
2nd March 2022
For Discussion/ Decision
Audit Committee Schedule of Work
Internal Audit Reports as per Plan
Internal Audit 2021/22 Plan Progress
College Strategic Risk Register
Data Protection Update
For Information/Noting
Internal & External Audit Rolling Action Plan
Updates from SFC (if available)
25th May 2022
For Discussion/Decision
Audit Committee Schedule of Work
Internal Audit Reports – as per Plan
Internal Audit Plan 2021/22 Plan Progress and Plan for 2022/23
External Audit Planning Memorandum for 2021/22

Certificate of Assurance
College Strategic Risk Register
College Assurance Framework
Cyber Security Update
Fraud Response Plan
Approval of Accounting Policies
Internal & External Audit Rolling Action Plan