Fife College

AGENDA

A meeting of the Audit and Risk Committee will be held on Thursday 25 February 2021 at 3.30pm. Please join via Microsoft Teams.

Papers highlighted in purple font have not been published with the agenda as they are either due for future publication or are not in the public domain.

No	Item	Action	Lead	Pages
1	Welcome, Apologies and Declarations of Interests	Note	SM	N/A
2	Minutes of the:			
	2.1 Previous Meeting: 19 November 2020	Approve	SM	
	2.2 Joint Audit and Risk / Finance, Commercial and Estates Committee: 19 November 2020	Approve	SM	
3	Matters Arising / Actions Outstanding	Note	SM	2-2
4	Internal Audit:			
	4.1 Update on Internal Audit Actions: exception report	Note	IA	
	4.2 Stakeholder Engagement - Employers	Note	IA	
	4.3 Strategic and Operational Planning	Note	IA	
	4.4 Core Financial Systems	Note	IA	
5	Strategic Risk Register 2020-21 Update	Note	SD	3-9
6	Assurance Framework: Annual Review	Note	SD	
7	Extension of Appointment of Internal/External Auditors	Approve	SD	
8	Date of Next Meeting Thursday 3 June 2021 at 3.30pm	Note	SM	N/A

Fife College

Board of Governors: Audit and Risk Committee

Actions Outstanding / Progress Made

Key:		
👎	Outstanding and deadline passed	
👉	Progressing and on target	
👍	Complete	

	Date of Meeting	Action	Responsibility	Deadline	Status	Comments
1	19.11.20	To agree to transfer action 9 as detailed in the paper to the New Campus Project Board.	M Philp	02.12.20	👍	Complete and action is now closed off
2	19.11.20	To approve the draft Annual Committee Annual Report to the Board of Governors.	S Dunsmuir	09.12.20	👍	Complete
3	19.11.20	To discuss with the Chief Operating Officer the wording of risk 1 based on the feedback received.	S Dunsmuir	25.02.21	👍	Complete
4	19.11.20 Joint	To recommend the approval of the draft Annual Accounts 2019-20 to the Board of Governors.	S Dunsmuir	09.12.20	👍	Complete
5	19.11.20 Joint	To finalise the External Audit Annual Report for presentation at the Board of Governors meeting.	External Auditor	09.12.20	👍	Complete
6	19.11.20 Joint	To finalise the draft letter of representations for signature at the Board of Governors meeting.	S Dunsmuir	09.12.20	👍	Complete

NB All members of the Audit and Risk Committee have now successfully completed the CDN online training module

Fife College

COVER SHEET FOR PAPERS TO BE CONSIDERED BY THE BOARD

Strategic Risk Register 2020-21	
Date of Meeting:	Thursday 25 February 2021
Purpose:	To present to the Audit and Risk Committee the updated Strategic Risk Register 2020-21
Intended Outcome:	Audit and Risk Committee members are invited to review the controls in place for the top risks and give assurance to the Board that the risks are being appropriately controlled by management
Paper Submitted by:	Susan Dunsmuir, Chief Financial Officer
Prior Committee Approvals:	N/A
Financial Implications:	N/A
Equality and Diversity Implications:	N/A
Risks Assessed:	N/A
Publicly Available:	Yes
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Date of Production:	12 February 2021

BOARD OF GOVERNORS OF FIFE COLLEGE

Audit and Risk Committee

Strategic Risk Register 2020-21

Introduction

1.   The Strategic Risk Register is monitored and reviewed on a quarterly basis by the Executive Team, in order to give assurances to the Board of Governors, via the Audit and Risk Committee, that risks are being controlled appropriately. This paper provides the latest update for comment.

Changes to the Risk Environment

2.   The Strategic Risk Register has been reviewed as at end January 2021 and an updated version of this is attached.

3.   The summary below details those risks where significant changes have been made, however all individual risk sheets, including those where minor or no changes have been made, can be accessed via the following link: Risk and Opportunities Register 2020-21.

4.   Specific changes to highlight to the Audit and Risk Committee are:

- **Risk 1 – Failure to maintain and deliver improvements to college estate and deliver outcomes for the College:** The description for this risk previously read as above, however following discussions at the Audit and Risk Committee on 19 November 2020 whereby clarification was sought on the wording "and deliver outcomes for the College", it has been suggested that the wording of risk 1 be changed to:

  "Failure to maintain and deliver improvements to college estate and achieve the estate strategy objectives in support of the strategic plan."

  The risk was updated to note that the refresh of the Estates Strategy has been completed and approved by the Board and the funding proposal to improve the Glenrothes campus has been submitted to SFC in line with the new campus business case. An update was also provided on the TECOP implications and contingency plans in place. No change to the risk scoring.

- **Risk 2 – Failure to achieve annual financial targets in line with the five year financial forecast plan:** Update provided on preventative control measures and uncertainty regarding income achievement in 2020-21 due to the current restrictions, budget uncertainty for 2021-22 and the ongoing dialogue with SFC around the proposed funding cut to the College in 2022-23. Based on these updates, the Net Risk score has been increased from 9 to 12 which has resulted in the overall Net Risk increasing from moderate to high, the control strength being updated to weak and taking the risk outwith the tolerance level.

- **Risk 3 – Failure to make use of current and emerging technology and to be in a position to continuously enhance digital capability to offer the flexible and**

innovative learning and teaching delivery modes expected by learners and all stakeholders and necessary to support sustained delivery: Update provided on preventative control measures including information and support being provided to current and future students to enable successful uptake of blended learning approaches. Based on this, and the progress made with all control measures, the Net Risk score has been reduced from 9 to 6 which has resulted in the overall Net Risk remaining at moderate, and within the tolerance level.

- **Risk 6 – Failure to develop capacity and skills mix that fits the strategy:** Update provided on preventative control measures and further actions required including the refreshed Professional Development Review (PDR) process being implemented and the career pathways being introduced into Organisational Development and Human Resources (OD&HR) processes. No change to the risk scoring.

- **Risk 7 – Risk of external political/funding/regulatory changes:** Updated to note that the 2020-21 in year position is under review following increased restrictions put in place on 26 December 2020. Various scenarios of the impact of this are being considered and monitored by the Executive Team, Finance, Commercial and Estates Committee and the Board of Governors. The FFR will also be reviewed following update of funding position for 2021-22 and SFC planning assumptions likely to be required by June 2021. No change to the risk scoring.

- **Risk 8 – Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans:** Update provided on remedial control measures including increasing network of partners and programmes offered to expand portfolio and geographical reach and identifying new MAs where demand has increased as a result of the pandemic. Further actions were also updated to note continued engagement with regional partners to increase employer engagement activity and to distribute FWDF SME funding, however uncertainties remain around client engagement as a result of the current restrictions. No change to the risk scoring.

- **Risk 10 – Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environments for progressive learner journeys:** Adjustments continue to be made to delivery models and materials to support online delivery, where required. We continue to work closely with universities regarding articulation routes and feeding into economic recovery plans such as the Youth Guarantee Scheme and Kickstart Scheme. Based on these updates, the Net Risk score has been reduced from 9 to 6 which has resulted in the overall Net Risk remaining at moderate, and within the tolerance level.

- **Risk 12 Failure to comply with statutory or regulatory requirements leading to a breach of legislation, resulting in legal action, a fine or another penalty against the College.** Update provided on control measures including where data breaches or Cybersecurity occur, a review of what happened to tighten procedures and/or remind staff of requirements and expectations routinely take place, annual Insurance Risk management fund utilised to test robustness of procedures, implement changes or train staff and participation in Scottish Colleges Information Governance Group (SCIGG) to share good practice, knowledge, guidance and information. No change to the risk scoring.

- **Risk 13 Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College:** Update provided on preventative control measures including monthly updates provided to the New Campus Project Board on programme, cost, quality, risk and mitigation, a joint Design Principles Guide having been developed and a Design Guardian appointed to support the design delivery of the guide for the overall campus development. Further actions were also updated to note recent developments including capital grant funding for new Dunfermline Campus being agreed subject to successful delivery of the full business case in July 2021, the joint Masterplan Plus phase with Fife Council now complete and Shepherd Offshore submitting their PPP (Planning Permission in Principle) on behalf of the overall Dunfermline Learning Campus development in December 2020. No change to the risk scoring.

5.   Following this review, three risks remain outwith their tolerance levels, namely Risks 2, 7 and 8. With regards to risk 2, this is a result of increased uncertainty around our achievement of our income targets across 2020-21 due to the current restrictions in place, budget uncertainty for 2021-22 and the ongoing discussions with SFC regarding future years. It is hoped that over the next few months, as the easing of restrictions of College's and Schools take place, and SFC's funding allocations and planning assumptions are known, we will be able to bring the scores back down to be within their tolerance levels. For risks 7 and 8, there continues to be uncertainty around employer's appetite to transact commercial training due to prioritising business operations and recovery, as well as economic uncertainty and the ongoing and evolving guidance from SFC and Scottish Government and other regulators of our activities during the pandemic and economic recovery.

6.   The Executive Team continues to monitor the position of the risks, with appropriate action being undertaken as and when required.

Recommendation

7.   Members of the Audit and Risk Committee are invited to:

- Comment on the strategic risks and whether any should be considered for removal/adjustment;

- Consider whether any new risks should be considered for inclusion.

    Audit and Risk Committee members are invited to review the controls in place for the top risks and give assurance to the Board of Governors that the risks are being appropriately controlled by management.

RISKS 2020-21			RISK MANAGEMENT						ACCOUNTABILITY		

RISK REFERENCE	STRATEGIC OBJECTIVE	RISK DESCRIPTION	GROSS IMPACT ANALYSIS				CURRENT RISK MANAGEMENT STRATEGY (what already happens now)	Strength (S,M,W)	NET IMPACT ANALYSIS				Risk Tolerance Level	Does the Net Risk Score meet the Tolerance Level?	Further Action Required	Risk Owner & Timetable	Assurances Available	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score	Net Risk						
1	Estates	Failure to implement effective financial planning and control regarding estates and achieve the estate strategy objectives in support of the strategic plan.	4	3	12	High	• Refresh of Estates Strategy to be approved by board December 2020 • Backlog maintenance agreed for 2020-21 • Extension to lease at Rosyth Campus agreed with Landlord, however maintaining dialogue regarding any further extensions. • Maintaining engagement with contractors on ability to commence works when College accessible. • Work with colleagues across college to understand who needs to be in the premises and continually evolve, to ensure estates adjustments are made as required. • Changes to the estate to ensure that social distancing measures can be achieved and student experience maintained.	M	3	3	9	Moderate	9	Yes	Refresh of Estates Strategy has been completed and approved by the Board. Funding proposal to improve Glenrothes campus has be submitted to SFC in line with new campus business case. To have plans in place which assumes that we would not have the same access to contractors and not have the expected level of spend to permit us to carry out work as planned. These need to be able to be flexed up or down depending on the Covid situation.	S Reekie	Viewfield disposal in active negotiation.	→
2	Finance	Failure to achieve annual financial targets in line with the five year financial forecast plan.	4	4	16	High	The impact of the Covid-19 crisis continues to significantly exacerbate an already very difficult financial and operating environment for the College. Following the introduction of the current lockdown on 26th of December 2020 with no clear indication of the timeline for easing of these restrictions we are currently reviewing our financial position to the end of 2020/21 around 2 scenarios 1) current restrictions remain in place until after the Easter holidays and 2) current restrictions remain to the end of the academic year 2020/21. Within this review we are assessing the impact of each scenario on our income achievement and spending plans to minimise any deficit position being returned at this year end to 31st July 2021. SFC have also requested an in year review of 2020/21 by the end of March 2021, which our scenario planning will fed into following review by the Exec and Finance Committee. We are also working closely with the sector Finance Director group and Colleges Scotland to inform ongoing discussions with the Scottish Government and SFC highlighting the impacts and risks facing the sector within the current financial year and also those likely to impact2021/22. We also continue to modify our curriculum delivery and commercial offering to ensure we are able to deliver and support students through to achievement of their qualifications while working within the current restrictions in place. Income and expenditure activity during 2020/21 will be closely monitored by budget holders and finance to ensure these are aligned where possible.	W	3	4	12	High	9	No	The College in year 2020/21 position is being restricted, with scenarios being considered. The College 3 year FFR will also be updated over the next few months as budget allocations and SFC funding assumptions are provided (no date from SFC on when these will be issued yet). Curriculum reviews and changes are being made to ensure we adjust our offering in support of economic recovery and student demand as well as changes to delivery models to maintain provision during the current lockdown.	S Dunsmuir	Monthly budget/performance meetings.	↗
3	Curriculum Design and Development	Failure to make use of current and emerging technology and to be in a position to continuously enhance digital capability to offer the flexible and innovative learning and teaching delivery modes expected by learners and all stakeholders and necessary to support sustained delivery.	4	4	16	High	Enhancement of Digital Capability through targeted investment in physical and human resources. Issuing of equipment and guidance to staff and students. Collaboration with internal and external stakeholders / production of guidelines on alternative arrangements. Communication strategy and continued support and monitoring arrangements at college, faculty and team level. Information and support to current and future students to enable successful uptake of blended learning approaches.	M	3	2	6	Moderate	9	Yes	Continued investment in physical and human resources. Implementation of dedicated Digital Learning Development across College role. Continued agreed financial flexibility for appropriate variation / replacement of equipment. Implementation and monitoring of agreed College minimum standard of requirement for Digital Skills as part of the Leadership Framework.	D Leslie	Student and external Stakeholders feedback.	↘
4	Health and Safety	Failure to focus on wider wellbeing of staff and students.	4	3	12	High	Ongoing engagement with staff and student body. Always giving Health & Safety agenda priority. BCP group looking at cross college activity to co-ordinate activity to ensure we can operate within safety guidelines during covid-19 crisis. In addition to consider how best to protect staff, students and their families, if they fall within the vulnerable category. Ensure PPE is available as appropriate, additional cleaning of estate and hand sanitisers are available around the campus and monitor both cleaning and supplies. All covid control measures implemented within the College meet the Scottish Government Guidelines will be monitored and updated as required. This will include updates from Government and identified changes to improve control measures to improve safety of all within the College environment. All Health & Safety Policy and Procedures are updated in line with schedules review dates. Application of these policies and procedures are monitored through Audit procedures & workplace inspections. HSE safety alerts are being reviewed, procedures updated as required. Sharing of best practice across sector through CDN H&S Forums	M	3	2	6	Moderate	6	Yes	Improved uptake of Near Miss reporting. Review Health & Safety Committee Structure. Roll out of Workshop PPE Signage. External H&S audit now completed with recommendations from the audit now being implemented.	S Reekie	Continuing safety inspections. Involvement of student representatives on Health and Safety and Wellbeing Action Group.	→
5	Curriculum Design and Development	Failure to achieve student recruitment targets across GIA and Non-GIA income activity and to deliver relevant, inclusive and sustainable regional curriculum, including ensuring successful outcomes for all students.	4	4	16	High	• Robust curriculum planning and cross reference to Outcome Agreement. • Equal priority given to GIA and commercial income. • Effective strategic collaboration with employers and with partner organisations. • Realistic target setting and constant monitoring of recruitment against target. • Integration of full cost and GIA activity with alignment of curriculum offering. • Collaboration with external stakeholders, including commercial clients and agreed alternative arrangements. • Collaboration with funding and awarding bodies and agreed alternative arrangements. • Review of progression and recruitment processes as appropriate. • Agile scenario planning in collaboration with funding and awarding bodies. • Scenario planning and introduction of new models in collaboration with external partners e.g. schools.	M	3	3	9	Moderate	9	Yes	Strategic curriculum planning tied to Regional Outcome Agreement. Effective sharing and utilisation of resources at regional level, including with external partners. Increased flexibility in design and delivery to allow for variety of flexible learning and training opportunities. Effective planning and recruitment processes. Integrated marketing plans with curriculum and business development teams.	D Leslie	Student and external Stakeholders feedback Achievement of KPIs	→

RISK REFERENCE	STRATEGIC OBJECTIVE	RISK DESCRIPTION	GROSS IMPACT ANALYSIS				CURRENT RISK MANAGEMENT STRATEGY (what already happens now)	Strength (S,M,W)	NET IMPACT ANALYSIS			Net Risk	Risk Tolerance Level	Does the Net Risk Score meet the Tolerance Level?	Further Action Required	Risk Owner & Timetable	Assurances Available	Risk Status
			Impact	Likelihood	Gross Risk Score	Gross Risk			Impact	Likelihood	Net Risk Score							
6	Staff	Failure to develop capacity and skills mix that fits the strategy.	4	3	12	High	• Curriculum planning cross referenced to staffing and estates requirements. • The PDR was developed online to facilitate the process being undertaken remotely. • Curriculum planning discussions are still taking place based on what is currently known. • There is new content being added to the working from home area of the Gateway to support people's development whilst not in College. • The procurement process for a new CLPL platform continues. • Career pathways including for leadership have been developed and are being introduced into OD and HR processes over a period of time and in line with the implementation of My Fife through an OD and HR lens	S	2	2	4	Low	6	Yes	Work on developing a leadership and career pathway framework is continuing in line with the requirements of the career pathways and leadership framework. This will then support ongoing development of the CLPL platform.	Z Franklin-Hills	Progress of actions within the HR Strategy and Workforce Plan 2018 - 2023.	➔
7	Finance	Risk of external political/funding/regulatory changes.	4	5	20	Severe	• Take account of any foreseen changes/cuts in budget planning and spending plans. • Ongoing participation within sector groups across the College. • Reverting to online delivery and home working to maintain college services and processes. • Adapt and make adjustments to College processes and procedures to maintain service operations. • Provide relevant support to students and staff on resources, guides, health and wellbeing to enable ongoing learning and teaching and support services. • Remain abreast of sectoral/governmental developments, liaising with auditors and response to SFC circulars. • Principal sector lead on College financial position following Covid-19 supported by CFO and 4 other sector FDs. • Actively engaging with SFC and SG on financial implications for the College sector. Providing support and recommendations on system changes and flexibilities required to support the financial sustainability of the sector. • Actively engaging with other government agencies such as SQA, SDS and other awarding bodies to support student achievement.	M	3	4	12	High	9	No	Prepare scenario planning for 2020/21 budget following impact of Covid-19. Close engagement with SFC and sector Colleagues on budget assumptions to support a sector wide position. Move to longer-term planning horizon and review the 5 year financial forecast following impact of COVID-19.	S Dunsmuir	Maintain ongoing dialogue with SFC/auditors/Finance Community of Practice.	➔
8	Commercial Income	Risk that we fail to achieve and grow commercial income in line with the five year financial forecast plans.	4	5	20	Severe	• Remain abreast with client positions following restrictions of Covid-19 and impact thereof. • Engage with SFC to continue to secure funding allocated to clients training now postponed. • Revert training offering to remote or online delivery. • Engagement for SFC and SDS on proposals to support ongoing achievement of MA/VQ qualifications. • Review product offering and adjust to support changing needs of clients. • Engagement with SPS on supplier relief to ensure continued payment of fixed costs on the contract. Providing ongoing support and services to SPS and working with them to review the offering as restrictions on COVID-19 change. • Review target/budget setting. • Adjust marketing as required. • Review complete curriculum and commercial offering for 2020/21 to make adjustments to offering and delivery models. • Working closely with clients on requirements. • Engagement with SFC to direct funding underspends to support clients in maintaining their essential/mandatory training needs to resume operations following ease of COVID-19 restrictions. • Work with SDS to create pre-apprenticeship programmes to maintain the MA pipeline and activity as business recover. • Constant review of KPIs. • Monitor return on investment. • Constant review of delivery options. • Departmental restructure/more integrated planning/workforce. • Creation of sales plans per faculty area directing focus on target markets. • Ensure estates team are kept abreast with estates related enhancements/changes required to support delivery. • Identify new MAs where demand has increased as a result of the pandemic • Increase network of partners and programmes offered to expand portfolio and geographical reach	M	4	4	16	High	9	No	Integration of full cost and GIA activity. Creation of sales plans per faculty area directing focus on target markets. Enhance 2020-21 Employer Engagement activity to support economic recovery and the College impact and support thereof. Follow up of employer underspends on the 2019/20 Flexible Workforce Development Fund (FWDF) and promotion of the 2020/21 new fund. Engage with the SME market to distribute the FWDF SME funding now on offer for 2020/21.	S Dunsmuir	Targets achieved.	➔
9	Staff	Failure to achieve cohesive culture.	4	4	16	High	• Development of culture through the refreshed vision and values and adhering to the Fair Work Convention. • Delivery mechanisms have altered through the use of teams and zoom to keep in contact with colleagues and the Trade Unions. • CLPL content is now through online content and the PDR process conducted online too. • The Employee Engagement survey has been conducted and results will be carefully communicated to managers and colleagues through the online communication methods now in place.	M	2	3	6	Moderate	6	Yes	Continue to improve communications. The Employee Engagement survey has been conducted and results will be carefully communicated to managers and colleagues through the online communication methods now in place. The pathways and leadership framework are being developed and will be presented to the ET in November with an expected launch date of December 2020.	Z Franklin-Hills	Effective relationships with the recognised Trade Unions.	➔
10	Curriculum Design and Development	Failure to achieve positive and sustained transitions for students and to create attractive and motivating learning environment for progressive learner journey.	4	4	16	High	• Maintain a relevant and future focused regional curriculum based on up to date LMI and active, collegiate relationships with partner organisations to ensure streamlined learner journeys and increase successful outcomes for all students. • Collaboration with awarding bodies and external stakeholders to ensure continuity, based on alternative arrangements. • Sustained support to / communication with student, staff and stakeholders to enable transitions. • Scenario planning to adapt future delivery as appropriate.	M	3	2	6	Moderate	9	Yes	Further develop efficient and effective curriculum pathways at College and regional levels. Introduce flexibility in building design to support variety of learning and teaching contexts and approaches to increase accessibility. Work is currently underway in tandem with Dunfermline Learning Campus.	D Leslie	External stakeholders feedback.	↘
11	Information Technology	Failure to take steps to maintain reliable IT infrastructure and to protect systems from attacks and misuse, possibly remotely over the internet. Steps may be technical or procedural in nature. Technical steps more easily addressed than procedural steps which require buy in from staff and learners across the College.	5	4	20	Severe	• Digital Strategy specifically highlights Cyber Resilience and Digital Capabilities. Accordingly a programme of outreach to staff and learners is in place to highlight risks and train staff to minimise their exposure. • Technical measures are a core part of the Infrastructure Team's remit and ongoing monitoring activities are in place to identify and respond to incidents when they are detected. • Mandatory multi-factor authentication used to protect privileged accounts. • Targeted multi-factor authentication used to protect access to key services including MyDesktop, TechOne and Microsoft 365 for all staff users when logging in from untrusted or high risk locations.	S	3	2	6	Moderate	6	Yes	Periodic Phishing/Cyber Awareness testing programme in place. These will be backed by KPIs identifying completion rates and the incidence of cyber breaches. Rehearsal of playbook / response plan scenarios to ensure Cyber or IT incidents are dealt with correctly. Deployment of 2 Factor Authentication for staff accounts to reduce the impact of comprised account credentials following deployment to all administrative and high privileged accounts.	K Getchell	Targets achieved.	➔

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12	Governance	Failure to fully comply with statutory or regulatory requirements leading to a breach of legislation, resulting in legal action, a fine or another penalty against the College.	5	5	25	Severe	• Mandatory Training in place for all staff, relevant policies and procedures in place with updates communicated with staff regularly. • CLPL and staff workshops / creation of a professional learning log / close working with DWP and employability delivery partners to the PDR process for staff • Access by key staff to seek advice as required (eg College solicitors, insurers, police, H&S Executive, Scottish Information Commissioner's Office, Information Commissioner's Office, UK Visa and Immigration Office). • Additional guidance prepared for staff on how to process personal data whilst working from home. • Information on CyberSecurity risks regularly posted on Gateway. • Statutory timescales for FOI(S)A requests for information has been temporarily increased from 20 to 60 working days. • Antivirus software rolled out with all College devices issued for remote working. • Where data breaches or CyberSecurity occur, a review of what happened to tighten procedures and/or remind staff of requirements and expectations routinely occurs • Annual Insurance Risk Management fund utilised to test robustness of procedures, to implement changes or to train staff • Participation in Scottish Colleges Information Governance Group (SCIGG) to share good practice, knowledge and guidance and information	S	4	2	8	Moderate	9	Yes	Regular H&S and DP audits and briefings to be undertaken. Ongoing reviews of policies, procedures and arrangements to ensure compliance / learn from experiences/good practice.	Executive Team (S Reekie, D Leslie, S Dunsmuir, K Getchell, M Philp)	Main policies and procedures approved. Agreements re data sharing/processing being put in place. Internal Audits cover all key areas of strategic risk on a rolling basis	➔
13	Estates	Failure to deliver new appropriate accommodation in Dunfermline and deliver outcomes for the College.	5	3	15	High	• Progress New Halbeath Campus as part of Integrated Campus with Fife Council/University. • Maintain dialogue with SFC /Scottish Government to obtain additional longer term estates maintenance funding. • Where appropriate use professional advisor to guide/assist to qualify risk and mitigation. • Joint Masterplan for campus delivered October 2020 and Masterplan Plus phase completed Jan 2021. • Procurement completed for Project Manager and Design Team, appointed Dec 2020, to progress the Full Business Case, Design Development and Contractor Appointment. • Monthly update provided to the New Campus Project Board, on programme, cost, quality, risk and mitigation. • Joint Design Principles Guide developed and Design Guardian appointed to support the design delivery of the guide, for the overall campus development. • Joint Campus Risk Register updated in Jan 2021 to identify shared project risk, and to reflect the co-ordination of the Council and College Design Teams. • College Schedule of Accommodation now developed for the basis of the design development.	M	3	3	9	Moderate	9	Yes	Capital grant funding for new Dunfermline Campus agreed, subject to successful delivery of full business case (July 2021). Masterplan for campus delivered October 2020 and masterplan plus completed Jan 2021. DFM update submitted October and update provided in November 2020.	S Reekie	Integrated Campus Masterplan commenced. Governance model with all stakeholders put in place.	➔

RISKS 2020-21   RISK MANAGEMENT   ACCOUNTABILITY