Steeple Suite, Falkirk Campus – 5pm

AGENDA

1.   Annual Report and Financial Statements 2021/22   Senga McKerr
        (Joint item with Finance Committee)

(Paper 1 is withheld from publication on the Forth Valley College website under Section 25
Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 –
https://www.forthvalley.ac.uk/media/9223/fvc-audited-accounts-2021-22-final-signed.pdf

2.   Draft External Audit Annual Report to the Board of Management   Ernst and Young
        (Joint item with Finance Committee)

Paper 2 is withheld from publication on the Forth Valley College website under Section 25
Information Otherwise Accessible of the Freedom of Information (Scotland) Act 2002 -
https://www.audit-scotland.gov.uk/publications/forth-valley-college-annual-audit-202122

3.   Declarations of interest

4.   Apologies

FOR APPROVAL

5.   Minutes of meeting of 8 September 2022

6.   Matters Arising - None

7.   Chairs Report to the Board   Lorna Dougall

8.   Internal Audit Plan 2022/23   Alison Stewart
        (including workshop explaining the planning process)

FOR DISCUSSION

9.   Presentation of Internal Audit Reports   Henderson Loggie

        a) 2020/21 Student Activity Data
        b) Student Support Funds

10.   Data Protection Compliance   Stephen Jarvie

11.   Progress Report on Audit Recommendations   Stephen Jarvie

12.   Risk Management   Alison Stewart

13.   Review of Risk

14.   Any other competent business

-       Internal Audit Tender

15.   Private Discussion between Members and Auditors (Verbal)   Lorna Dougall

1. **Purpose**

   To present to members the Annual Report and Financial Statements for the year to 31 July 2022.

2. **Recommendation**

   Members consider the financial position of the College and commend the Annual Report and Financial Statements for the year ended 31 July 2022 to the Board of Management for final approval subject to the resolution of the treatment of the donation to Forth Valley College Foundation.

3. **Background**

   The Annual Report and Financial Statements have been prepared in accordance with the Accounts Direction issued by the Scottish Funding Council in July 2022. This direction requires the College to comply with the Statement of Recommended Practice: Accounting for Further and Higher Education issued in July 2019 (2019 SORP), the Scottish Public Finance Manual (SPFM) and the Scottish governments Financial Reporting Manual (FReM). The SPFM and FReM both require additional disclosures.

   Audit Scotland published a guide for auditors in respect of Going Concern in the public sector (December 2020), stating that in determining the appropriateness of the going concern basis of accounting, the continued use of the assets to deliver services is more important than the continued existence of a particular public body, and as such the use of going concern basis of accounting will always be appropriate for public bodies, and as such does not require justification by future forecasts and cash flow projections. Despite this, our auditors required a formal management assessment of going concern to be prepared. This included forecast income & expenditure, and monthly cash flows from August 2022 to July 2024. The forecasts and cash flows were based on the FFR for 2022-24, and the narrative paper is attached for information.

4. **Key Considerations**

Financial Sustainability

The adoption of the Financial Reporting standard (FRS) 102 and the 2019 SORP, combined with the government accounting restrictions on the ability to retain cash surpluses due to resource budgeting restrictions, means it is difficult to present the College's financial position in a way which informs readers of the true underlying financial sustainability of the College.

The key consideration for members is the long term financial sustainability of the College. This is referred to within the Annual Report and Financial Statements as the College continuing to operate on a "going concern" basis. Under the current reporting regime previous indicators such as reporting an operating surplus and having a strong Balance Sheet with net assets are no longer achievable. This does not however mean that the College is financially unsustainable.

The key measures to consider are the College's ability to generate cash from its day to day operational activities, and evidence that it can meet its liabilities as they fall due. The impact of non-cash technical accounting adjustments, while they are relevant to some extent, should be excluded when assessing the College's financial strength.

The Financial Performance section of the Performance Report provides a detailed review of the College's financial performance for the year ended 31 July 2022 and its financial position at 31 July 2022. The key points to note are:

- The College generated an underlying operational surplus of £536k (after the £1.5m donation to the ALF) excluding non-cash adjustments, and the loan repayments. This

surplus demonstrates that the College is operating sustainably within its funding allocation.

- This surplus will be held to offset any deficit in 2022-23 likely to arise from high pay awards.
- The net asset position in the Balance Sheet is distorted due to the technical accounting adjustments in relation to the treatment of government capital grants and pension liabilities. ██

██

████████████████████████████████

- The auditors have confirmed that the accounts should be prepared on a going concern basis.

5. Financial Implications

SFC guidance states that for the financial period ended 31 July 2022 Colleges are permitted to report deficits equivalent to the spend on cash budget for priorities, FRS 17 pension charges and FRS 102 adjustments. The reported financial position falls within these guidelines.

Reporting a deficit does have implications however, and to counter any queries or concerns by the users of the Financial Statements, the Underlying Performance table on page 14 schedules out the non-cash technical adjustments and one-off adjustments included within the deficit, thereby highlighting the true underlying surplus.

6. Equalities

An equalities assessment is not applicable given the nature of this report.

7. Risk

	Likelihood	Impact
Very High		
High		
Medium		
Low	x	x
Very Low		

Due to the adoption of FRS 102 in terms of the accounting treatment of certain items and the associated presentational changes, the College's underlying financial health is masked. There is a risk that those not familiar with the technical aspects of Financial Statements will misinterpret the state of the College's financial health. In mitigation of this, it needs to be stressed that management team and the external auditors are in agreement that there is no going concern issue. SFC are being asked to provide a letter of assurance that any liquidity shortages that arise will be covered, and there is no reason to assume this will not be forthcoming.

Risk Owner – Alison Stewart   **Action Owner –** Senga McKerr

Paper Author – Senga McKerr   **SMT Owner –** Alison Stewart

<u>Attachments</u>

1. Annual report & financial statements

2. Management assessment of going concern

Zoom (commencing at 4.30pm)

Present: Lorna Dougall (Chair)
                Hazel Burt
                Paul Devoy
                Alistair McKean
                Emma Meredith

In Attendance: Professor Ken Thomson, Principal
                Alison Stewart, Vice Principal Finance and Corporate Affairs (VPFACA)
                David Archibald, Henderson Loggie

A/22/001   **Declarations of Interest**

            None

A/22/002   **Apologies for Absence**

            Stephen Reid
            Olga Potapova

A/22/003   **Minutes of meeting of 19 May 2022**

            The minutes of the meeting of 19 May 2022 were approved.

A/22/004   **Matters Arising**

            a) A/21/040 Risk Management

            The Chair reported that the procurement exercise for Leadership Skills training has
            been concluded.

            b) A/21/041 Risk Appetite Workshop Outputs

            The Chair reported that the College had reviewed the paper format and this would be
            in use from October 2022. The CGPO also noted that risk appetite had been added to
            the Strategic Risk register as well.

A/22/005   **Review of Committee Remit**

            The VPFACA presented the remit of the Committee, noting it was good practice for
            members to review the remit on an annual basis.

            Members discussed the remit and did not raise any changes to be made.

            a) Members approved the remit as appended to the paper

A/22/006   **Governance Statement**

The VPFACA presented the draft governance statement for members' consideration. She noted that this forms part of the accounts for the College and that it was good practice for the Committee to consider the content ahead of the review of the accounts at the November joint meeting with the Finance Committee.

She highlighted that the document summarised the governance arrangements in the College and noted that the content complies with Scottish Funding Council and Audit Scotland requirements.

Members discussed the content of the statement.

a) Members approved the Governance Statement for inclusion in the accounts

A/22/007   **Audit Committee Self-Assessment**

The Chair presented the annual self-assessment document to members. She reported that she had reviewed the content against the new code of conduct and felt that the contents complied with requirements and that, where the College did deviate, this was explained in the document.

Members noted that the mandatory audit member training should be included in the document on page 4 alongside the more general Board induction.

Members agreed that the assessment was comprehensive.

a) Members approved the Audit Committee Self-Assessment

A/22/008   **Response to Ernst & Young letter to those charged with Governance**

The Chair presented the response to the annual letter from the College's External Auditors.

She highlighted that the response outlines the information the Committee rely on to discharge their responsibilities and asked members if they were content that the information was adequate. She also noted that there were no breaches of governance that she was aware of for inclusion in the letter.

Members noted that the response appeared to be comprehensive and queried what the External Auditors do with the information once it is submitted.

The VPFACA confirmed that the information was used as an assurance process for the External Auditors as part of their overall work on the accounts.

a) Members approved the content of the response

A/22/009 **Presentation of Internal Audit Reports**

Business Continuity

David Archibald, Henderson Loggie, presented the report on business continuity arrangements within the College.

He noted that the review was a good one and highlighted a number of the positives such as the detailed flowcharts in place to guide responses to a range of scenarios.

He also outlined to members that the review also looked at the College's response to Covid and confirmed that the information provided had been assessed against recognised good practice.

He highlighted a range of positives including internal working, clear and consistent communications to all stakeholders and the College's participation in a range of external groups to coordinate data and guidance to allow the College to respond to a, at times, rapidly changing situation.

He outlined the work done to ensure a safe return to campus and reported that the arrangements in place had been impressive.

Members welcomed the very positive report, noting that College's response to the pandemic had been excellent.

The VPFACA highlighted that the CGPO had been the main point of contact with a range of external agencies such as NHS Forth Valley and members thanked him for this.

Members noted that they would like to see the flowcharts mentioned at a future meeting of the Committee.

a) Members noted the content of the report

Follow Up Report

David Archibald presented the annual follow up report. He informed members that all recommendations since the last report had been reviewed and that recommendations the College had previously indicated had been completed had been verified by the College providing appropriate evidence.

He provided an overview of the remaining recommendations which were either still in date or were currently partially completed.

The Chair noted that one of the recommendations on Data Protection Compliance should have come to this meeting but would be brought to the November meeting instead.

Members noted and welcomed the training being done on IT security.

a) Members noted the content of the report

A/22/010   **Internal Audit Annual Report**

David Archibald presented the annual report which provided members with a summary of the work completed in the previous academic year.

He noted changes to the plan that had been agreed during the year and highlighted the maladministration review which had been hoped to be completed over the summer but would now fall into this year's review schedule.

Overall he noted that the opinion of the internal auditors was that there were solid governance arrangements in place and confirmed to members the independence of his firm and the audit approach used.

a) Members noted the content of the report

A/22/011   **Progress Report on Audit Recommendations**

The CPGO presented the standing update on progress against audit recommendations. He noted that a number had been completed and that there were a number of extensions being requested as well.

He informed members that the number of extensions had been raised with the College Leadership Management Team (LMT) and the underlying reason for these appeared to be that the initially agreed timescales were too ambitious. He confirmed it was highlighted to LMT members to ensure proposed timeframes for closing audit recommendations are realistic and achievable.

a) Members noted the content of the report

A/22/012   **Risk Management**

The VPFACA presented the Strategic Risk Register for member's consideration.

She outlined changes that had occurred to risks since the last meeting of the Committee.

Members queried whether the increased financial stability risk and increased energy costs had been factored in, noting that in England Colleges had written to the

Government expressing concerns over the significant impact of energy cost rises on budgets.

The VPFACA confirmed that energy costs were a concern and increases had been included in the five year Financial Forecast Return (FFR) which would be discussed at the upcoming Board meeting.

She confirmed that, if no further Scottish Government funding support is made available, the College intended to apply to the ALF for exceptional additional funding.

She also noted that these concerns had been raised directly with the SFC's finance director.

Members welcomed the update and queried whether the risk score should be updated at this time.

Following discussion between members and senior management, it was agreed that the financial risk would be updated once the Board had discussed the FFR document to reflect the views of the full Board.

Members queried the colour coding of the new risk appetite section of the register and the CGPO explained that the register measured mitigated risk score against risk appetited. Where the mitigated score was over the appetite it was highlighted in red, where the score matched the risk appetite it was amber, and where the score was under the risk appetite it was green.

a) Members noted the content of the report

A/22/013   **Review of Risk**

Members highlighted the financial risks as discussed and the agreement to update the risk register once the Board had considered the FFR.

A/22/014   **Any Other Competent Business**

None

1. **Purpose**

   To present to members the annual report from the Chair of the Audit Committee to the Board of Management.

2. **Recommendation**

   That members approve the attached report

3. **Background**

   The Chair of the Audit Committee presents a report of the Committee's activities on an annual basis.

   As this report is linked directly to the associated financial year, the information within the attachment covers the 12 month period from 1 August 2021 to 31 July 2022 period

4. **Resource Implications (Financial, People, Estates and Communications)**

   None – all audit activity is fully budgeted and progress against agreed activity is monitored and reported to the Audit Committee.

5. **Equalities**

   Assessment in Place? –No

   Not applicable to this report

6. **Communities and Partners**

   Not applicable to this report

7. **Risk and Impact**

   Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

   If the paper is an approval, please reflect on whether the approval will have any direct or indirect impact for any other areas of operational activity internally or externally within the College – No

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	X	X
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the <u>single most relevant </u>risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance	X	Strategy		People	
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Failure to adequately check internal systems via the internal audit service could lead to systemic errors or inefficiencies. The Internal Audit function, overseen by the Audit Committee, ensures that adequate assurances are received.

Is the score above the Board Risk Appetite level? - No

Risk Owner – Ken Thomson   **Action Owner –** Alison Stewart

Paper Author – Stephen Jarvie   **SMT Owner –** Alison Stewart

ANNUAL REPORT OF THE AUDIT COMMITTEE TO THE BOARD OF MANAGEMENT

1. **Introduction**

   This report covers the 12 month period from 1 August 2021 to 31 July 2022. Committee attendance was as follows:

Name	Attendance Record
Lorna Dougall (Chair)	3 of 3 meetings
Hazel Burt	2 of 3 meetings
Paul Devoy	1 of 3 meetings
Alistair McKean	2 of 3 meetings
Emma Meredith	2 of 3 meetings

   The Committee met on the following dates:

   9 September 2021
   16 November 2021
   19 May 2022

2. **Internal Audit**

   Internal Audit is governed by the Code of Audit Practice, as published by the Scottish Funding Council (SFC). The Code requires the Internal Auditors to adopt a risk-based approach to the programme, and to undertake follow-up work to ensure that all recommendations accepted by College management have been implemented.

   Audit Provider:
   Henderson Loggie are the College Internal Auditors. Their charge for the period was £15,744. (Fees are based upon the degree of responsibility and skill of staff, and the time involved in the work. Fees for additional services or assignments are agreed separately in advance).

   Annual Report on Audit Activities: The Internal Auditor's report on audit activities carried out during the year 2020–2021 was considered by the Audit Committee at its 8 September 2022 meetings Internal Audit assignments for this period were carried out broadly in accordance with the Audit Plan agreed by the Audit Committee on 20 May 2021.

   Achievements: The audit assignments were identified based upon a review of the College risk register, the identification of new systems being implemented within the College and those audits (i.e. credits) required on a rolling basis.

   The specific audit reports produced for each assignment made recommendations for the improvement of internal procedures and controls, and each recommendation was given an agreed target date for implementation. The monitoring of internal audit recommendations is a standing agenda item on Audit Committee agendas.

Effectiveness: While identifying one area within the College which was classified as requires improvement, on the basis of the other work undertaken during the year the auditors have expressed an overall opinion that 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."

3. **External Audit**

    Audit Provider: Ernst & Young LLP.

    Auditors Report: The External Auditor's report on the Financial Statements for the year 2021-2022 is included in the papers. The audit was carried out during October/November 2022.

    Management Letter: During the course of the audit the Auditors performed overviews of the key financial systems of the College to assess their adequacy for the purposes of ensuring that accurate, timely and complete accounting records were being maintained. The recommendations resulting from this exercise are set out in the report of the External Auditor.

4. **Other Matters**

    During the past 12 month period, in addition to receiving reports from the Internal and External Auditors, the Committee also considered the Risk Register and treatment of significant risks.

    The Audit Committee also met with the Internal and External Auditors without College staff in attendance at their meeting of 15 November 2022.

5. **Adequacy and Effectiveness**

    The Committee accepts the views of the internal and external auditors that Forth Valley College's internal financial and management systems are adequate and that the Board of Management's responsibilities have been satisfactorily discharged.

    Lorna Dougall
    Chair
    8 December 2022

Forth Valley College

Internal Audit Annual Plan 2022/23

Internal Audit report No: 2023/01

Draft issued: **11 November 2022**
2nd Draft issued: **15 November 2022**
Final issued:

Henderson Loggie

Page

Introduction

1.1   The purpose of this document is to present for consideration by the Audit Committee the annual operating plan for the year ending 31 July 2023. This would normally be based on a comprehensive Audit Needs Assessment (ANA) and three-year Strategic Plan, which would be prepared following discussion with Board members and managers throughout the College. Given that the College has invoked a two-year contract extension, which takes us beyond the ANA and Strategic Plan 2019 to 2022 (Report 2020/01, finalised in May 2019) it was agreed that a full ANA should not be undertaken at this time. The draft plan is based on discussions with the Vice Principal – Finance and Corporate Affairs and consideration by other members of the College Senior Management Team (SMT), consideration of areas of higher risk and need from a review of the College's Strategic Risk Register and a review of previous internal audit coverage.

1.2   A copy of the extended Strategic Internal Audit 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 2022/23, together with the audit approach. These have been arrived at following discussion with the Vice Principal – Finance and Corporate Affairs and consideration by other members of the College SMT. The outline scopes will be refined and finalised after discussion with responsible managers in each audit area.

1.4   It should be noted that the review of Quality Assurance and the Student Application Process business process review (BPR) have been carried forward from the 2021/22 programme.

1.5   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 priority that should be given to each report.

Extended Strategic Plan 2019 to 2023

	Category	Priority	Actual 19/20 Days	Actual 20/21 Days	Actual 21/22 Days	Planned 22/23 Days
Reputation						
Publicity and Communications	Gov	M				
Health and Safety	Gov	M		5		
Student Experience						
Curriculum planning	Perf	M				
Quality assurance	Perf	M				6
Student support	Perf	M				
Student Application Process BPR	Fin/Perf	M/H				5
Student recruitment and retention	Fin/Perf	M/H				5
Student Engagement / Students' Association	Gov	H	5			
Staffing Issues						
Staff recruitment and retention	Perf	M/H		5		
Staff development	Perf	M				
Sickness absence	Perf	M				
Workforce planning	Perf	M				
Payroll	Fin	L/M				
Estates and Facilities						
Building maintenance	Fin/Perf	M/H	5			
Estates strategy / capital projects	Fin/Perf	M				
Space management	Perf	M				
Asset / fleet management	Perf	M/H				
Facilities Operations	Perf	M				
Financial Issues						
Budgetary control	Fin	L/M				4
Financial planning	Fin	H				
Student fees and contracts / registry	Fin	M				
General ledger	Fin	L/M				
Procurement and creditors / purchasing	Fin	M			4	
Debtors/ Income	Fin	L/M				
Cash & Bank / Treasury management	Fin	M				
Fraud prevention, detection and response	Fin	M				
Commercial Issues						
Business Development BPR	Fin/Perf	M/H	10			

	Category	Priority	Actual 19/20 Days	Actual 20/21 Days	Actual 21/22 Days	Planned 22/23 Days
Organisational Issues						
Risk Management	Perf	M				
Business Continuity	Perf	M			5	
Corporate Governance	Gov	L/M		6		
Corporate Planning	Perf	L/M				
Performance reporting / KPIs	Perf	M				5
Partnership Working	Gov/Perf	L				
Equalities	Gov	M				
Environmental Sustainability	Gov/Perf	M				
Information and IT						
IT network arrangements / Cyber Security	Perf	M		7		
Data protection	Gov	M			4	
FOI	Gov	L				4
Complaints	Gov	L				4
Systems development / implementation	Perf	M				
IT strategy	Perf	M				
Other Audit Activities						
Credits audit		Required	5	5	5	5
Bursary, Childcare and Hardship Funds		Required	7	7	7	7
Management and Planning)			5	5	5	5
External audit / SFC)						
Attendance at Audit Committee)						
Follow-up reviews		Various	2	2	2	2
ANA and Strategic Plan			———	———	———	———
			39	42	32	52
Total			=====	=====	=====	=====

Key

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

Priority: H – High; M – Medium; L – Low

BPR = Business Process Review

Outline Scope and Objectives

Audit Assignment:	Quality assurance
Priority:	Medium
Fieldwork Timing	December 2022 / January 2023
Audit Committee Meeting:	May 2023
Days:	6

Scope

Internal verification is a crucial element of both the College's and awarding bodies quality assurance processes. It ensures that all candidates entered for the same qualification are assessed fairly and consistently to the specified national standard.

The College must ensure that internally-assessed qualifications are credible with staff, students, partner organisations, and regulatory bodies. This requires an effective quality assurance system within the College. The College is responsible for operating an effective and documented internal quality assurance system. This is an essential requirement of awarding bodies, including the Scottish Qualifications Authority (SQA).

The scope of this assignment will be to carry out a review of the FVC quality procedures for internal assessment and verification of units and programmes made on behalf of awarding bodies, with a view to providing assurance that the procedures reflect good practice, and identifying opportunities for procedural improvements and efficiencies.

Objectives

The objective of this review will be to ensure that the College can demonstrate that:
- the internal verification model is valid and accords with guidance and good practice published by awarding bodies such as the SQA;
- the assessment process ensures that sufficient evidence is obtained in order to demonstrate that students have met the national standard for the qualification;
- all assessors have access to awarding bodies standards, are familiar with the standards and can evidence that they have been applied;
- assessors reach accurate and consistent assessment judgements for the same qualification for all candidates in line with the national standard of the qualification;
- systems are in place which facilitate collaboration between assessors and internal verifiers, ensuring that standards are met across the College, whilst maintaining appropriate segregation and access to results;
- systems are in place which allow quality concerns to be captured and addressed; and
- record-keeping and resulting of students is accurate.

Audit Assignment:	Quality assurance (Continued)

Our audit approach will be:

Through one to one interviews with key staff, review of the College's quality procedures and internal verification documentation we will identify:

- internal stakeholder needs;
- opportunities for removing inefficiencies from the internal verification process; and
- ways to improve the process to maintain compliance with awarding bodies guidance, where appropriate.

Audit Assignment:	Student application process BPR
Priority:	Medium / High
Fieldwork Timing	February / March 2023
Audit Committee Meeting:	May 2023
Days:	5

Scope

The scope of this assignment will be to carry out a review of the current procedures for the various stages of the student application process with a view to identifying and removing waste from the current process and enhancing the student experience and learner journey, and proposing new procedural improvements for 2023/24. The review will include consideration of the College's responsiveness to students and how the College keeps students 'warm'.

Objectives

To objectives of the review will be to ensure that:

- The anticipated outcomes for all internal stakeholders from the student application process are clearly defined;
- The value of services provided as part of the application process are quantified from a student perspective;
- The steps in the value chain are identified;
- Steps which do not add value are identified with a view to eliminating them;
- Steps that create value occur in tight sequence and are reflected in a new student application process; and
- Arrangements are in place to deliver consistency in the student application process by embedding any agreed revisions to the process in updated operating procedures for the College.

Audit Assignment:	Student Application Process BPR (Continued)

Our audit approach will be:

Through a facilitated workshop or interviews with key staff nominated by the College we will use a range of business improvement tools to identify internal stakeholder and student needs; identify opportunities for removing inefficiency and waste from the current student application process and map out revised processes which will create a flow between value creating steps to improve the process for academic year 2023/24.

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 application process are deliverable and embedded across the College.

Audit Assignment:	Student recruitment and retention
Priority:	Medium / High
Fieldwork Timing	November / December 2022
Audit Committee Meeting:	May 2023
Days:	5

Scope

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 and Communications, MIS and academics areas of the College.

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 recruitment and retention;
- there is an agreed student recruitment and retention strategy taking into account:
  - ♦ agreed recruitment and retention targets;
  - ♦ equal opportunities;
  - ♦ widening participation;
  - ♦ admissions policy;
- 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;

Audit Assignment:	Student Recruitment and Retention (Continued)

Objectives (Continued)

- 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 the senior managers directly involved in the planning and management of student recruitment activity, and other relevant staff, and review of relevant documentation.

Audit Assignment:	Budgetary Control
Priority:	Low / Medium
Fieldwork Timing	February / March 2023
Audit Committee Meeting:	May 2023
Days:	4

Scope

This audit will look at the College's budgetary control practices and protocols. It will specifically consider budget monitoring procedures in place centrally and within a sample of Academic Schools and Support Services, and also cash flow reporting to senior management and the Board, and SFC.

Objectives

The objectives of the audit will be to ensure that:

- budgets are controlled in accordance with the Financial Regulations and Procedures;
- budget setting is linked to corporate and operational planning processes and budgets are revisited when plans change or funding targets are not achieved;
- information is available to management in Academic Schools and Support Services which is up-to-date and in a format that can be easily understood;
- budget holders have the necessary skills for managing budgets;
- budget variations are reported and acted upon;
- there is accurate cash flow reporting; and
- senior management and the Board regularly review the College's overall financial position.

Our audit approach will be:

The Head of Finance and a sample of budget holders in Academic Schools and Support Services will be interviewed, and reports reviewed, to determine current working practices in budget monitoring, and the information and training provided to budget holders.

The processes used to prepare cash flow reports for senior management, the Board, and the SFC will be determined through discussion with Finance staff and review of supporting working papers.

We will also establish and review the budget monitoring information provided to the College Management Team and Board.

Audit Assignment:	Performance reporting and KPIs
Priority:	Medium
Fieldwork Timing	January / February 2023
Audit Committee Meeting:	May 2023
Days:	5

Scope

This audit will consider the format, content and timeliness of management information, both financial and non-financial (although excluding budget monitoring as this is covered separately as part of the internal audit programme for the year), provided to senior management and to the Board. We will also consider whether the information reported to the Board is appropriate, and whether such information is accurate and easy to understand for those who use it.

Objectives

The objective of the audit will be to obtain reasonable assurance that:

- the management information needs of users have been identified and the information provided meets those needs;
- management information is clearly set out, easily accessible, accurate, provided on a timely basis and readily understood by users;
- management information is available which:
  - ♦ reports on appropriate key performance indicators and, where applicable, on outputs, outcomes and impacts;
  - ♦ enables the impacts of key strategic and operational decisions to be measured;
  - ♦ assists in forecasting; and
- processes in place to provide and disseminate management information are efficient.

Our audit approach will be:

A sample of senior managers and Board members will be interviewed and the College's management reports, and management reporting procedures, will be reviewed to assess compliance with the above objectives.

Audit Assignment:	Freedom of Information
Priority:	Low
Fieldwork Timing	November / December 2022
Audit Committee Meeting:	May 2023
Days:	4

Scope

The scope of the review will be to assess whether the arrangements in place within the College for dealing with requests for information under the Freedom of Information (Scotland) Act 2002 (FOISA) in order to meet the requirements placed on the organisation as a public body. The Act gives a general right of access to all types of recorded information held by public authorities, sets out exemptions from that right and places a number of obligations on public authorities. Any person who makes a request to a public authority for information is entitled to receive that information, subject to exemptions. As set out within the Act, the College must adopt and maintain a publication scheme setting out the information routinely made publicly available. Subject access request requests under the Data Protection Act do not fall under the scope of this review.

Objectives

The objective of our audit will be to obtain reasonable assurance that:

- The organisation has established a publication scheme which sets out the information which will be published;
- The responsibility and approach for dealing with FOISA requests has been formally documented;
- Requests for information under the Act are promptly transferred to the appropriate part of the organisation for action and procedures ensure that requests are actioned in a timely fashion;
- Procedures are in place to allow effective monitoring of performance to ensure that requests are dealt with within the statutory timescales and to make sure that the information provided is accurate and up to date before it is published or released; and
- There are arrangements in place to report compliance with the requirements set out within the Act on at least an annual basis.

Our audit approach will be:

Through discussion with relevant senior managers we will examine the publication scheme developed for the College and we will document the systems and processes implemented to allow the organisation to meet the requirements set out within the Act.

We will then perform compliance testing as appropriate to establish whether the agreed processes are operating effectively in practice.

Audit Assignment:	Complaints
Priority:	Low
Fieldwork Timing	November / December 2022
Audit Committee Meeting:	May 2023
Days:	4

Scope

The College must comply with the model Complaints Handling Procedure (CHP). The purpose of the model CHP is to provide a standardised approach to dealing with complaints to encourage public bodies to make best use of lessons learned from complaints made. Compliance with the model CHP is monitored by the Scottish Public Services Ombudsman.

The scope of this audit will be to carry out a review of the operation of the College CHP process to provide assurances to the Principal and the Board that the processes and their application meet the requirements of the model CHP.

Objectives

The objective of this audit will be to ensure that:

- The College CHP is in line with the Scottish Public Services Ombudsman's model for public sector bodies;
- Adequate training and guidance have been provided to staff on dealing with complaints and decision reviews;
- There is a robust system to ensure 'lessons learned' are identified from complaint resolution and the outcomes from the decision review process and appropriate action is taken to make improvements if required;
- Steps have been taken to improve the customer experience and minimise the number of Stage 2 complaints through better first-time handling of initial complaints lodged; and
- Effective governance arrangements are in place, including regular reporting to the Principal, senior managers and the Board, on the volume and outcome of complaints and decision review requests.

Our audit approach will be:

Key staff from within the College will be interviewed to determine current working practices and the systems in place in relation to complaints and the decision review handling will be documented. The College CHP will be reviewed to ensure that it is in line with the Scottish Public Services Ombudsman's requirements and model scheme. Compliance testing will be carried out to ensure that the CHP and decision review policies are being followed in practice.

Audit Assignment:	Credits Audit
Priority:	Required audit
Fieldwork to be conducted:	September / October 2022
Audit Committee Meeting:	November 2022
Days:	5

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 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 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 and assess and test their adequacy. We will carry out further detailed testing, as necessary, to enable us to conclude that 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 Credits Audit Guidance and the key areas of risk identified in Annex D.

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

Audit Assignment:	Student Support Funds
Priority:	Required audit
Fieldwork to be conducted:	September / October 2022
Audit Committee Meeting:	November 2022
Days:	7

Scope

We will carry out an audit on the College's student support funds for the year ended 31 July 2023 and provide an audit certificate. Three specific fund statements will require an audit:

- 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 2023 is in agreement with underlying records.

Our audit approach will be:

- Reviewing new 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 guidance issued by SFC will be utilised. This includes 'Areas of risk and audit considerations' for bursaries and for the discretionary funds and childcare, and 'Guidance on the audit requirements for EMA.'

Audit Assignment:	Follow-Up Reviews
Priority:	Various
Fieldwork to be conducted:	August / September 2023
Audit and Risk Committee Meeting:	November 2023
Days:	2

Scope

This review will cover reports from the 2021/22 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:

- the recommendations made in previous reports ascertain by enquiry, review of supporting documentation 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.

Henderson Loggie

Forth Valley College

2021/22 Student Activity Data

Internal Audit report No: 2023/02

Draft issued: 9 November 2022

Final issued: 10 November 2022

Henderson
Loggie

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Management Summary

Introduction

The Guidance Notes issued by the Scottish Funding Council (SFC) on 16 August 2022, '*FES Return and Audit Guidance 2021-22*' requested submission by Forth Valley College ('the College') of the FES return for session 2021/22, which includes the Credits data relating to College activity for the academic year 2021/22.

Guidance on completion of the 2021/22 return was issued by the SFC on 2 August 2021.

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 29 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 Senior Auditor with four-years' experience in the sector. A Manager with 17 years' experience in the sector was also involved at the planning, review and reporting stage.

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 5½, split 1 day for the Audit Director, ½ day for the Manager and 4 days for the Senior Auditor.

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

Audit Findings (continued)

No issues have been identified from our audit testing for 2021/22 that required a recommendation for improvement to be made.

Conclusion

Our report was submitted to the SFC on 9 November 2022. 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

- we can provide reasonable assurance that the FES return is free from material misstatements.

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.

Main Report

1.   Introduction

1.1   SFC Guidance

1.1.1   The Credits Audit Guidance issued by the Scottish Funding Council (SFC) on 16 August 2022 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 2021/22 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 number of Credits claimed.

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:

a) Ensured that the course met the criteria for fundable activity set out in the Credits guidance.
b) Where applicable, ensured that the course met the definition of further or higher education set out in the Credits guidance.
c) Ensured that courses recorded as full-time met the definition for full-time as set out in the Credits guidance.
d) 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
e) Checked allocation of Credits to courses is in accordance with the Credits guidance.

2.1.3 For a total of 69 students selected from the above courses the following tests were carried out, where applicable:

a) Ensured that the student met the criteria for fundable activity set out in the Credits guidance.
b) Checked back to signed enrolment forms, or electronic equivalent, for the 2021/22 academic year.
c) 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.
d) 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
e) 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:

a) Confirmed that there were no claims for more than one full-time enrolment per student for 2021/22 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;
b) Confirmed that there were no claims for overseas students, associate students and students enrolled on full cost recovery commercial courses; and
c) Confirmed that Credits had not been claimed for distance learning students resident outwith Scotland.

2.1.5 In relation to European Social Funds (ESF), for a sample of 10 students selected from the College's ESF funded programmes, testing was carried out on the College's systems for administering the additional funding, in line with conditions of grant. This included:

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

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

2.1.6 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 10 part-time students, we confirmed that College staff had verified the entitlement to benefit although, in one case, we noted that the evidence provided did not agree with the fee waiver being claimed. The fee waiver category of the student was Source of Finance 37 – Carers Allowance however evidence provided was for Universal Credit. Although this was a miscoding, the student was still eligible for fee waiver.

2.1.7 It was confirmed by the College that no collaborative provision was undertaken during the year for which Credits were claimed and no such courses were identified during our audit testing. No further work was therefore required in this area.

2.1.8 Before signing our audit certificate, we reviewed the final FES online report and the explanations for remaining errors.

2.1.9 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 E of the Credits Audit Guidance and were working satisfactorily as described to us.

2.1.10 The remainder of this report discusses issues identified during our review of the 2021/22 student activity data.

2.2 Flexible Learning

2.2.1 The Credits guidance states that the number of Credits claimed for distance learning provision should be commensurate with the **college** staff time spent on developing and delivering the course. The Credits audit guidance requires that colleges should have procedures to agree the likely duration of study for open / distance learning programmes. Records of work of such students which record formal progress against a schedule with milestones agreed at enrolment must be maintained.

2.2.2 The Credits guidance also notes that in cases where the units delivered do not have a credit value, the fundable credits should be derived based on the planned learning hours divided by 40 (1 Credit = 40 hours of learning). Planned learning hours should represent a realistic and sensible estimation of the number of hours that students will normally be required to undertake in their programme of learning.

2.2.3 Our sample of courses selected for testing in 2021/22 included a flexible learning course, Introduction to Creative Industries, Hospitality and Tourism, where the College claimed 1 Credit per student for those who completed the course with a total of 1,248 Credits claimed. The course framework provided by the College from its Curriculum Planning system showed a course start date of 1 June 2022 and end date of 31 July 2022, and 36 planned learning hours for the course. Similar courses were highlighted in our internal audit reports in previous years and College management advised that the courses were developed to prepare students for remote learning at college or university, offered through its website, and delivered online to anyone who may be considering entering college or university. These are generic courses which introduce a range of tools which are commonly used to support remote learning. The course content on the Moodle learning management system noted that the courses comprised 36 planned learning hours and were designed to cover using MS Teams (8 hours), Moodle (8 hours), Office 365 (16 hours), and OneNote Classroom (4 hours), with the remainder of the time to make up the 40 hours required for one Credit comprising learning support and assessment time.

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

2.2 Flexible Learning (contained)

2.2.4 Taking a strict interpretation of the wording of the Credits guidance, the Credits claimed for these courses did not appear to meet the SFC requirement that the Credits should be commensurate with the **college** staff time spent on developing and delivering the course. In 2019/20 and 2020/21 we sought clarification from the SFC on this point and obtained confirmation that the claim would be acceptable. There has been no change to SFC guidance in this area for 2021/22, and on the basis of previous clarifications and confirmations received, we have again concluded that the claim for these courses is acceptable.

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, 2 and 3. 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 1,339 Credits; Price Group 2: increase of 1,773 Credits; and Price Group 3: increase of 1,180 Credits – due mainly to Foundation Apprenticeships now attracting Credits plus deferred students.

Appendix I – Copy of Audit Certificate

Forth Valley College
Grangemouth Road
Falkirk
FK2 9AD

9 November 2022

Dear Sirs

Auditor's Report to the Members of the Board of Management of Forth Valley College

We have audited the FES return which has been prepared by Forth Valley College under SFC's Credit Guidance for colleges issued 2 August 2021 and which has been confirmed as being free from material misstatement by the College's Principal in his Certificate dated 25 October 2022. We conducted our audit in accordance with guidance contained in the 2021-22 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 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 misstatements.

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

- we can provide reasonable assurance that the FES return is free from material misstatements.

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

9 November 2022

Date FES returned: 10 October 2022

Appendix II – Price Group Analytical Review 2020/21 and 2021/22 – Figures

Price Group	2020/2021		2021/2022		Variance	Variance
	Credits		Credits		Credits	%
1	11,876		13,215		1,339	11.3
2	33,446		35,219		1,773	5.3
3	36,066		37,246		1,180	3.3
4	0		3		3	0
5	5,841		5,941		100	1.7
	87,229		**91,624**		**4,395**	**5.0**

College Funded Target 2021/22:   91,888

The above target figure includes: 83,336 Core Credits, 3,141 Foundation Apprenticeships, 1,617 Deferred students, 1,301 YPG/NTTF and 2,493 ESF

Final claimed 2021/22:   91,624 Credits (including 84,242 Core Credits, 2,379 Foundation Apprenticeships, 1,636 Deferred students, 874 YPG/NTTF and 2,493 ESF)

Appendix III – Price Group Analytical Review 2017/18 to 2021/22 – Graph

Appendix IV – Updated Action Plan – Student Activity Data 2020/21

Recommendation	Grade	Comments	Agreed Y/N	Responsible Officer for Action	Agreed Completion Date	Progress at October 2022
Systems and Procedures for Compilation of Returns **Fee Waiver** **R1** In line with the College's internal procedures ensure that part-time fee waiver forms are retained in all cases to show the nature of the evidence presented by the students and to confirm that College staff have verified student eligibility.	3	Through the audit it was found that in all cases the evidence to substantiate eligibility was stored, however the internal part-time fee waiver form was not available for all students. In the interim the importance of ensuring a part-time fee waiver form is stored for all eligible students will be stressed to the Student Records Team, however a review of our internal procedures will be undertaken prior to Session 2022-23 to establish if student eligibility can be verified without the need to complete a part-time fee waiver form.	Yes	Director of Operations / Student Records Co-ordinator	May 2022	Evidence for part-time fee waiver was available for all students sampled for 2021/22. ***Fully Implemented***

Henderson Loggie ⅢⅠ.

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Forth Valley College

Student Support Funds 2021/22

Internal Audit report No: 2023/03

Draft Issued: 9 November 2022

Final Issued: 10 November 2022

Henderson Loggie

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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 and 2020/21, this limit was relaxed for 2021/22 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 2021/22 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 2022, 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.

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 FE Discretionary Fund, FE & HE Childcare Fund and Bursary Return we made one observation in relation to the disclosure of FE and HE childcare payments between lone parent and other. The SFC FES 2 Guidance notes 2021-22, revised 15 August 2022, require that the total amount awarded to students who are lone parents should be disclosed under the FE or HE childcare, lone parent headings. Awards to students not classified as a lone parent should be disclosed as FE or HE childcare, other. We noted that the FE and HE lone parent expenditure disclosed on the FES student support funding report includes only the Lone Parent Childcare Grant element of up to £1,215 per student, with the balance of payments to students who were lone parents being included under the 'other' headings.

In our covering letter to the SFC enclosing the audited EMA Return we made one observation. As noted on the year-end statement, the College underclaimed by £210 in the monthly EMA claim for February 2022 and submitted a request for payment of this amount in September 2022 as part of the monthly EMA claim for August 2022. We confirmed that EMA payments totalling £176,730 were made by the College in the year-ended 31 July 2022 compared with £176,520 included in the monthly returns and year-end statement.

Findings and Conclusions (continued)

In addition, the following points were noted during the course of our audit:

During our testing of payments, we identified one instance in Bursary where a duplicate payment of £255.90 had been made to a student. A catch-up payment had been paid twice over two separate runs. Similar instances were noted for the FE Discretionary Fund (one student at £120.00), HE Discretionary Fund (one student at £60.00) and EMA (six students totalling £390.00). Our EMA sample included all students who received more than the expected maximum award for the year of £1,110.00, explaining the high incidence of error found in our sample.

College management advised that this was human error when processing, a spreadsheet was not saved correctly so when the next catch-up payment was done there was no way to tell that the students had already been paid. Management also advised that procedures for catch-up payments have been revised and more training has been provided to staff within the team to allow them to understand the new process. The College confirmed that these payments had not been recovered from the students as they were only identified during the course of our audit and the payments were made in October 2021. Given the length of time that has passed, the College felt that it would be detrimental to the students to ask then to pay the money back now. No further instances were identified from a review by management.

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

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Appendix II - Higher Education Discretionary and Childcare Fund Return and Audit Certificate

Appendix III – Education Maintenance Allowance Return and Audit Certificate

![Henderson Loggie logo](Henderson Loggie)

Aberdeen 45 Queen's Road AB15 4ZN
Dundee The Vision Building, 20 Greenmarket DD1 4QB
Edinburgh Ground Floor, 11-15 Thistle Street EH2 1DF
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T: 01224 322 100   **F:** 01224 327 911
T: 01382 200 055   **F:** 01382 221 240
T: 0131 226 0200   **F:** 0131 220 3269
T: 0141 471 9870

Our ref: FORT250/DA/STI
Your ref:

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

9 November 2022

Dear Sirs

Forth Valley College
Discretionary Fund, Childcare Fund and Bursary Return 2021/22

On behalf of our above named client, we attach the audited Discretionary Fund, Childcare Fund and Bursary Return for the academic year 2021/22.

We have one observation to make in relation to the disclosure of FE and HE childcare payments between lone parent and other. The SFC FES 2 Guidance notes 2021-22, revised 15 August 2022, require that the total amount awarded to students who are lone parents should be disclosed under the FE or HE childcare, lone parent headings. Awards to students not classified as a lone parent should be disclosed as FE or HE childcare, other. We noted that the FE and HE lone parent expenditure disclosed on the FES student support funding report includes only the Lone Parent Childcare Grant element of up to £1,215 per student, with the balance of payments to students who were lone parents being included under the 'other' headings.

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

College - 5760259 - Forth Valley College   Report - Student Support Funding

College Name: Forth Valley College

College Contact: Senga McKerr

College Number: 5760259

Phone Number: 01324 403270

1st August 2021 - 31st July 2022

Bursary Funds Expenditure	(AAC 1) Student under 18		(AAC 2) Parentally Supported (At home)		(AAC 3) Parentally Supported (Away from home)		(AAC 4) Self-supporting		(AAC 5) Care-experienced		(AAC 6) Universal Credit		(AAC 7) Non-maintenance		Totals	
	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)
Maintenance Costs	0	0	274	734999	11	46288	202	694201	138	777563	147	138830	5	5071	777	2396952
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	0	0	126	33922	6	1865	103	36717	61	15841	75	28273	172	43993	543	160611
Travel Expenses	0	0	200	83931	7	4448	168	101392	98	36378	111	61027	309	98250	893	385426
Special Educational Needs	0	0	0	0	0	0	0	0	0	0	0	0	1	2718	1	2718
Total Bursary	0	0	276	852852	11	52601	202	832310	138	829782	147	228130	346	150032	1120	2945707

Discretionary Funds Expenditure	(AAC 1) Student under 18		(AAC 2) Parentally Supported (At home)		(AAC 3) Parentally Supported (Away from home)		(AAC 4) Self-supporting		(AAC 5) Care-experienced		(AAC 6) Universal Credit		(AAC 7) Non-maintenance		Totals	
	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)	Headcount	Expenditure (£)
FE Discretionary	0	0	3	3485	8	17265	105	205028	22	35763	36	12394	2	350	176	274285

Childcare Fund Expenditure

	Headcount	Expenditure (£)
Total FE Childcare Fund	47	116542
Total HE Childcare Fund *	41	100712

* 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	0	0	36	35659	36	35659
FE childcare, other	0	0	30	80883	30	80883
HE childcare, lone parent	0	0	27	27953	27	27953
HE childcare, other	0	0	28	72759	28	72759

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 also report that in our opinion, the college used these funds in accordance with the Scottish Funding Council conditions.
We are satisfied that the systems and controls of the administration and disbursement of these funds are adequate. * Delete if not applicable.

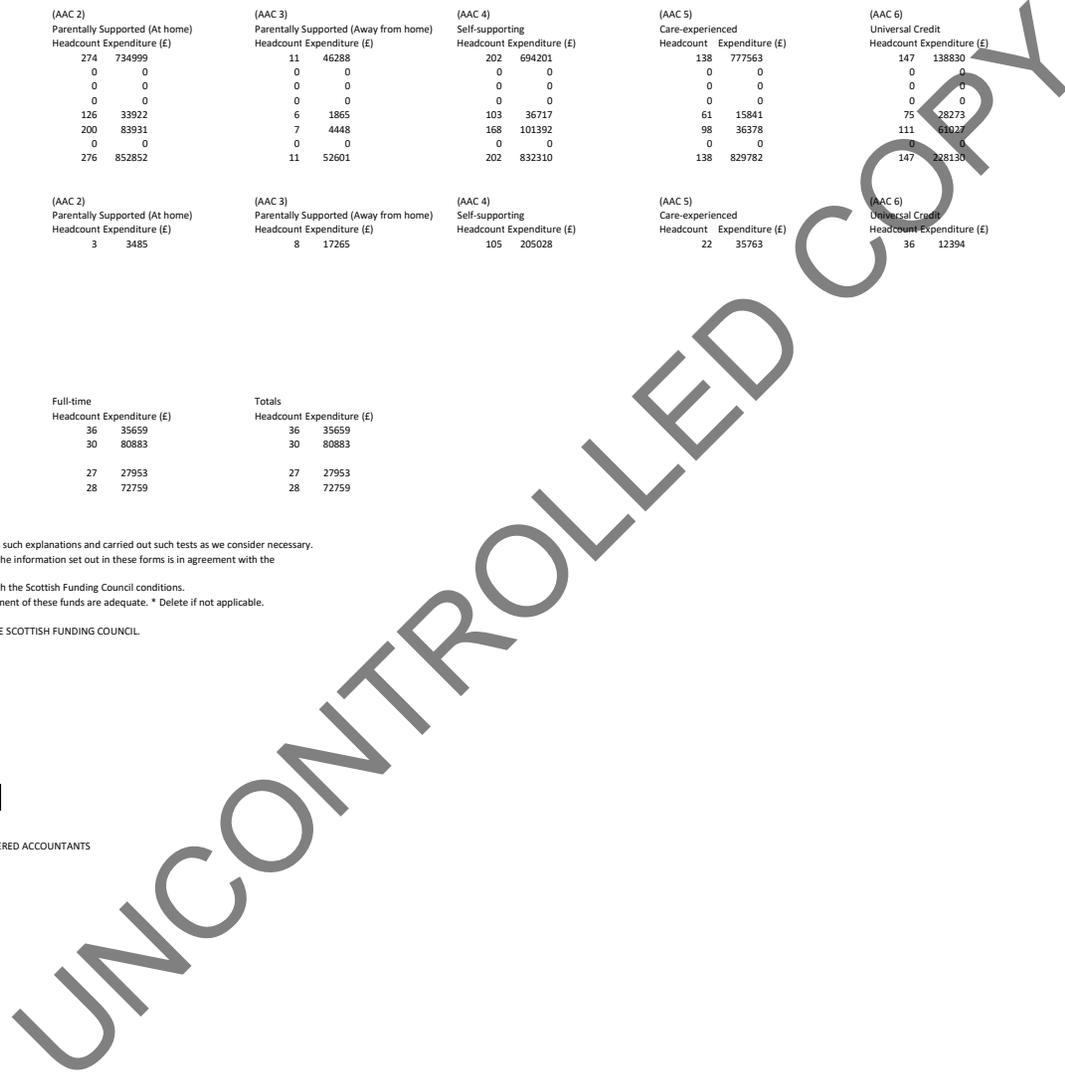PLEASE RETURN AN ELECTRONIC AND SIGNED PAPER COPY OF THIS FORM TO THE SCOTTISH FUNDING COUNCIL.

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........ 09/11/2022

Our ref: FORT250/DA/STI
Your ref:

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

28 October 2022

Dear Sirs

Forth Valley College
Higher Education Audited Fund Accounts Return 2021/22

On behalf of our above named client, we attach the audited HE Fund Accounts Return for
the academic year 2021/22.

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

AUDITED FUND ACCOUNTS RETURN 2021/22

DISCRETIONARY FUND AND/OR CHILDCARE FUND (if appropriate)

Income and Expenditure

Name of institution: **Forth Valley College**

		Undergraduate Discretionary Fund	Postgraduate Discretionary Fund	Childcare Fund (HE only)	COVID-19 Discretionary Fund	TOTAL
		£	£	£	£	£
INCOME						
a	Funding carried over from previous academic year 2020/21					-
b	New allocation received for the academic year 2021/22	157,189.00				157,189.00
c	Coronavirus Fund Received				149,303.00	149,303.00
d	Bank interest received in the academic year 2021/22					-
e	Virement/transfer from other funds (HE only) *(Enter positive and negative amounts to show transfer between relevant funds)*					-
f	Total funds available for disbursement *(a+b+c+d+e)=m*	157,189.00	-	-	149,303.00	306,492.00=m
	Validity Checks					
EXPENDITURE						
g	Funds disbursed *(= grand total of k from Report on Funds Expenditure)*	115,018.04				115,018.04
h	Winter COVID funds previously returned in March 2022					-
i	Unspent COVID-19 additional support to be returned to SAAS by 31 October 22				149,303.00	149,303.00
j	Remaining allocation from 2021/22; funds to be returned to SAAS by 31 October 2022	42,170.96				42,170.96
k	Total disbursement of funds *(g+h+i+j)=f*	157,189.00	-	-	149,303.00	306,492.00

NAME: KTHOMoJ (Principal)   SIGNED ▮   DATE: 27.10.22

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 *(subject to the reservations set out in our letter dated   which is attached)* 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: HENDERSON LOGGIE LLP   SIGNED ▮   DATE: 28 OCTOBER 2022

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

AUDITED FUND ACCOUNTS RETURN 2021/22

REPORT ON FUNDS EXPENDITURE

Name of institution: Forth Valley College

	Undergraduate Discretionary Fund		Postgraduate Discretionary Fund		Childcare Fund	COVID-19 Fund	TOTAL
	Full Time	Part Time	Full Time	Part Time	Full Time		
	£	£	£	£	£	£	£
a General living expenses	113,938.04						113,938.04
b Travel							-
c Childcare							-
d Bursary /scholarship							-
e Short-term loans not repaid in the academic year							-
f Disability diagnosis costs							-
g Equipment							-
h Audit	1,080.00						1,080.00
i Advertising and publicity							
j Other administration costs							
k Total *(= grand total of (i) from the Income & Expenditure accounts return)*	115,018.04	-	-	-	-	-	115,018.04

Validity Checks

NAME: K.THOMSON
(Principal)

SIGNED: ███████

DATE: 27.10.22

AUDITED FUND ACCOUNTS RETURN 2021/22

REPORT ON STUDENT NUMBERS

Name of institution: Forth Valley 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)*	78					-	78
b Total number of students assisted	77					-	77
c Total number of students refused assistance *(= a-b)*	1					-	1
For COVID Fund only: of the students in b above, how many were:	*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	77						77
g Travel							-
h Childcare							-
i Bursary /scholarship							-
j Short-term loans not repaid in the academic year							-
k Disability diagnosis costs							-
l Equipment							-

Validity Checks

NAME: K. Thomson **SIGNED:** ▮▮▮▮▮▮▮ **DATE:** 27.10.22
(Principal)

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.
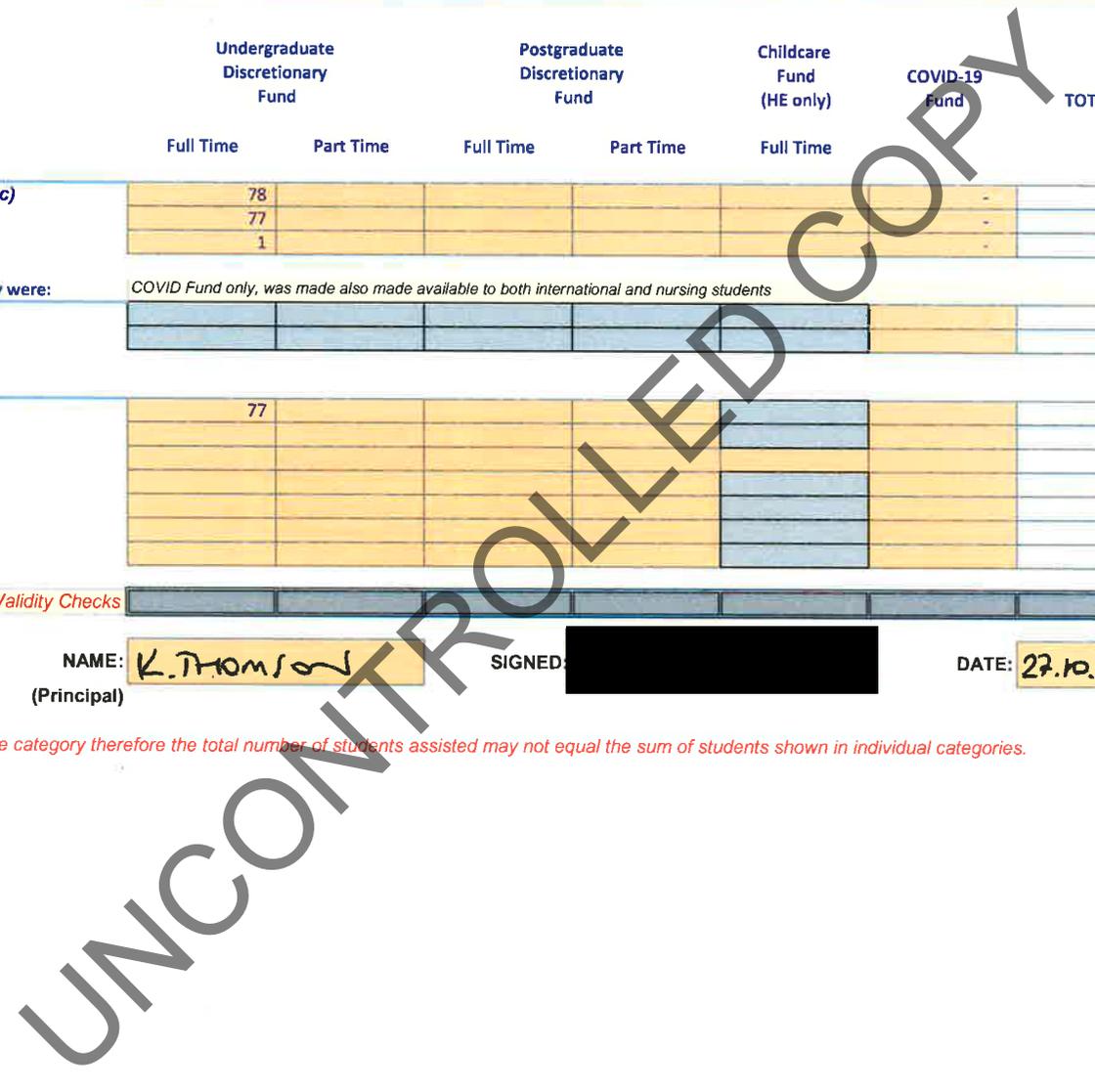
Henderson Loggie

Our ref: FORT250/DA/STI
Your ref:

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

7 November 2022

Dear Sirs

2021/22 Education Maintenance Allowance
Forth Valley 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 2021/22 (copy attached).

Although we have not raised any reservations in our Auditors' Report we have one observation to make arising from our audit work.

As noted on the year-end statement, the College underclaimed by £210 in the monthly EMA claim for February 2022 and submitted a request for payment of this amount in September 2022 as part of the monthly EMA claim for August 2022. We confirmed that EMA payments totalling £176,730 were made by the College in the year-ended 31 July 2022 compared with £176,520 included in the monthly returns and year-end statement.

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

Henderson Loggie

Our ref: FORT250/DA/STI
Your ref:

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

7 November 2022

Dear Sirs

Forth Valley College: Education Maintenance Allowance Return
Auditors' Report to the Scottish Funding Council (SFC) for the period from 1 August 2021 to 31 July 2022

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 total number of applications, 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 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
Chartered Accountants
Dundee Office
stuart.inglis@hlca.co.uk

College: Forth Valley
AY 2021-22

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 2022	Total EMA Admin (=G+S+T)	Total EMA Spend (=L+U)
August 2021	0	£0	0	£0	£0	£0	0		£0	£0	£0	£0	£0	£0
September 2021	311	£9,330	0	£0	£9,330	£0	94		£0	£9,330	£0	£0	£0	£9,330
October 2021	748	£22,440	0	£0	£22,440	£0	155		£0	£22,440	£0	£0	£0	£22,440
November 2021	0	£0	0	£0	£0	£0	0		£0	£0	£0	£0	£0	£0
December 2021	1,364	£40,920	0	£0	£40,920	£0	182		£0	£40,920	£0	£0	£0	£40,920
January 2022	583	£17,490	0	£0	£17,490	£0	190		£0	£17,490	£0	£0	£0	£17,490
February 2022	668	£20,040	0	£0	£20,040	£3,210	214		£0	£20,040	£0	£0	£3,210	£23,250
March 2022	517	£15,510	0	£0	£15,510	£0	228		£0	£15,510	£0	£0	£0	£15,510
April 2022	0	£0	0	£0	£0	£0	0		£0	£0	£0	£8,000	£8,000	£8,000
May 2022	1,131	£33,930	0	£0	£33,930	£0	0		£0	£33,930	£0	£0	£0	£33,930
June 2022	538	£16,140	0	£0	£16,140	£0	£0		£0	£16,140	£0	£0	£0	£16,140
July 2022	24	£720	0	£0	£720	£315	235		£0	£720	£0	£0	£315	£1,035
Totals	5,884	£176,520	0	£0	£176,520	£3,525	1298		£0	£176,520	£0	£8,000	£11,525	£188,045

Payments made to College

Month	Administration	Maintenance	Total	Balance
September 2021	£0	£0	£0	£0
October 2021	£0	£9,330	£9,330	£0
November 2021	£0	£22,440	£22,440	£0
December 2021	£0	£0	£0	£0
January 2022	£0	£40,920	£40,920	£0
February 2022	£0	£17,490	£17,490	£0
March 2022	£3,210	£40,040	£43,250	-£20,000
April 2022	£0	£0	£0	£15,510
May 2022	£8,000	£0	£8,000	£0
June 2022	£0	£29,440	£29,440	£4,490
July 2022	£0	£16,140	£16,140	£0
August 2022	£315	£720	£1,035	£0
Totals	£11,525	£176,520	£188,045	£0

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)

KEN THOMSON

Principal's signature

Date

27.10.22

Notes:
We underclaimed by £210 in February - a request for payment of this was submitted in September as part of the August claim.

1. **Purpose**

   To provide members with an overview of College data protection activity in academic year 2021/22.

2. **Recommendation**

   That members note the content of the report

3. **Background**

   Effective and relevant data gathering, utilisation and disposal is fundamental to all organisations in meeting their varied legal duties in regard to data.

   For a College, given people and personal data, is our primary data set, this is even more important and impacts directly on our reputation and the trust our staff and students have in us.

   Data protection is embedded throughout College operational processes and is also one of the key factors considered in new project/contract works.

   The College Information Governance Group maintains an overview of data protection activity and there is also a core group consisting of the Vice Principal Infrastructure and Communications, the Data Protection Officer (Shared Service) and the Corporate Governance and Planning Officer who consider potential data breaches and the College response to these.

4. **Key Considerations**

   Data Breaches 2021/22

Type of Breach	Number	Reportable to ICO
Email misuse leading to unauthorised access to personal data.	3	No
Unauthorised access to data (files in an unsecure location)	1	No

   The most common form of data breaches in the College tend to be related to misuse of email (not using the 'bcc' field, wrong recipient, etc). Individual advice (and retraining, if required) is offered in such cases, to try and avoid repetition. The College is considering automated options to reduce such incidents. These options often involve resource, whether in terms of time and/or cost, and the College is seeking to find a balance to reduce risk, whilst avoiding disproportionate outlay.

   The issue of files being compromised due to placement in insecure areas have largely been dealt with by activities undertaken during the Data Management Project, where shared drives have been removed, and College records and sensitive data are exclusively held in SharePoint, or other core College systems, with appropriate security access levels in place.

<u>Subject Access Requests</u>

Requestor	Data Requested	Data Provided?	If not, why?
Student	CCTV footage of collision in car park with another students vehicle	No	Contained other students/staff images. Advised insurance would have legal basis to request data but individual did not
Student	As above – other student involved	No	As above
Lawyer for student 1	CCTV footage as above	Yes, lawful basis to provide in relation to claim being made	N/A
Admiral Insurance	As above	As above	N/A
Staff Member	Personal data held of College systems such as HR and emails from particular staff	Yes	N/A

5. Resource Implications (Financial, People, Estates and Communications)

None at this time. There may be a future resource request as referred to earlier in section 4, however this would be subject to the normal budgeting/SMT approval process as all other spend if it were to progress.

6. Equalities

Assessment in Place? –No

This report is an overview for Committee members and does not alter College policy or procedures.

7. Communities and Partners
Not applicable

8. Risk and Impact

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

	Likelihood	Impact
Very High (5)		
High (4)		X
Medium (3)		
Low (2)	X	
Very Low (1)		

Total Risk Score – 8

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy		People	
Legal	X	Financial		Project/Programme	
Property		Reputational			
		Technology			

The College is active in relation to data protection, seeking wherever possible to be proactive with measures to prevent breaches or other areas of risk. While the likelihood of a reportable incident happening is low, the College still recognises the potential serious impact of such an incident.

Is the score above the Board Risk Appetite level? No

Risk Owner – David Allison   **Action Owner –** Stephen Jarvie/Donald MacLean

Paper Author – Stephen Jarvie/Donald MacLean   **SMT Owner –** David Allison

1. **Purpose**

   To update members on progress with the implementation of recommendations contained within internal and external audit reports.

2. **Recommendation**

   That members note the content of the report and associated appendix.

3. **Background**

   The College monitors progress against internal and external audit recommendations and reports on progress to each meeting of the Audit Committee. This report provides assurance to the Committee that the College is appropriately managing all internal and external audit recommendations.

4. **Summary of Changes**

   There were no new recommendations arising from the September 2022 meeting to add to the tracker.

   The attached annex contains an update on progress against recommendations.

   There are no proposed changes to completion dates for recommendations in this report

   The table below represents a summary of the current position of the recommendations as at 4 November 2022.

	No Priority	Priority 1	Priority 2	Priority 3	Total
Live within date	0	0	2	4	6
Live recommendation passed implementation date	0	0	0	0	0
Completed since last report to Committee	1	0	0	3	4

5. **Resource Implications (Financial, People, Estates and Communications)**

   This is a summary report so there are no specific resource implications

6. **Equalities**

   Assessment in Place? –No
   This is a summary report so there are no equalities implications

7. Communities and Partners

Not applicable

8. Risk and Impact

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	X	X
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance	X	Strategy		People	
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Audit recommendations continue to be actively managed by the College and are reported as a standing agenda item to the Audit Committee

Is the score above the Board Risk Appetite level? No

Risk Owner – Alison Stewart   **Action Owner –** Stephen Jarvie

Paper Author – Stephen Jarvie   **SMT Owner –** Alison Stewart

ID	Audit Name	Date of Audit	SMT Owner	Action Owner	Recommendation	Management Response	Priority	Evaluation	Scheduled Completion Date	Revised Completion Date	Evidence	Completed
1	Externally Facilitated Effectiveness Review	Feb-21	Ken Thomson	Alison Stewart	As part of the development of the Strategic Plan the Board should develop a consensus around partnerships and collaborations with entities who are involved in fossil fuels and explain this in a way which makes it clear to stakeholders how this stance can be aligned with the Net Zero and decarbonisation agenda.	The Board will discuss this at the next strategic planning session and develop an Ethical Policy.		September 2022 - Corporate Social Responsibility policy approved by Board of Management 22 September 2022 August 2022 - Following further review, it was felt the this should not be a stand alone item and instead should form part of a wider Corporate Social Responsibility policy. A draft policy has been prepared and will be considered at the Board of Management meeting in September 2022 for approval May 22 - This recommendation will be covered as part of the Commercialisation strategy Nov 21 - Strategic Planning Session has been delayed until February 2022 and final approval likely in April 2022. Aug 21 - The Strategic Planning session has been scheduled for November owing to Board members availability. Given this and the need to develop the policy following Board input, the completion date for this recommendation will need to be revised to 24 February 2022.	24/02/2022 Agreed September 2021	30/09/2022 - agreed by Audit May 22	Corporate Social Responsibility Policy	Yes
2	Health and Safety	Sep-21	David Alison	Ralph Burns/Martin Loy	A more 'joined-up' approach between HR and H&S is required to ensure that H&S training needs are identified and delivered in a cost-effective manner. A process should be developed to ensure that HR and H&S teams review all specialised H&S training requests to determine need and in-house provision. All H&S training should be reported to HR using the SDAF. No H&S training should be approved without due diligence over SDAF forms by the H&S Team. Management should identify the H&S skills and knowledge needed for staff to do their job in a safe way. This could take the form of a skills matrix based on job roles that details the mandatory and desired H&S training requirements. The process for reporting H&S training needs to HR and H&S should be defined in polices for staff awareness, including that training needs be identified from completing risk assessments and who to communicate needs to.	Please see above response	2	Nov 22 - Reports have been created that show the College picture, with the option to drill down to course or Department level and to identify individuals. Work continues to provide this in a dashboard for managers to utilise as required and without prompting. Aug 22 - Reports have been created that show the College picture, with the option to drill down to course or Department level and to identify individuals. Work continues to provide this in a dashboard for managers to utilise as required and without prompting. May 22 - In relation to non mandatory training the College is awaiting the output from the national support staff role profile exercise to identify role specific CPD. This, combined with the functionality of the new HR system to be deployed later, will greatly aid in developing a process for ensuring all necessary training is undertaken. As the Role profile work is being done at a sector level, the date has been changed to allow time for completion and implementation. Nov 21 - Progress has been made, and all mandatory training courses have been re-written within Moodle to ensure they are functioning correctly and capturing details of when a member of	31/03/2022	20/12/2022 - agreed by Audit May 22		
3	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Graeme Robertson	Mechanisms should be established for testing the effectiveness and value for money of the security training provided to staff. The areas of the organisation that regularly feature in security reports, or achieve the lowest feedback from information security questionnaires, should be targeted for further tailored training activity.	The IT Team will explore testing the effectiveness of training provided through the use of ethical phishing campaigns.	3	Nov 22 - Plans are in place to run an ethical phishing campaign in late November. Aug 22 - To maximise impact it was decided to delay the launch of an ethical phishing campaign from July, when staffing levels are low, to block 1 of the 2022/23 academic year. May 22 - An ethical phishing campaign will be developed in July.	31/07/2022	30/11/2022 - agreed by Audit September 2022		
4	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Graeme Robertson	Explore how guidance for staff on how to manage their digital footprints safely and reduce the risk of becoming a target for attackers, both in a professional and personal capacity, and particularly through use of social media platforms can be made more widely available to staff and Board members. The Learning Digital Skills team delivering training as part of the agenda for Staff Development days should be considered.	The existing mandatory training course will be adapted to specifically highlight the risks associated with social media platforms, and consideration will be given to running targeted training on staff development days.	3	Nov 22 - Course will be launched in December. Aug 22 - Course content for the existing mandatory course has been written, and passed to the course development team. May 22 - Update to the existing mandatory course planned for July.	31/08/2022	31/12/2022 - agreed by Audit September 2022		
5	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Graeme Robertson	A risk-based approach should be adopted to enabling critical logs to improve endpoint security. Examples of critical logs include: • Local user and group enumeration. • Logon attempts with local accounts. • Logon with explicit credentials. • Plug-and-play device connections (e.g., USBs). • Process creation. • File creation. • PowerShell providers loaded. • Script block logging.	The College is currently on-boarding with Jisc to introduce a Security Information Events Management (SIEM) system, starting with logging at server level. It's planned to extend logging to key workstations once all parties are comfortable with how they system functions. This recommendation reflects where we are with our implementation.	3	Nov 22 - We are awaiting a date from Jisc, with the provisional date of October having passed. Aug 22 - All preparatory work has been undertaken by the College, however this service is proving popular, and the college has a provisional date in Oct with Jisc. May 22 - On-boarding with Jisc to introduce a SIEM is progressing as planned.	31/08/2022	31/12/2022 - - agreed by Audit September 2022		
6	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Graeme Robertson	Use manual testing methods (for example penetration testing or red team simulated cyberattack exercises) in addition to automated tools, such as network IDS / IPS of SIEM, to test and obtain assurance that vulnerabilities are identified and managed.	As per previous response, the College is currently on-boarding with Jisc to introduce a managed SIEM. Penetration testing will be re-introduced.	3	November 22 - As above August 22 - As above May 22 - As above	31/07/2022	31/12/2022 - agreed by Audit September 2022		
7	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Laura Calder	It is recommended that an audit of cloud and third-party systems in use across the College estate, which are not directly linked to College Active Directory or Office365 accounts, is undertaken to identify instances of staff using College logins and email accounts and put in place procedural guidance for line managers to revoke user access to such accounts, and for staff on good password management.	Agreed. IT are aware of a number of third-party and cloud based systems which are managed locally within Departments, where IT don't control user accounts, and therefore can't delete accounts of staff leavers etc. An audit of all systems would be beneficial. Procedural guidance for system owners will be prepared, and guidance for College staff on using college credentials for external systems will be reiterated	3	Nov 22 - Audit complete. Aug 22 - Audit is being undertaken as part of the College's Information Management Project, with two Departments outstanding. May 22 - Audit is being undertaken as part of the College's Information Management Project, with review of the majority of Departments complete.	31/08/2022	30/10/2022 - agreed by Audit September 2022	Audit undertaken as part of the College's Information Management Project.	Yes

8	IT Network Arrangements/Cyber Security	Nov-21	David Alison	Graeme Robertson	The Incident Response Plan should be finalised and communicated to all relevant staff and stakeholders to ensure that everyone's roles and responsibilities are defined and understood. This should then be supported through appropriate training. The response plan should then be practised to ensure staff know how to respond during an incident, and to also highlight any problem areas in the planned response. Practises should also include restoring files from backups	Agreed. The Incident Response Plan is currently in draft format, with advice on content gratefully received through this audit. Individual system RTOs are being tested on out air gapped test network. The plan will be finalised, shared appropriately and tested.	2	Nov 22 - Testing on target for end 2022 Aug 22 - Incident Response Plan reviewed at the Information Governance Group (IGG), with internal testing undertaken by the IT Team. Agreed at IGG that fuller testing should be combined with an exercise on College Business Continuity. May 22 - Incident Response Plan has been written and will be taken for approval to the Information Governance Group in June, and then on to LMT for information. System RTOs have been tested in our test network.	28/1/22 for plan, 31/7/22 for testing	31/12/2022 for fuller testing combined with Business Continuity - agreed by Audit September 2022		
9	Data Protection	Apr-22	David Alison	Donald McLean/Stephen Jarvie	An annual Data Protection Compliance report should be developed and formally reported to the Audit Committee. The report should include relevant data protection progress updates, as well as summarising key compliance metrics relating to data breaches, subject access requests and staff training. These metrics should also be included within the suite of performance data reported to senior management.	It's agreed that an annual Data Protection Complain report will be developed to be reported to the Audit Committee and LMT.	3	Nov 22 - Report coming to the Audit Committee on 15th November Aug 22 - Report being developed and will be presented to the next available Audit Committee May 22 - recommendation discussed at Audit Committee who confirmed this report would be welcomed. Will be presented to Audit Committee at next meeting on 8/9/22	30/09/2022		Annual Data Protection Report	Yes
10	Procurement and Creditors/Purchasing	Oct-21	Alison Stewart	Senga McKerr	The Scheme of Delegation, Procurement Policy and procurement procedures should be updated to make specific reference to the "authorisation process by department" record to ensure transparency over procurement and spending controls.	Although all information is in place, we accept that clarity could be improved and we will reference both the internal scheme of delegation and the "authorisation process by department" in the Financial Regulations and Procurement procedures and we will make these available on the Finance SharePoint page.	3	September 2022 - Financial Regulations considered and approved by Finance Committee 1 September 2022 August 2022- the updated Financial Regulations will be presented to Finance Committee for approval September 2022. Delayed due to severance programme increasing demand on staff resource	30/01/2022	30/09/2022 - agreed by Audit September 2022	Financial Regulations	Yes

1. **Purpose**

    To present members with the Strategic Risk register for the College.

2. **Recommendation**

    That members note the content of the register attached to this paper and the actions taken to date.

3. **Background**

    The College continues to monitor Strategic Risks to the College. These risks are discussed at LMT/SMT meetings and are also brought to each meeting of the Audit Committee.

    In line with the College Risk Management Policy, specific separate risk registers can be created for significant projects or to provide information on specific large-scale risks.

4. **Changes to the Strategic Risk Register**

    Risk ID 3

    As discussed at the last Finance Committee and Board meetings, there are significant concerns relating to both funding levels and the financial reporting required by SFC.

    While mitigating actions have taken place, the likelihood has been increased from High to Very High to reflect the current situation.

5. **Resource Implications (Financial, People, Estates and Communications)**

    The register itself does not require significant resource to manage however mitigating actions may require additional resource on a case by case basis.

6. **Equalities**

    Assessment in Place? –No

    The Risk Registers do not require equalities impact assessment. Individual risks may result in Equalities assessments being completed for new/revised College policies and procedures.

7. **Communities and Partners**

    Not applicable to this report

8. Risk and Impact

Please complete the risk table below. Risk is scored against Likelihood x Impact, with each category scored from Very Low through to Very High. Risks should be robustly scored and, if the combined score (Likelihood x Impact) is higher than the Board Risk appetite for the risk category identified, additional justification must be provided on why this risk is necessary.

	Likelihood	Impact
Very High (5)		
High (4)		
Medium (3)		
Low (2)	X	X
Very Low (1)		

Total Risk Score – 4

The College has a Strategic Risk appetite for categories of risk as defined by the Board of Management. Decisions being taken at LMT/SMT/Board level must have cognisance of this. Please indicate the single most relevant risk category in the table below.

BoM Risk Categories & Risk Appetite (Select one area only)					
Cautious <15		**Open 15> <20**		**Eager >20**	
Governance		Strategy	X	People	
Legal		Financial		Project/Programme	
Property		Reputational			
		Technology			

Risk continues to be comprehensively managed and reviewed, including comparing risk scores against the Board risk appetite levels, on an ongoing basis.

Is the score above the Board Risk Appetite level? - No

Risk Owner – Ken Thomson   **Action Owner –** Ken Thomson

Paper Author – Stephen Jarvie   **SMT Owner –** Ken Thomson

Risk Management and Mitigation

No	There is a real or perceived risk that...	Causes	Potential Consequences	Mitigating Actions	Actions/Progress to Date	College Committee	Board Committee	SMT Risk Owner	Action Owner	Initial: Likelihood	Initial: Impact	Initial: Risk Score	Mitigated: Likelihood	Mitigated: Impact	Mitigated: Risk Score	Change to score since last meeting	Risk Category	Board risk appetite compared to mitigated score	Date Added and Date Score Updated
1	We fail to deliver a high quality learning experience and meet targets of outcome agreement	- Failure to deliver upon digital learning strategy - Curriculum fails to meet need of students/employers or other stakeholders - Inability to access campus resources owing to Pandemic - Failure to provide required support levels for individual student needs	- Impact on student experience with blended learning - Impact on student retention and attainment - Impact on College meeting credit and PI targets - Impact on student recruitment - Reputational damage with key stakeholders such as SFC	- Implementation of the Digital Skills Academy - Success of Project NxGen - Student Engagement and Feedback - Effective staff structures to support the student experience - Milestone dates for meeting with Springback project leads and working groups to test progress	Oct 22 - Excellent feedback from Education Scotland in our Annual Engagement visit in October highlighting the College is delivering high quality learning experience. The College's analytics tools came in for high praise as well as the implementation of the new Learning improvement Facilitator role Aug 22- Hybrid learning now launched as well as Digital self-assessment tool. LDSA team delivering hybrid learning support training. Student portal launched for on-boarding and student information app CampusM app launched. LDSA funding now in place and team fully staffed. LDSA Ambitions on target. Teaching pods launched to support hybrid learning. In September we are launching a pulse survey to support our cultural strategy. May 22 - LDSA has received funding for another 2 years from the College's ALF. LISEC established and monitoring the Student Journey Project. Student President sits on LISEC as Student Voice. Digital Skills self-evaluation tool now launched. ISS receiving excellent feedback from Departments. LDSA project to launch Hybrid Learning on target. Moodle upgrade completed and teaching materials transferred. Student portal App agreed as Campus M. MIS team working with Campus to create platform and launch for Aug 22. Nov 21 - For 2020/21 Forth Valley College has again performed well overall against our OA target figures across FE and HE categories, whilst continuing to operate in a restricted blended learning environment. The College continues to actively manage learning on and off campus to deliver the best learning experience possible while continuing to follow all necessary Scottish Government Covid guidance. September 2021 - LDSA now launched with all staff in place. LDSA Ambitions document released and quarterly reports on progress to targets released to LMT. Project next GEN FVC launched. Continuous Curriculum Improvement process launched and running across all departments to help improve course performance and student outcomes. Learning Improvement and Student Experience Committee (LISEC) also launched to help improve student experience. LISEC will also monitor student engagement and feedback. EILS restructure launched to help improve student support and learning services as part of project NxGen FVC. 19/20 combined FVC FE/HE PIs highest in sector. FT/HE FT PIs improved on 18/19 position. FT/HE PT PIs highest in sector. 20/21 PIs not yet finalised but on target to meet OA set targets. April 2021 - LDSA now launched with all staff in place. LDSA Ambitions document released and quarterly reports on progress to	LIPSEC	LSE	P	VPLSE	H	VH	20	H	VH	20	↔	Strategy	20	Apr-21
2	We are unable to maximise the long term return on investment on the College estate	- Insufficient capital maintenance funding from SFC - Changes in working practices impact on demand - lack of stakeholder engagement in the new campus facilities	- We are unable to maintain our estate to an acceptable standard - Impact on Student Experience - Creation of backlog maintenance - Loss of commercial income	- Effective monitoring of lifecycle maintenance programme - Continue to secure best value for TFM contract - Development of commercialisation strategy - Review of campus utilisation - Maximising the legacy status of the Falkirk campus with project lead-in the Falkirk growth deal and for future inward investment	Oct 22 - Initial funding to survey building energy usage has been secured, which links to Net Zero, however appropriate building maintenance funding from SFC remains an issue. Aug 22 - Seeking alternative funding streams linked to Net Zero. College have heads of terms for a transition skills project through the Falkirk growth deal and the building is an intrinsic attractant for the project, however appropriate funding from SFC for ongoing maintenance remains an issue. May 22 - Insufficient funds in capital grant. Currently prioritising whilst diversifying funding streams . Nov 21 - Highest priority lifecycle maintenance needs are being met through our 2021/22 Capital allocation. Aug 21 - Highest priority lifecycle maintenance needs are being met through our 2021/22 Capital allocation. Agreed appointment of Commercialisation and Skills Director with role to maximise Estates activity. Apr 21 - Available capital allocation has been prioritised to cover the highest priority lifecycle maintenance in AY 21/22. Lifecycle maintenance for the next 5 years, particularly for Alloa and Stirling, is being reviewed by Head of Estates. There are quarterly review meetings of our TFM contract to ensure best value.	LMT	F	P	VPIC	H	VH	20	H	VH	20	↔	Financial	20	Apr-21
3	We are unable to maintain financial sustainability	- Political/regulatory changes - Changes in funding streams - Insufficient funding from Scot Gov/SFC to support core College activities - SFC new funding model potentially - Failure to meet commercial or student enrolment targets	- Inability to deliver high quality learning - Inability to react to changing economic and local environment - Inability to maintain College infrastructure - Impact on College performance indicators - Reputational Damage	- Principal and Chair represented on sector groups to lobby SFC/Scottish Government - Director of Business Development has strategic relationships with key stakeholders - Regular reporting on financial position to Leadership Team, Finance Committee and the Board	November 22 - Current financial projections show significant ongoing deficits on the basis of flat cash funding and unfunded pay awards. Chair of BoM has written to SFC on behalf of the Board seeking a meeting to discuss. August 22 - Board have approved the budget for 22/23 showing a small surplus and have agreed the transfer of last years surplus into the ALF. However since then it has been identified inflation is running at higher levels than anticipated, particularly in relation to gas and electricity, SFC have been asked to look at in year cuts to funding, budgeted pay award will be unacceptable to Unions and future allocations will be flat cash at best going forward for the next 3 years. Increased commercial activity will offset this to a limited extent. May 22 - Indicative allocations announced in March 22. Consultation for FVC transformation and restructure approved by the Board and launched 10 May to reduce headcount by 41fte. Once complete we will be financially sustainable for 2022/23. Awaiting final allocation for 2022/23 and outcome of 3 year spending review. Nov 21 - No further update from SFC. Awaiting Scottish Government budget announcements in Dec 21. SMT working on a number of scenarios for savings/efficiencies. August 21 - All instructor assessors have been converted to lecturers. Applications/Enrolments for FA and HEI courses for 21/22 are down. Both of which will put pressure on the 21/22 Budget. SFC Financial Forecast Return (FFR) request issued in August 21 states that forecasts for 21/22 should be prepared on the basis of FA are funded from core credits which is in effect a cut in funding of over £1m. LMT away day scheduled for end of September to formulate action plan to address potential changes in funding.	LMT	F	P	VPFACA	VH	VH	25	VH	H	20	↑	Financial	20	Apr-21
4	National bargaining adversely impacts College staffing relationships and finances	- National bargaining process removes ability to implement local agreements - Issues at national level can impact on local union relations	- Impact on staff morale due to delay in implementation of pay awards/job evaluation - Action Short of Strike/Strike Action impacts on student experience - Reputational Damage	- Ongoing engagement with local union representatives and Employers Association	Oct 22 - The College Management continues to engage with our Union partners at a local level and is building strong communication and engagement links. Restructure of departments is continuing to be imbedded and staff are continuing to be supported where there have been changes in structure. Positive start to the academic year. Nationally the NJNC negotiations are taking place for 22/23 pay deals and support staff job evaluation is still ongoing. Aug 22 - Transformation consultation now completed with no compulsory redundancies. Restructure across both teaching and Corporate Services staff with no negative feedback received on the process from EIS-FELA or Unison. 21/22 national pay dispute resolved. However EIS-FELA are seeking a £5k increase at each scale point for 22/23 while the offer in line with public sector pay is £500. Given inflation pressures and pay awards in other areas of the public sector this could lead to further disputes. New monthly LNCC and JCC meeting schedules arranged for academic session 22/23. May 22 - IA dispute resolved. IA posts made lecturer roles against new lecturer role profile as of 18/6/21. Monthly LNCC and JCC meeting scheduled for academic session 21/22. Unions requests to hold more JCC meetings granted. National pay dispute ongoing. Both sides continuing with dialogue. FVC Transformation consultation launched 10/5/22. Management consulting with both Unions. Industrial action currently underway with EIS-FELA. Impact on students being mitigated at departmental level but some students will be disadvantaged. Scoring increased to reflect this. Nov 21 - No significant updates at this time September 2021 - Continued engagement with Unions through monthly, and as required, LNCC and JNC meetings to ensure ongoing communication and relationship building. Ensure open and clear communication to expedite solutions to issues as they are raised. IA dispute now resolved with EIS-FELA. 21/22 pay negotiations now open and may result in ballot for strike action. April 2021 - Continued engagement with Unions through monthly, and as required, LNCC and JNC meetings to ensure ongoing communication and relationship building. IA dispute meetings have been held weekly to support negotiations in an effort to seek a resolution. A resolution to the dispute has not been reached but both sides are still in dialogue.	LMT	HR	P	VPLSE	VH	H	20	H	H	16	↔	People	25	Apr-21

#	Risk	Causes	Impact	Controls	Commentary													
5	A major incident prevents the College from operating	- Loss of access to campuses - Loss of access to IT from network issues or cyber attack	- Inability to deliver learning and teaching and the impact on student experience - Additional costs (including ransomware demands) - Staff morale from uncertainty over College reopening - Data protection and other legal issues - Reputational damage	- Business Continuity Plan which is regularly tested - Specific IT cyber security plan and IT business continuity plan - Regular testing of Health and Safety systems inc fire drills	Oct 22 - IT Security playbook has been developed, and has been tested within the IT Team. Further testing will link to the College's Business Continuity Plan. May 22- The Covid 19 experience has shown our Business Continuity process can work. Further trialling to be undertaken in 22/23. Aug 22 - Business Continuity audit on Covid 19 highlighted excellent practice. Further testing will be undertaken in 22/23. Nov 21 - An IT Security and Network audit has been undertaken by our internal auditors, with a rating of satisfactory. A number of minor recommendations were made, and are being addressed by the IT Team. Aug 21 - Updated IT Security Policy has been approved. We are currently on-boarding with Jisc to introduce a managed Security Information and Event Management (SIEM) system which will monitor logs of servers and key desktop PCs. Apr 21 - Additional IT security measures have been introduced to reflect increased remote working. IT Security policy is being updated to reflect these changes. IT Security Incident Response procedure is being updated to reflect current best practice.	LMT	B	P	VPIC	H	H	16	L	H	8	↔	Governance	15	Apr-21
6	We are unable to deliver on the ambitions of the People Strategy	- Changes to staffing establishment impacting on succession planning - Impact of Covid on staff time - Increase in demand for wellbeing support - Inability to recruit/retain staff - Long term affordability of staffing	- People strategy not achieved - Increased staff absence/decreased staff morale - Staffing establishment not adequate to meet operational requirement	- Additional support mechanisms - employee counselling system, mental health ambassadors, carers support forum, signposting to training and wellbeing support days in place. A dedicated space has also been created on SharePoint - Initiatives such as time for me, weekly recharge - Increase in flexible working and staff autonomy - Futures programme to deliver effective and efficient structures	November 22 - A new People Strategy will be taken to the HR Committee in November 22 for approval. Funding in the current climate will be a challenge, however funding has bee secured from Forth valley College Foundation to support workforce resilience and wellbeing. August 22 - Consultation completed, the objectives were achieved and the College now has a stable financial position. we are now in the process of revisiting the People Strategy at the same time we have launched a wellbeing personal assessment which will give a high level position for the College and a separate confidential statement for each member of staff completing the document. In September we are launching a Pulse survey to support our cultural strategy. May 22 - Consultation document launched in May 22 will have impact on staff morale, particularly on the academic staff. Nov 21 - A detailed report has been produced for the HR committee showing our progress in meeting the people strategy. Extensive work has been done in health and wellbeing and in staff development. An audit of our recruitment and succession planning approach supported our position as being on track. Morale continues to be a key point of focus with wellbeing, training, structure, and management forming key elements of the support in place August 21 - Revised LMT structure implemented from 1 August 21 to improve succession planning for SMT. Hybrid working pilot to be implemented following October break. May 21 - weekly recharge and time for you initiatives extended to July 21. Springback project launched and will look at increased flexible working.	LMT	HR	VPFACA	HHR	H	H	16	L	H	8	↔	People	25	Apr-21
7	Failure to grow and influence strategic partnerships impacts on our reputation as a partner of choice	- Insufficient resource - Competition from other providers - Inability to adapt to changes in the political/economic environment	- Loss of commercial income - Reduction in Modern Apprentices/Foundation Apprentices - Lack of influence at a regional level - Curriculum becomes outdated	- Director of Business Development works closely with Scottish Government/SFC/SDS and other key stakeholders - FVC key partner in City Deals/Investment Zone activity across the region - Project NxGen	Oct 22 - This continues to be managed by SMT and the DCS. Aug 22 - Role for SMT and the Director of Commercialisation and Skills (DCS) and a strategic objective in the new strategic plan 22-26 to support being at the heart of economic recovery. This can be evidenced with a number of projects. May 22 - Positive start to 2022 in a number of strategic projects developing. Consultation and new structure for Commercialisation and Skills (formerly Business Development). New systems in place to improve efficiency and performance. Nov 21 - Director of Commercialisation & Skills appointed and will start in January 2022. BP Senegal project is in place and started. Fuel Change has received commitment from Scottish Government to progress from pilot to implementation phase. Falkirk investment zone is progressing. Scottish International Environmental Centre will be locating into our Alloa campus. August 21 - Director of Business Development & Strategic Relationships role has been split into 2 roles; Director of Commercialisation & Skills which will focus on increasing commercial activity and Director of Strategic Partnerships & Regional Economy which will focus	LMT	B	P	P	M	H	12	L	H	8	↔	Strategy	20	Apr-21
8	SQA Maladministration and malpractice could impact on College's ability to offer courses	- Failure to have robust processes and staff understanding in place to ensure compliance with awarding body criteria	- Reputational damage - Investigation from SQA resulting in loss of awarding body status or other special measures	- Internal audit review of quality processes - Leaning and Quality department in place with quality policy and procedures - Procedure for internal verification in place - Ongoing training	Oct 22 - Audit details still to be finalised. All other actions now closed off. Aug 22 - All SQA and internal review actions completed and response sent to SQA. All internal actions from Malpractice review, including training for staff, now closed out. Internal audit not yet completed. Completion date to be finalised with Auditor. May 22 - Audit scheduled for week commencing 6 June 22	LMT	LSE	P	VPLSE	L	VH	10	L	H	8	↔	Reputation	20	May-22

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