BOARD OF MANAGEMENT

AUDIT & RISK COMMITTEE

Tuesday 5 March 2019 at 5.00pm
A214, Kingsway Campus

AGENDA

1. **WELCOME**

2. **APOLOGIES**

3. **DECLARATIONS OF INTEREST**

4. **ESRC RESEARCH PROJECT – INFORMED CONSENT**   Paper A for information

5. **MINUTE OF PREVIOUS MEETING**   Paper B for approval

6. **MATTERS ARISING**

7. **STRATEGIC RISK REGISTER**   Paper C for approval   ST

    7.1   Brexit Risks   Paper D for information   ST

8. **DATA BREACH REPORTING**   Verbal update   CB

9. **INTERNAL AUDIT**

    9.1   Cyber Security   Paper E for approval   HL
    9.2   Progress Report   Paper F for approval   HL
    9.3   Audit Plan 2018/19 & 2019/20   Verbal update   HL
    9.4   Follow-up Summary   Paper G for approval   CB

10. **BUSINESS CONTINUITY POLICY**   Paper H for approval   CB

11. **EXTERNAL AUDIT**

12. **RENEWAL OF CONTRACT – INTERNAL AUDIT**   Paper I for approval   CB

13. **DATE OF NEXT MEETING** - Tuesday 14 May 2019, A214 Kingsway Campus.

AUDIT COMMITTEE

Tuesday 5 March 2019

ESRC Research Project – Informed Consent

PAPER A

Processes and practices of governing in FE colleges in the UK

Note to Board of Management to ensure ongoing informed consent

Dundee and Angus College is one of a select number of colleges participating in a four nations study of the processes and practices of governing in FE colleges. Funded by the Economic and Social Research Council (ESRC), this project is led by a team of highly regarded and experienced investigators from the Universities of Stirling, Birmingham and Cardiff (further details available on the project website https://fe-governing.stir.ac.uk/).

The main focus of the study is to observe and video meetings of the College Board of Management held between January and December 2019. In addition, a select number of committee meetings may be observed, but not recorded. Observational studies of governing bodies, whether in the public or the corporate sphere, are rare so by agreeing to have your board meetings videoed you are supporting leading-edge research in this area.

In order to be funded, the research has been through a highly rigorous process of review by the ESRC. It has also been closely assessed and approved by research ethics committees at the three universities. Working to the highest ethical standards, the researchers will ensure that confidentiality is maintained, that sensitive information is not shared, and that individuals are not identifiable (unless they have explicitly agreed otherwise) in any communications, presentations or publications. Furthermore, all data will be deleted within a year of the project ending.

All participants in the meetings that are videoed and/or observed are required to complete a participant consent form to confirm that they understand the nature of the research and are aware of their right to withdraw (and have any contributions disregarded) at any time without consequence. They are also encouraged to speak to a member of the research team should they have any questions or concerns. The contacts for Scotland are Dr Helen Young, Research Fellow (01786 467748, h.l.young@stir.ac.uk) and Professor Cate Watson, Principal Investigator (01786 467626 cate.watson@stir.ac.uk).

AUDIT COMMITTEE

Tuesday 5 March 2019

Minutes of Previous Meeting

PAPER B

BOARD OF MANAGEMENT
AUDIT & RISK COMMITTEE MEETING

Minute of the Audit & Risk Committee meeting held on Tuesday 27 November 2018 at 4.30pm in Y150, Board Room, Gardyne Campus.

PRESENT: G Robertson (Chair Audit)
T Pirie
M Thomson

IN ATTENDANCE: C Blake (Vice Principal)
S Taylor (Vice Principal)
C Hyslop (Audit Scotland)
D Kerr (Audit Scotland)
S Inglis (Henderson Loggie)

1. WELCOME

G Robertson welcomed members of the Audit Committee and indicated that the meeting was not quorate. Decisions made at the meeting would be confirmed with members by e-mail and formally approved at the next meeting.

It was confirmed that an independent meeting with audit representatives had been held directly prior to the meeting.

2. APOLOGIES

Apologies were received from S Watt, P Milne & M Williamson.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTE OF AUDIT & RISK COMMITTEES – 18 SEPTEMBER & 23 OCTOBER 2018

The minutes of the Audit Committees meetings held on 18 September & 23 October 2018 were approved as a correct record.

4.1 Matters Arising

Data Breaches Report to Committee

It was agreed that a report should come to each Audit & Risk Committee even with a "nil" response if appropriate. **C Blake to progress.**

Asset & Fleet Management

C Blake explained that the Asset Register was virtually complete and captured data on 660 items at a replacement value of c. £2.5m. B Grace will take over the maintenance of the Register and in early summer 2019 physical asset and random checks will be carried out.

Contract Register

C Blake confirmed that the Contract Register (managed by the Procurement Manager) was live.

All staff using P2P had been given a clear message on the requirements and approaches in respect of orders (rather than requisitions).

Discussion took place on the inclusion of Procurement in the Internal Audit Plan. This would be considered and reported back to the next meeting. **C Blake and S Inglis to progress**

5. STRATEGIC RISK REGISTER

G Robertson commented that there had not been a review of the Risk Management policy since 2015, but noted that this was on the Internal Audit Plan for 2018/19.

S Taylor confirmed that the Risk Register was "high level" and that potential lower risks were picked up and discussed at Executive Leadership Team level. After discussion it was agreed that there was no need to change the reporting on the Risk Register.

S Taylor noted that there were no changes to risk factors or ratings, but noted that the risks associated with Brexit had been updated to highlight the role of Workforce Planning as a mitigating factor.

The inclusion of reference to the Cyber Security action plan was noted and C Blake confirmed that the College had achieved Cyber Secure Essential and that the Cyber Security Plan was on the agenda for the Board of Management meeting in December 2018.

The Strategic Risk Register was approved.

6. AUDIT COMMITTEE REPORT TO BOARD

The Committee noted that they were content with the content of the report and agreed the circulation to the Board in December 2018. **S Taylor to progress.**

7. INTERNAL AUDIT REPORTS

Student Activity

S Inglis summarised the report on student activity, highlighting that this was a prescribed audit to fulfil SFC requirements. S Inglis confirmed the "clean opinion" to SFC.

G Robertson thanked S Inglis for his input.

The report was approved.

Student Funding

S Inglis summarised the audit report on student support funds, confirming that this conformed to SFC requirements in relation to the range of funds identified. S Inglis indicated that there had been one overpayment due to clerical error – repayment is being pursued by the Finance Department.

The report was approved.

AUDIT FOLLOW-UP SUMMARY

C Blake noted that there were 5 revised deadlines that had been agreed with S Inglis.

G Robertson enquired about the "not due yet" for 2016 and 2017. C Blake confirmed that she would look in to these but suspected that they were noted in the wrong column and should be "revised deadlines". **C Blake to progress.**

The Committee noted that the report indicated that monitoring of agreed actions was under control.

8.   **DATE OF NEXT MEETING**

The next Audit Committee meeting was confirmed as: **Tuesday 5 March 2019 at 5.00pm in A214, Kingsway Campus.**

Action Point Summary

Action	Responsibility	Date
Data Breach Reports (including nil reports) to be made at each meeting	CB	Every Meeting
Internal Audit plan to be reviewed to consider including Procurement in the 2019 Cycle	CB & SI	5 March 2019
Audit Committee Report to be provided to the Board	ST	11 December 2018
Audit Follow-Up – Check "not yet due" 2016 & 2017 and report to Committee chair	CB	21 December 2018

BOARD OF MANAGEMENT
JOINT AUDIT AND FINANCE & PROPERTY COMMITTEE MEETING

Minute of the Joint Audit and Finance & Property Committee meeting held on Tuesday 27 November 2018 at 5.15pm in Y150, Board Room, Gardyne Campus.

PRESENT:	G Robertson (Chair Audit)	Steven Mill (Chair Finance & Property)
	T Pirie	A McCusker
	M Thomson	A O'Neill
	G Bisset	G Ritchie
	D Fordyce	

IN ATTENDANCE:	C Blake (Vice Principal)	S Hewitt (Vice Principal)
	S Taylor (Vice Principal)	B Grace (Head of Estates)
	C Hyslop (Audit Scotland)	B Ferguson (Head of Finance)
	D Kerr (Audit Scotland)	
	S Inglis (Henderson Loggie)	

1. WELCOME

G Robertson welcomed members of the Finance and Property Committee to the joint meeting.

2. APOLOGIES

Apologies were received from S Watt, P Milne, M Williamson & C Clinkscale.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. FINANCIAL STATEMENTS AND ACCOUNTS

4.1 AUDIT REPORT (Audit Scotland)

C Hyslop guided members through the key points of Audit Scotland's Annual audit report, commenting in particular that the achievement of the very positive clean audit report.

She drew attention to the well prepared Accounts and thanked the Finance Team for the work completed on time.

A McCusker congratulated the Finance team and this was echoed by other members. C Hyslop highlighted the requirement to include more details in the Performance Report, as a requirement of the Government Guidance which was now included.

Discussion took place on the benefits of including web links in the Performance Report for example Education Scotland rather than large amounts of text.

C Hyslop indicated the Audit Scotland are preparing Good Practice Guide for the sector on what should be included in the performance and governance reports.

C Hyslop confirmed that there was no requirement to consolidate the D&A Foundation funds within the 2017/18 accounts and advised that this would be reconsidered again in future years.

Confirmation that the College was financially sustainable as a 'going concern' was noted and A McCusker queried how this was judged given the difficult financial circumstances faced. It was noted that this was considered over a range of factors including the in-year position and future financial strategy.

A range of detail in the report was discussed and it was confirmed overall that the College had effectively managed its Finances.

The report was approved for submission to the full Board. **C Blake to progress.**

4.2 ANNUAL REPORT ON AUDIT (HENDERSON LOGGIE)

S Inglis delivered a summary of the year's work including a summary of the individual reports.

G Robertson asked if ICT Security would be added to the Internal Audit Plan. S Inglis indicated that discussion had taken place at the Audit Committee meeting with regards to adding Procurement to the Internal Audit Plan and noted that both items could be considered when looking at the plan going forward.

Highlighted by D Fordyce S Inglis will look at the Time Spent - Actual v Budget as there is an error re the number of days indicated for Management & Planning.

A McCusker asked if S Inglis was happy with the speed of the progress and he confirmed that this was manageable. C Blake confirmed that the Audit & Risk committee scrutinised the report at each meeting.

S Mill asked how work arising from the Asset and Fleet Management audit was progressing. C Blake confirmed that this had been discussed at the Audit & Risk Committee and confirmed that B Grace would be leading on working toward a single Asset Register which is almost complete.
S Inglis will update the document page 19 showing "*" (highlighted by A O'Neill) which was a direct lift from a previous version of the document in error.

The report was approved subject to the minor amendments.

5. DATE OF NEXT MEETING

The next Joint Audit and Finance & Property Committee meeting would be confirmed within the 2018/19 Board meetings schedule.

Action Point Summary

Action	Responsibility	Date
Financial Statements and External Audit report to be forwarded for approval at full Board	CB	11 December 2018
Internal Audit plan to consider Procurement & ICT Security for 2019	CB & SI	5 March 2019

AUDIT COMMITTEE

Tuesday 5 March 2019

Strategic Risk Register

PAPER C

STRATEGIC RISK REGISTER

2018 - 2019
As at March 2019

Post Holders						Score	Impact	Likelihood
ELT	Executive Leadership Team		PRIN	Principal		1	Routine	Remote
SLT	Senior Leadership Team		DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
Board	Board of Management		HoICT	Head of ICT		3	Significant	Possible
VPP&P	Vice Principal People & Performance		HoE	Head of Estates		4	Major	Probable
VPCS	Vice Principal Corporate Services					5	Critical	Very Likely

Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
1	**Strategic and Structural**									
1.1	Failure of College strategy to meet the needs of the D&A Region and/or national priorities (eg Employability, DYW, attainment, articulation)	4	4	16	• Robust strategic planning • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	4	1	4	• Robust monitoring via ROA • Clear performance metrics • Amendment of strategic direction/ plans • Rolling curriculum review	Board, ELT
1.2	College may be disadvantaged by changes to either UK or Scottish Government policies	4	3	12	• Effective environmental scanning • Negotiation/influence at national level	4	2	8	• Review of changes and amendment of strategic direction/plans • Financial strategy sensitivities	ELT
1.3	College disadvantaged by changes arising from UK leaving European Union	5	4	20	• Negotiation/influence at national level • Review of activities/ projects • Responsiveness to new opportunities	5	2	10	• Review of changes and amendment of strategic direction/plans/ curriculum • Financial strategy ESF sensitivity • Workforce planning	ELT

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders						Score	Impact	Likelihood
ELT	Executive Leadership Team		PRIN	Principal		1	Routine	Remote
SLT	Senior Leadership Team		DirC&A	Directors of Curriculum & Attainment		2	Minor	Unlikely
Board	Board of Management		HoICT	Head of ICT		3	Significant	Possible
VPP&P	Vice Principal People & Performance		HoE	Head of Estates		4	Major	Probable
VPCS	Vice Principal Corporate Services					5	Critical	Very Likely

Risk Number	**POTENTIAL CONTRIBUTING FACTORS**				**TREATMENT**				**POST MITIGATION EVALUATION**		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
2	**Financial**									
2.1	Change in SFC Funding Methodology and Allocation – Reduction in Funding	3	3	9	• Negotiation/influence at national level • Contingency plans for reduced funding	2	3	4	• Advance modelling of new funding methodologies and allocations • Monitoring impact of changes • Amendment of strategic or operational direction/plans • Financial strategy sensitivities	ELT
2.2	Failure to achieve institutional sustainability	5	4	20	• Protection of funding through dialogue with SFC • Robust annual budget-setting and multi-year financial strategic planning • Effective budgetary control • Where required, swift action to implement savings	4	3	12	• Monthly monitoring of budgets • Regular review of financial strategy and non-core income sensitivity • Detailed monitoring of savings programmes	ELT
2.3	Salary and conditions of service pressures outstrip ability to pay	4	4	16	• Influence within Employers Association • Management of staffing expenditures	4	3	12	• Expenditure modelling • On-going discussions with staff • Financial strategy sensitivities	VPP&P, VPCS

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders								Score	Impact	Likelihood
	ELT	Executive Leadership Team		PRIN	Principal					
	SLT	Senior Leadership Team		DirC&A	Directors of Curriculum & Attainment			1	Routine	Remote
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	VPCS	Vice Principal Corporate Services						4	Major	Probable
								5	Critical	Very Likely

		POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION			
Risk Number		Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring			Responsibility
2	Financial												
2.4		Financial Fraud	4	3	12	• Strong financial controls: segregation of duties and review of transactions. • Review of impact of any changes in structure or duties • Whistleblowing arrangements	3	2	6	• Continuous review of financial controls • Internal Audit programme			VPCS
2.5		D&A Foundation refuses/withholds funding for key College priorities	5	3	15	• On-going dialogue with Foundation Trustees • Appropriate bid arrangements in place	3	2	6	• Monitor and advise Board of Management			VPCS

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

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Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
3	**Organisational**									
3.1	Legal actions; serious accident; incident or civil/criminal breach	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes	3	2	6	• Monitoring and reporting in key areas – eg H&S, equalities, employee engagement • Continuous professional development • Internal audit programme • Staff surveys	ELT
3.2	Reputational Risk – Loss of reputation with key stakeholders	4	3	12	• Marketing strategy • Reputation plan • Positive marketing approaches	4	2	8	• Stakeholder engagement • Social media monitoring arrangements	VPC&A
3.3	Disasters – eg Fire, MIS Failure, Failure of Emergency Procedures	5	4	20	• Sound systems of administration • Clear fire and disaster recovery arrangements • Staff CPD	5	1	5	• Business Continuity Plan including scenario testing	VPCS, VPP&P HoE, HoICT
3.4	Failure to meet Prevent and related obligations	5	3	15	• Prevent training • Staff awareness and contingency planning • Engagement/practice sharing with local agencies	5	1	5	• Business Continuity Plan including scenario testing • Information sharing with local agencies	VPCS, VPP&P

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders					Score	Impact	Likelihood
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	VPCS	Vice Principal Corporate Services			5	Critical	Very Likely

Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
3	Organisational (cont.)									
3.5	Industrial Relations Problems (including industrial action)	4	5	20	• Adherence to legislative and good practice requirements • Positive Union relations and staff communication • Effective management development programmes • Industrial action continuity planning	4	3	12	• Regular union/management dialogue • Regular employee engagement monitoring • Open communication with staff • Industrial action continuity planning	VPP&P
3.6	Failure to achieve ambitions of ICT strategy; strategy and development is ineffective	4	4	12	• Planning, careful phasing of changes to processes and systems • Effective management of ICT arrangements • Clear investment plan	4	2	8	• Regular review/reporting on milestones, systems effectiveness etc • Regular CPD	VPCA, HoICT
3.7	Breach of ICT/Cyber security	4	3	12	• Effective management of ICT arrangements • Active ICT/data security monitoring and cyber security policy	4	2	8	• Staff CPD on cyber security issues • Regular security monitoring/testing • Cyber resilience plan	VPCS, HoICT

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

Post Holders						Score	Impact	Likelihood
	ELT	Executive Leadership Team		PRIN	Principal			
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Risk Number	POTENTIAL CONTRIBUTING FACTORS				TREATMENT				POST MITIGATION EVALUATION		
	Risks	Impact	Likelihood	Score	Mitigation Actions	Impact	Likelihood	Score	Monitoring	Responsibility
3	**Organisational (cont.)**									
3.8	Breach of data security / data protection	5	4	20	• Effective management of ICT arrangements and GDPR compliance • Mandatory staff CPD and awareness raising on data protection (relative to role)	4	2	8	• Active data protection monitoring and auditing • Effective information and data security policies in operation • Regular data security monitoring/testing • GDPR Action Plan • Staff CPD	VPCS, HoICT, Data users
3.9	Failure to reach aspirational standards in learning, teaching and service delivery	4	3	12	• Clear quality arrangements and priority actions • Continuous self-evaluation and action planning • Rigorous CPD arrangements in place • Regular classroom observation and learner feedback arrangements	3	2	6	• Comprehensive monitoring of key PIs and student/staff feedback • Regular Stop and Review events • External review and validation findings	VPC&A, VPP&P, DirC&A
3.10	Failure to achieve/maintain compliance arrangements, e.g. contracts; awarding bodies; audit.	4	3	12	• Robust strategic planning and monitoring • Effective environmental scanning • Strong partnerships • Clear links between strategy and practice • Concerted demands for increased activity levels	2	2	4	• Effective internal monitoring/review/verification arrangements • External review findings	SLT, VPP&P

Key to Risk Estimation/Score based on scale of 1 – 5 for impact/likelihood: Green (1-8) = Minor Risk; Amber (9-15) = Significant Risk; Red (16-20) = Major Risk; Purple, (>21 - 25) = Fundamental Risk

AUDIT COMMITTEE

Tuesday 5 March 2019

Brexit Risks

PAPER D

BOARD OF MANAGEMENT
BREXIT RISK AND PLANNING

1 Introduction

This paper summarises work being progressed to identify the key risks and impacts for the College arising from Brexit.

As with most areas of the Brexit debate and outcomes, there are a great many areas where information is not yet known and where the impacts and potential risks are not currently identifiable. As such arrangements and requirements are under on-going review to ensure that the College is as prepared as it can be as information emerges.

2 Strategic Risk Register

The College strategic risk register incorporates a specific Brexit risk as follows:

- College disadvantaged by changes arising from UK leaving European Union

This risk has been in place since the EU referendum and has been monitored, with mitigation actions in place since this time.

At a pre mitigation level the risks faced by the College are major, rather than fundamental, and it is recognised that whilst EU funding and activities are significant they are overall a small proportion of College activity and funding.

This assessment reflects the project nature of much of the EU funds that the College receives, with income matched in most cases by equivalent expenditure. The service and opportunity impacts of the loss of EU based activities (such as student mobilities or potential future capital funding) are significant, with these impacts more difficult to mitigate or offset.

3 Scottish Funding Council (SFC) Guidance and Support

The Scottish Funding Council have established a Brexit Unit, and have provided a range of guidance and support information for the sector in respect of the identification and planning for the impact of Brexit.

This includes an EU Exit Checklist for Colleges, detailing the key areas that institutions should consider in identifying the potential impact of Brexit and the consequent risks in addition to a number of papers outlining the key linkages between the EU and colleges/universities.

This work by SFC has been supplemented by work supported by College Development Network and Colleges Scotland. Colleges Scotland have supported a range of lobbying activity to ensure that the interests of the college and university sectors are heard at Scottish and UK government levels.

4   College Actions

The College has taken a number of steps to monitor and mitigate the risks associated with Brexit. The most significant of these has been steps taken as part of the 2018 savings plan to reduce the overall size of the International Team and to commence a review of international strategy, activity and priorities for the College post Brexit.

The potential impact of Brexit changes have featured through curriculum review activities, and changes emerging in student recruitment are monitored on an on-going basis. The identified loss of EU (ESF-LUPS) funded credits has been incorporated within the College's Financial Strategy.

The People Team have worked over a number of months to provide information and access to specialist advice for EU national staff.

The enclosed appendix includes a summary of work currently being undertaken in respect of potential Brexit risks and impacts.

5   Conclusions

Overall it is clear that there are a number of areas of risk and impact associated with Brexit. The level of uncertainty over developments makes it difficult to mitigate these fully. The College has in place a number of appropriate activities and monitoring points to ensure that issues and risks are identified as these become known and to ensure that appropriate actions are identified and taken where possible.

6   Information

Further information in respect of Governance matters is available for Board members by contacting Steve Taylor, Vice Principal People & Performance, s.taylor@dundeeandangus.ac.uk.

Brexit Paper

Prepared by Anne Cant

4th February 2019

Updated 15th February 2019

(with latest information from Brexit committee meeting held 14th Feb. 2019)

Background:

In preparation for the UK exiting EU on 29th March 2019, Colleges Scotland Brexit Team produced and distributed a checklist to Principals of Scotland's Colleges for completion to help each college with their planning, and to fully understand what impact exiting the EU will have on their operations, resources and financials.

Although this was not an official request, and the information would be for internal use only, Colleges will be invited to share findings (not mandatory) as this was deemed the most effective way to consolidate findings/impacts across the sector.

The outputs from the checklist will provide key information on where we are today, what actions have been taken or are currently under review, as well as highlighting key areas of concern where a negative impact is anticipated, and what actions/strategies are being put in place to address gaps based on the current information.

As we are still unsure of what the UK's position is, and the landscape is constantly changing. The answers provided are based on current information as of today's date.

The checklist focussed around 5 key areas:

- EU Financial information - monies received through direct or indirect channels.
- Number of EU students; and courses studied
- No. of EU staff;
- Current planned support and guidance strategies for students/staff & spouses
- Communication Plans.
- Scenario planning/strategies mitigate against gaps (Financial/Recruitment).

D&A "Brexit" State of the Nation

D&A College has identified a Brexit lead (the International Manager) to work with key stakeholder areas, namely the People Team; Admin Services; Finance; International and Customer Engagement to gather relevant information requested from the Checklist.

The information gathered has been consolidated and incorporated into this document which will form a 'living document' to be enhanced and updated as and when additional information is provided by the Scottish Government and Scottish Funding Council representatives at the Brexit Forum meetings.

Communications to Staff/Students:

To avoid any miss-communications, ambiguity or potential legal issues, it is recommended that Colleges signpost staff/students to the legitimate government websites, where they will find the most relevant and up to date information on: EU citizens rights in Scotland; Self-assessment tool to help prepare for Brexit and of course Legal obligations and immigration advice.

The three links below are the most relevant and should be made readily available to staff/students.

EU citizens in Scotland: http://citizensrightsproject.org/

UK legal and immigration advice: https://www.gov.uk/government/brexit

Self-Assessment Tool: www.prepareforbrexit.scot

Immigration advice/guidance should only be provided by legal professionals as this would constitute a criminal offence if provided by college staff.

What has been confirmed:

UK government will cover settlement fees £65; responsibility of each individual to apply.

Scottish Government will fund EU student's College tuition fees for academic year 2019/2020 only (one year only)

2020/2021 EU students will not be treated as Scottish Nationals. It is still unclear as to whether they will be International Students or fall under another category.   This classification is dependent on the UK Governments "Immigration White Paper" which has still to be finalised.

The college HE Sector is exposed with Universities widening access.

SFC – Funding allocations for 2019/2020 are imminent. These may include further guidance on arrangements for EU nationals.

The UK Treasury will underwrite Erasmus+ projects which have been given approval to proceed whether there is a deal or no deal outcome.   Currently this is low risk for us as we have agreements already in place for this academic year.

If there is a no deal outcome the planned Mobilities programme for 19/20 will be reviewed to minimise risk, and a communications plan put in place to keep staff/students up to date. No flights/accommodation or other costs will be incurred until further clarification is received from the National Agency (Ecorys) or the Government.

The ETIAS (European Travel Information and Authorisation System) comes into effect 2021 which will cost 7 Euros and will be required every 3 years.

Financial Forecasting (Brexit and Beyond)

SFC guidance given for 2018 financial forecast return signals a 1.2% total funding reduction from 2022-3 as a result of the removal of current ESF funded credits. This change has been adopted within our forecast and financial strategy.

Financials

Direct Income

From SFC = Income £1.154K = 4,494 Credits

(Mapping back was not deemed useful, in the context of our rolling 5-year financial strategy adopting most current assumptions).

Indirect Funding

European funding for last 5 years ~ 11m (excluding matched funding); mix of ERDF; ESF; Creative Europe; Erasmus+; Inter-reg etc

2019 European Project Funnel.

7 Active; 8 in pipeline. Including staff/student mobilities through to 2020.

With the exception of France, we are not seeing any major impact around partner networking and we are still being requested to join projects from EU partners.

Third party agency activity – SDS; CITB; Local Authorities

The consensus from the college network is that it is difficult to quantify the exact amount of indirect funding that originates from EU sources as the delivery and payment methods vary.

For example

SDS for Modern and FA: these are handled on a contract by contract basis we should know at procurement if there are European monies supporting the activity.

Suggestion was Procurement may hold this information - **Action SFC to follow up**

Prince's Trust co-funding "Get into programmes" details are sent to Admin Services to make sure D&A only allocate credits for the correct portion of delivery.   The College does not receive EU funds for this activity, but Princes Trust do.

CITB/SNIPEF, SECTT essentially these are sub contract aspects of the MA contract from SDS to deliver underpinning knowledge. The funding goes to the main contractor by SDS and the main contractor pays the deliverer (D&A).

STUC contracts have EU funding attached and we comply with their requirements to satisfy EU funding requirements.

As far as we are aware the FWDF is funded directly by the Scottish Government, as is Child Poverty funding.

Action: SFC is following up with relevant organisations to quantify impacts and identify appropriate steps.

Student Support:

During 2017/2018 the College funded 535 EU national students who qualify and meet the 3-year residency in UK criteria. The total value of these support funds was £1.4m based on £1.04m in bursary cost; £60K discretionary; and £335K in childcare

EU Students:

Our current records show that we have 868 EU nationals actively studying with us, 300 of whom may not have permission to remain (unless they meet criteria);

Our largest EU student population comes from Poland and Latvia and the most popular areas of study are ESOL; Business and Hospitality related subjects.

Monitoring and tracking of applications and recruitment are underway as part of our Curriculum review and planning arrangements, with plans in place to grow other elements of provision (such as widening access through Schools programmes; University partnerships; Upskilling/re-Training programmes and flexible delivery options) to address any shortfall in numbers arising from EU changes. **Action SALT**

The impact of changes in curriculum demand are also reflected within the College's workforce planning activities.

EU Staff:

Currently we have c. 50 staff members from EU member states (<5% of headcount).

The People team have been proactive in providing information and guidance for staff, including free group and one to one advice and guidance through Thornton's Immigration partner. Information on the UK government registration scheme have been shared with staff. Uptake on this support has been extensive, and a number of staff have taken the opportunity to confirm their right to remain. This work will continue as required.

Mitigation Strategy - European Projects/funding

There is an on-going focus to drive up international recruitment in key areas: BA Dance, Hospitality Management, Professional Cookery etc.

Be persistent with international project work **joining as Associate Partner** rather than lead to minimise risk.   Continue to work with EU partners who have expressed desire to continue working with us.

Further explore other funding streams outside Europe (DFID; British Council; Erasmus replacement post 2020)

Continue international commercial in key markets/linked to vision SDA.

Continue working with CDNI and local Universities/Colleges to finalise regional strategy for international project submissions/delivery - **Action: A. Cant**

Summary

In summary, it is difficult to complete this paper with certainty, as there are so many unknowns, changing and conflicting updates, and limited information available from both the UK and Scottish Governments.

The SFC checklist has provided the framework for collating relevant information into one place, allowing us to focus on what we know and plan accordingly.

Given the extent of change and uncertainty, this document and the range of actions in place will be updated as and when new information is available.   **Action: A. Cant**

AUDIT COMMITTEE

Tuesday 5 March 2019

Internal Audit - Cyber Security

PAPER E

LEVEL OF ASSURANCE

Satisfactory

Content

Level of Assurance

In addition to the grading of individual recommendations in the action plan, audit findings are assessed and graded on an overall basis to denote the level of assurance that can be taken from the report. Risk and materiality levels are considered in the assessment and grading process as well as the general quality of the procedures in place.

Gradings are defined as follows:

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

Action Grades

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

1. Overall Level of Assurance

Satisfactory	System meets control objectives with some weaknesses present.

2. Risk Assessment

This review focused on the controls in place to mitigate the following risks included on the College's Strategic Risk Register:

3.7 – Breach of ICT / Cyber security (risk rating: minor); and
3.8 – Breach of data security / data protection (risk rating: minor).

3. Background

As part of the Internal Audit programme at Dundee and Angus College ('the College') for 2018/19 we reviewed the systems and key internal controls in place in the College in relation to cyber security. Our Audit Needs Assessment, completed in May 2018, identified this as an area where risk can arise and where internal audit can assist in providing assurances to the Board of Management and the Principal that the related control environment is operating effectively, ensuring risk is maintained at an acceptable level.

4. Scope, Objectives and Overall Findings

The scope of the audit was to undertake a high-level review of the College's current position with regard to the Scottish Government Public Sector Action Plan (PSAP) which forms part of the cyber resilience strategy for Scotland.

This PSAP has been developed in partnership by the Scottish Government and the National Cyber Resilience Leaders' Board (NCRLB). It sets out the key actions that the Scottish Government, public bodies and key partners were expected to implement by the end of 2018 to further enhance cyber resilience in Scotland's public sector. Five of the 11 actions included in the PSAP are to be taken forward at a national level by the Scottish Government, with the remaining six actions to be addressed at a local level by all public sector organisations.

The table below notes the objective for this review and records the results.

4. Scope, Objectives and Overall Findings (Continued)

Objective		Findings			
The main objective of the audit was to obtain reasonable assurance that:		**1** **No. of Agreed Actions**	**2**	**3**	**Actions already in progress**
1. The College is making good progress in implementing the key actions set out in the PSAP, including independent assurance of critical cyber security controls, incident response plans, along with training and awareness-raising. We also considered governance arrangements and whether staff and other resources are sufficient to meet the required level of resilience.	**Satisfactory**	0	0	0	✓
Overall Level of Assurance	**Satisfactory**	0	0	0	
		System meets control objectives with some weaknesses present			

5. Audit Approach

Our approach was based on the key actions set out in the PSAP; discussion with the Vice Principal (Corporate Services), Head of ICT, Chief Information Security Officer (CISO) and other members of the ICT Team; and review of relevant documentation.

6. Summary of Main Findings

Our review noted that whilst the College has made good progress in fully implementing three of the six key actions within the PSAP, which are relevant to the College, the three remaining key actions still require to be addressed before the College can achieve a basic level of cyber resilience that extends beyond the aspects of the IT control environment covered by Cyber Essentials. The College has acknowledged where improvements are still required and continues to leverage the input provided by the Regional CISO to address these. The Regional CISO will be working with the College to progress a number of key pieces of work, including developing more formal information governance arrangements; developing cyber and information risk management processes; and developing cyber and information security incident response plans.

7. Acknowledgements

We would like to thank staff and management of the College for the co-operation and assistance we received during our review.

8.   Main Findings

Objective 1: The College is making good progress in implementing the key actions set out in the PSAP, including independent assurance of critical cyber security controls, incident response plans, along with training and awareness-raising. We also considered governance arrangements and whether staff and other resources are sufficient to meet the required level of resilience.

The PSAP sets out 11 key actions that the Scottish Government, public bodies and key partners were seeking to achieve by the end of 2018. The Vice Principal, Corporate Services was assigned Executive responsibility for ensuring compliance with the PSAP and has worked closely with the College's Head of ICT Services and other senior members of the ICT team, with additional support provided by the Regional Chief Information Security Officer (CISO) through the College's membership of the HE/FE Shared Technology & Information Services. (It should be noted that when the new Head of ICT took up post in February 2019, line management of ICT transferred to the Vice Principal, Curriculum and Attainment.) Whilst five of the 11 actions included in the PSAP are to be taken forward at a national level by the Scottish Government the remaining six are to be addressed at a local level by all public sector organisations.

Although the key actions raised in the PSAP were intended to be implemented by the end of 2018, our experience in working with a number of Scottish public bodies, across various sectors, has shown significant challenges in meeting these timescales. This is primarily due to a lack of available staff and financial resource, as well as the legacy issues affecting ICT infrastructures, leading to delays in implementing the PSAP. Our review noted that whilst the College has made good progress in fully implementing three of the six key actions within the PSAP, which are relevant to the College, the three remaining key actions still require to be addressed before the College can achieve a basic level of cyber resilience that extends beyond the aspects of the IT control environment covered by Cyber Essentials. The College has acknowledged where improvements are still required and continues to leverage the input provided by the CISO to address these. The Regional CISO will be working with the College to progress a number of key pieces of work, including developing more formal information governance arrangements; developing cyber and information risk management processes; and developing cyber and information security incident response plans.

The progress made by the College on each of the PSAP key actions is summarised in Appendix I.

Appendix I – Progress made by the College on the PSAP

Key Action		Progress made by the College as at February 2019
1.	**The Scottish Government will work with key partners to develop a Cyber Resilience Framework for Scottish public bodies.**	N/A – this action is being taken forward at a national level.
2.	**Scottish public bodies are to ensure that they have minimum appropriate governance arrangements in place.**	Up to the point this review was undertaken, the Vice Principal, Corporate Services, was the member of the ELT with overall responsibility for leading on the College's cyber resilience arrangements. This responsibility has now been transferred to the Vice Principal, Curriculum and Attainment. However, no clear governance structure exists below senior management level that brings together representatives from across all relevant departments to discuss cyber security issues as part of wider risk management processes. This would include IT, curriculum teams and student administration. Cyber resilience is an organisational issue and should not solely focus on the IT team. The CISO has identified this issue as a weakness and has previously raised a recommendation that appropriate information governance processes are established. Therefore, we have not raised a further recommendation in this regard. GDPR was taken forward as an organisational issue during 2017 and 2018 and its remit included wider consideration of information security as it impacted on data protection. Now that the project phase of GDPR is regarded as complete, a new cross-College data security group is being established, with the first meeting scheduled for March 2019. An Information Security Policy has recently been drafted and this is expected to be issued to all staff and students once formally approved by the ELT.
3.	**Scottish public bodies to become active participants in the Cyber Security Sharing Partnership (CiSP).**	The College is now a member of CiSP. The CISO also provides further advice and guidance regarding potential cyber security threats in addition to notices received through the College's membership of the Janet network for Colleges and Universities.

Key Action		Progress made by the College as at February 2019
4.	**Scottish public bodies to ensure that they have in place appropriate independent assurance that critical technical controls are in place to protect against common internet-borne threats.**	The Cyber Essentials scheme is a Government backed scheme which is designed to allow organisations to demonstrate to stakeholders that they have taken the essential precautions required to protect themselves from the most common internet borne threats. The College achieved the Cyber Essentials certification in November 2018, slightly later than the 31 October 2018 target set by the Scottish Government. However, from our experience this is not out of line with other organisations in the sector and also the wider Scottish public sector. The College notified the Scottish Government of progress made and of its expected timescales for Cyber Essentials certification. The College is committed to achieving the Cyber Essentials Plus certification in the future once existing controls and processes are firmly bedded in.
5.	**Scottish public bodies to be aware of and implement, where appropriate, services available under the National Cyber Security Centre's Active Cyber Defence Programme.**	The College has adopted those services that are relevant under the programme, which are being used to supplement tools already deployed by the College.
6.	**Scottish public bodies to have in place appropriate staff training and awareness raising with regard cyber resilience for staff (and students) at all levels.**	Awareness raising of cyber security is embedded within the induction process for students. The College also participates in national initiatives such as the annual Safer Internet Day. The College has developed its own suite of online training modules for staff, covering cyber security. We understand that this suite is due to be made available to staff in the near future following review by the recently appointed Head of ICT. The College will continue to work with the CISO to ensure that training is implemented in a structured and effective manner. Testing of effectiveness of cyber security training is expected to be implemented at a later date, with various products currently being reviewed that will allow this.

Key Action		Progress made by the College as at February 2019
7.	**Scottish public bodies have cyber incident response policies and processes in place.**	The College has yet to develop formal plans for responding to cyber security incidents. However, the CISO has access to a range of strategies and response plans which will allow them to support the College in implementing a solution, across the organisation, that best meet the needs of the College. The College's CISO commenced drafting a cyber response plan for the College in November 2018 and this will be finalised as soon as possible, in conjunction with work being taken forward on Business Continuity. Therefore, we have not raised a separate recommendation in this regard.
8.	**The Scottish Government will develop a proportionate, risk-based policy in respect of supply chain cyber security, which should then be applied by public bodies in all relevant procurement processes.**	N/A – this action is primarily being taken forward at a national level where supplier cyber resilience will be assessed by the relevant contracting authorities at a framework level. For procurement activity undertaken at a local level we understand that the Scottish Government is due to issue guidance on how to assess supplier cyber resilience to public bodies in April 2019.
9.	**The Scottish Government will put in place a Dynamic Purchasing System for public bodies to access expertise in support of their work on cyber resilience.**	N/A – this action is being taken forward at a national level.
10.	**The Scottish Government will introduce a Public Sector Cyber Catalyst scheme.**	N/A – this action is being taken forward at a national level.
11.	**The Scottish Government will put in place an effective monitoring and evaluation framework to help assess progress against the PSAP.**	N/A – this action is being taken forward at a national level.

AUDIT COMMITTEE

Tuesday 5 March 2019

Internal Audit – Progress Report

PAPER F

Dundee and Angus College

**Internal Audit Progress Report
2018/19 Annual Plan**

05 March 2019

Progress with the annual plan for 2018/19, finalised in September 2018, is shown below.

Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Audit Needs Assessment & Strategic Plan 2018 to 2021	May 2018	Draft 02/05/18 2nd Draft 04/05/18 Final 15/05/18	2019/01	N/A	15/05/18	
Annual Plan 2018/19	September 2018	Draft 04/09/18 2nd Draft 10/09/18 Final 18/09/18	2019/02	N/A	18/09/18	
Cyber Security	March 2019	Draft 23/02/19 Final 23/02/19	2019/03	Satisfactory	05/03/19	
Catering (Business Process Review)	March 2019					Fieldwork commenced 11/01/19. Work is ongoing to engage with a variety of stakeholders for both catering and curriculum with a view to finalising the report for the May 2019 meeting.
Equality and Diversity	March 2019					This will now be taken forward in parallel with the review of Duty of Care with fieldwork scheduled to take place in March 2019.
Risk Management / Business Continuity	May 2019					Fieldwork has been scheduled for 26/03/19.

Audit Area	Planned reporting date	Report status	Report Number	Overall Conclusion	Audit & Risk Committee	Comments
Student Engagement / Students' Association	May 2019					Fieldwork will be dictated by the timing of the elections of the new Student President. Fieldwork will commence on 23/04/19 with a view to finalising the report for the September 2019 meeting.
Duty of Care	September 2019					This will now be taken forward in parallel with the review of Equality and Diversity with fieldwork scheduled to take place in March 2019.
Follow-Up Reviews	September 2019					
Credits Audit	November 2019					
Bursary, Childcare and Hardship Funds Audit	November 2019					
EMA Audit	November 2019					

AUDIT COMMITTEE

Tuesday 5 March 2019

Internal Audit – Follow-Up Summary

PAPER G

AUDIT COMMITTEE – MARCH 2019
INTERNAL AUDIT – MANAGEMENT FOLLOW-UP

1. Context

This report is provided by management to each meeting of Audit & Risk Committee, other than the meeting at which the Internal Auditor's own follow-up report is considered.

2. Table

See Appendix 1 for the status of internal and external audit recommendations.

3. Further details of actions not marked as "Complete"

See Appendix 2 for details of recommendations where management have requested an extension to the original deadline. These extensions have been discussed and agreed with the internal auditors. Completion by the revised deadline will continue to be closely monitored.

There are no recommendations which are overdue.

4. Action

Audit Committee is asked to note the table and further details.

Catriona Blake
Vice Principal Corporate Services
26 February 2019

STATUS UPDATE – Internal Audit

Year / Area	Grade	Total	Complete	Revised deadline – in progress	Considered but not implemented	Not yet due	Overdue
2016							
Organisational Issues	2	9	7		2		
Total 2016		**9**	**7**	**0**	**2**	**0**	**0**
2017							
Financial Issues	3	3	3				
Commercial Issues	3	2	1	1			
Total 2017		**5**	**4**	**1**	**0**	**0**	**0**
2018							
Financial Issues	2	3	1	2			
	3	8	7	1			
Student Experience	3	3	2	1			
Commercial Issues	3	1	1				
Total 2018		**15**	**11**	**4**	**0**	**0**	**0**

STATUS UPDATE – External Audit

Year / Area	Grade	Total	Complete	Revised deadline – in progress	Considered but not implemented	Not yet due	Overdue
External Audit 2017							
Bank Loan Covenants	-	1	1				
Extended Asset Register	-	1		1			
Total 2017		**2**	**1**	**1**	**0**	**0**	**0**
External Audit 2018							
Performance Report	-	1				1	
Governance Statement	-	1				1	
Compliance with Financial Regulations	-	1	1				
Total 2018		**3**	**1**	**0**	**0**	**2**	**0**

Revised Deadlines

Year	Audit Area	Report Title	Grade	Action	Responsible Officer	Deadline	Revised Deadline
2017	Commercial Issues	Business Development	3	The College should ensure that the CRM system, is implemented for use by staff across both support and academic areas as soon as practicable. Prior to the implementing a new CRM system, the existing processes used within the Customer Engagement Team relating to contacting clients (and recording information about client contact) should be reviewed and revised, so that the new CRM system is customised to the College's needs based on what are considered effective and efficient processes.	Director Curriculum & Attainment / Head of ICT	May-18	Jun-19
2018	Student Experience	Student Fees and Contracts / Registry	3	Investigate how additional validation controls can be built into UnitE to enhance the existing checking procedures which identify data issues before the fee data is transferred to Finance for import into the finance system. For example, linking the "Fees Checked" box to critical data fields in UnitE which, if ticked when those critical data fields have not been completed, generates an error or warning message which directs staff to recheck the data.	Head of Administration Operations	Jul-18	Jul 19
2018	Financial Issues	Asset / Fleet Management	2	The procedural instructions for asset additions, currently in draft, should be reviewed to take on board any issues arising from the review. Once updated the procedures should be discussed and agreed by the SMT for dissemination and implantation across all departments	Head of Finance	Jul-18	~~Dec 18~~ Apr 19
2018	Financial Issues	Asset / Fleet Management	2	The procedural instructions for the disposal of assets, currently in draft, should be reviewed to take on board any issues arising from this review. Once updated the procedures should be discussed and agreed by the SMT for dissemination and implementation across all departments	Head of Finance	Jul-18	~~Dec 18~~ Apr 19

Year	Audit Area	Report Title	Grade	Action	Responsible Officer	Deadline	Revised Deadline
2018	Financial Issues	Asset / Fleet Management	3	We recommend that the manual log of mileage be transferred to an electronic system to allow vehicles details to be held in one central fleet vehicle repository. The information to be captured for each vehicle should include the annual mileage; date of completed safety checks and MOTs; maintenance and repair costs; fuel costs. This information should be reviewed annually to ensure that the financial viability of vehicles is regularly monitored and challenged.	Head of Estates	Sep-18	~~Feb 19~~ Apr 19

AUDIT COMMITTEE

Tuesday 5 March 2019

Business Continuity Policy

PAPER H

Business Continuity Plan

College Policy No PP05

Approved by	**Audit & Risk Committee**
Date	**5 March 2019**
Policy effective from	**5 March 2019**

BUSINESS CONTINUITY PLAN (BCP)

Prepared by:	C Blake	Approved by:	Audit & Risk Committee	Revision Date:	Annual

Contents

BUSINESS CONTINUITY PLAN (BCP)

Prepared by:	C Blake	Approved by:	Audit & Risk Committee	Revision Date:	Annual

1. Purpose

The Business Continuity Plan (BCP) provides a framework for the effective management of the response to any major incident affecting Dundee and Angus College.

This includes providing leadership and guidance to co-ordinate the response to a major incident in the College, to minimise the effect of the incident, prepare for "business as usual" as quickly as possible and to reassure staff, students and the community that an effective process for the full restoration of all services is in place.

2. Scope

The BCP applies to all activities undertaken within the control of the Board of Management of Dundee and Angus College. This is primarily focused on activities which take place within the confines of the 3 main College campuses in Arbroath, Gardyne and Kingsway, along with any outreach centres currently in use. It should also be referred to if a major incident were to arise outwith the College, for instance on partner premises or during staff/student trips.

The BCP will be delivered in conjunction with the risk management framework. Risk management aims to identify and manage risks; business continuity planning then handles the risk if it materialises, the first stage of which may in some cases constitute disaster recovery.

This BCP is supported by departmental business continuity plans covering key College services such as Estates, ICT and Finance.

3. Business Continuity

This plan outlines the responsibilities, procedures and responses to be used by the College in the event of a disaster or major incident which damages, destroys, or removes/limits access to critical assets. Critical assets are deemed to be staff and students, as well as premises, equipment and utilities which, if damaged or destroyed, would seriously impair the operational capabilities of the College.

A major incident is defined as any significant incident which impairs the ability of the College to deliver services for a period of more than two working weeks, and disrupts the College's day to day business.

Causes of major incidents may include (but are not limited to) fire, flood, explosion, spillage, cyber attack, terrorist incident, or health scare, resulting in one or more of the following:

a) Pandemic illness such as flu or other major health issue
b) Loss of a building or major infrastructure (heating, power, water)
c) Loss of ICT (infrastructure or data)
d) Reputational Damage

BUSINESS CONTINUITY PLAN (BCP)

Prepared by:	C Blake	Approved by:	Audit & Risk Committee	Revision Date:	Annual

4.   Prevention

Identification, prevention and mitigation of major risks is governed by the College's risk management framework, including the Strategic Risk Register, along with local risk registers for key College services. These local risk registers sit alongside local plans, which set out reasonable steps to be taken to build resilience into infrastructure and services in order to ensure continuity in the event of a major incident.

5.   Notification of an Incident

All major incidents, such as these listed above, should be reported to the Principal's Office.

If an incident arises out of hours, contact should be made with the Head of Estates in the first instance or, if contact cannot be made with them, with other key staff as detailed within the list of key contacts. The list is held by designated staff and is reviewed and updated as necessary.

6.   Business Continuity Team

Responsibility for declaring a major incident and invoking the BCP lies with the Principal. In the event that they are unavailable, the BCP may be invoked by any other member of the Executive Leadership Team.

The Executive Team will, as soon as practicable following notification of a major incident, establish a Business Continuity Team (BCT). The BCT will prepare an immediate response to the incident and oversee recovery from it.

The BCT will be chaired by a member of the Executive Leadership Team and will be drawn from senior staff and others with specific expertise/input determined by the nature of the emergency. The role of the BCT will be to seek advice from staff and external sources and draw on their services as required in order to:

- establish the impact on operations;
- implement a recovery plan;
- manage the human aspect of the disaster;
- oversee communications and information; and
- liaise with external bodies e.g. police, medical and insurance company.

The key responsibilities to be addressed by the BCT are as follows.

- **Life preservation**
  o Authorise, support or implement any steps necessary to safeguard others
  o Identify all staff, students, or others involved
  o Manage contacts and liaison with emergency/specialist services
  o Monitor progress of recovery with regular updates to members of the BCT
  o Effective and timely communications

- **Media**
  o Provide accurate and regular updates throughout the incident, via a single nominated spokesperson.

BUSINESS CONTINUITY PLAN (BCP)

Prepared by:	C Blake	Approved by:	Audit & Risk Committee	Revision Date:	Annual

- **Teaching**
  - Identify areas affected
  - Identify alternative teaching space within the College
  - Identify alternative teaching space outside the College
  - Reschedule teaching to alternative times/locations

- **Operations**
  - Identify all areas affected
  - Identify alternative space within the College
  - Identify alternative space outside the College
  - Establish alternative space and relocate staff and equipment
  - Maintain the College's IT Network and Management Information Systems (Finance, Student Records, HR)

- **Recovery**
  - Liaise with the College's insurers and loss adjusters
  - Plan specialist recovery
  - Plan repair works
  - Plan re-establishment of normal operations
  - Conservation and prevention of future damage
  - Consider requirement for counselling or other specialist support services for students and staff

7. Business Continuity Management

The BCT will meet at a location determined by the nominated chair and will:

- Consider all available information and review the overall impact of the incident;
- implement immediate action, agreed with the emergency services, and secure the area, evacuating staff and students as necessary;
- determine the legal implications that may occur as a result of the incident;
- manage the cost of recovery including identifying and recording losses for insurance purposes;
- identify available alternative accommodation; and
- agree a communication strategy for staff, students and media, including an emergency number for individuals to obtain information.

8. Implementation

Staff named in the key contacts list will ensure that they are familiar with the content and requirements of the BCP and copies of this document and the key contacts list will be retained off-site by these staff.

Scenario exercises will be conducted at appropriate intervals to test the College's response to a range of potential major incidents, in order to identify any gaps or weaknesses in the BCP or ability of key personnel to respond.

AUDIT COMMITTEE

Tuesday 5 March 2019

Renewal of Contract – Internal Audit

PAPER I

AUDIT & RISK COMMITTEE - MARCH 2019
INTERNAL AUDIT – CONTRACT ARRANGEMENTS

1. Background

The contract with Henderson Loggie for internal audit services commenced in 2015/16 for a 5-year period, with two potential break points after years 3 and 4.

The annual internal audit cycle commences in September with approval by the Audit Committee of the plan for that year and completes with the submission of the report to the Board in November/December of the following year.

The initial contract period came to an end with the 2017/18 annual cycle. At its meeting in May 2018, the Audit Committee approved a one-year extension to 2018/19 in the first instance, on the basis that the appointment of a new Chair was expected to take place shortly after.

2. Options

    a. Extend the contract to 2019/20, and in early 2020 commence the procurement process for a new 5-year term from 2020/21.

    b. Exercise the break option at the end of year 4 and commence immediately the procurement process for a new 5-year term from 2019/20.

3. Recommendation

It is recommended that the contract is extended for a further year to the end of the 5-year term.

Catriona Blake
Vice Principal Corporate Services
26 February 2019