

## Audit and Assurance Committee Meeting

Date of Meeting	Tuesday 1 June 2021
Paper Title	Implementation of Internal Audit Recommendations
Agenda Item	7
Paper Number	AAC6-C
Responsible Officer	Jim Godfrey, Finance & Resources Director
Recommended Status	Disclosable
Action	For Decision

### 1. Report Purpose

- 1.1. To consider progress in respect of the recommendations arising from the work of the Internal Auditor.

### 2. Recommendations

- 2.1. The Committee is invited to:

- **note** the progress made to implement the recommendations of previous Internal Audit reports.
- **comment** on and **approve** the revised implementation dates for the three recommendations set out in this report.

### 3. Report

- 3.1. The committee received several reports from the Internal Auditor relating to the financial year 2019-20. The auditor made a number of recommendations that were accepted. Progress against each recommendation is shown in the Annex to this report.
- 3.2. The review of the Glasgow college region has had an impact on several of the recommendations. As a result, it is recommended that the timescales for completion of three actions are extended as follows:

Internal Audit Report	Recommendation	Original Completion Date	Revised Completion Date	Lead
Collaborative Training	R1	28 February 2021	17 December 2021	Executive Director
Collaborative Training	R2	31 July 2021	17 December 2021	Executive Director
Shared Services	R1	30 June 2021	17 December 2021	Executive Director & Board Chair

**4. Risk Analysis**

**4.1.** The report provides evidence that GCRB has responded to the improvements identified by internal audit and action taken.

**5. Equalities Implications**

**5.1.** There are no equalities implications arising from this report.

**6. Legal Implications**

**6.1.** There are no specific legal implications arising from this report.

**7. Resource Implications**

**7.1.** The provision of internal audit is a necessary component of an organisation's overall governance arrangements with regard to both financial and other matters. The resource required to implement these recommendations is borne within the operating budget of GCRB.

**8. Strategic Plan Implications**

**8.1.** Through the Regional Outcome Agreement, and associated requirements, GCRB has to have effective governance arrangements, of which internal audit is part.

Audit Report	Recommendation	Management Response	Progress Update
<p><b>Collaborative Training</b></p>	<p><b>R1</b> The Regional OD Group should be reconstituted, with a new Chair appointed to lead the Group and develop delivery plans to finish the outstanding elements from the agreed 2019/20 Collaborative Training Plan.</p>	<p>We will address this via a review of the Regional Lead roles and responsibilities.</p> <p><b>To be actioned by:</b> Executive Director</p> <p><b>No later than:</b> 28 February 2021*</p> <p> </p> <p>*While elements of this work continue, it would be expected that more full progress would be agreed in autumn-winter 2021 following the conclusion of the current review activity.</p>	<p>Review of Regional Lead Roles underway, with discussion across colleges set for January 2021 following exploratory work in latter part of 2020. Lead Role work scaled back in 2020 in recognition of Covid demands in college.</p> <p> </p> <p>As of February 2021, the current Regional Lead posts have been ended, and letters of thanks sent to all post holders following discussion with all Glasgow college principals. Regional OD work is incorporated into discussion being undertaken in the current regional review work. In the meantime, collaborative working continues to be taken forward across a variety of forums, and regional training continues in areas such as mental health.</p>

Audit Report	Recommendation	Management Response	Progress Update
<p><b>Collaborative Training</b></p>	<p><b>R2</b> The reconstituted Regional OD Group, as part of any future planning activity, should undertake an evaluation of the elements of the 2019/20 training plans that have been delivered in order to assess the effectiveness of the initiatives assessed and to identify any further work required in these areas. To measure the success of the collaborative initiatives and plans delivered by the Regional OD Group clear and measurable criteria should be established. These should be used to measure the success of the delivered plans for collaborative training and identify opportunities to improve the delivery of future shared serviced initiatives across GCRB.</p>	<p>This recommendation will be progressed by the Regional Lead for OD (under the guidance of the GCRB Executive Director).</p> <p><b>To be actioned by:</b> Executive Director</p> <p><b>No later than:</b> 31 July 2021*</p> <p>*While elements of this work continue, it would be expected that more full progress would be agreed in autumn-winter 2021 following the conclusion of the current review activity.</p>	<p>Following the conclusion of the Regional Leads roles in their previous form, regional collaborative developments have continued on a task- or programme-specific basis in areas such as ESOL, mental health training and development, media and comms, and curriculum planning.</p> <p>It is expected that work will commence on a new Curriculum and Resources Strategy following conclusion of the current GCRB regional review, and that regional collaborative training and associated measurable criteria will be a specific action included in this development.</p> <p>Likewise, this consideration of resources will included improvement of delivery of future shared services, in association with work in this area for current review.</p>

Audit Report	Recommendation	Management Response	Progress Update
<p><b>Risk Management</b></p>	<p><b>R1</b> The role and remit of the Audit and Assurance Committee should be reviewed to ensure that it properly articulates the role of the Committee in overseeing the risks identified by the three assigned Colleges and the way in which these deliberations should feed into the Board discussions around risk. These responsibilities should also be reflected in the assurances provided around the risk management arrangements, and specifically the description of remit of the Audit and Assurance Committee in relation to risk management, contained within the Annual Report and Consolidated Statements and should be reflected in the next iteration of the Risk Management Policy and Procedure.</p>	<p>The role and remit of the Audit and Assurance Committee will be reviewed.  <b>To be actioned by:</b>  Board Secretary  <b>No later than:</b>  25 January 2021</p>	<p>Action complete.</p>
		<p>The Annual Report will be revised.  <b>To be actioned by:</b>  Finance &amp; Resources Director  <b>No later than:</b>  25 January 2021</p>	<p>Action complete.</p>
		<p>The Risk Management Policy and Procedure will be revised.  <b>To be actioned by:</b>  Finance &amp; Resources Director  <b>No later than:</b>  30 June 2021</p>	<p>Revised Risk Policy and Procedure to be considered by Audit &amp; Assurance Committee on 1 June 2021.</p>
<p><b>Risk Management</b></p>	<p><b>R2</b> The covering paper prepared to accompany the Strategic Risk Register should be adapted to signpost Board members to any risks where the residual risk level exceeds the agreed risk appetite level.</p>	<p>The covering paper will be amended to incorporate this recommendation.  <b>To be actioned by:</b>  Executive Director  <b>No later than:</b>  25 January 2021</p>	<p>Action complete.</p>
<p><b>Risk Management</b></p>	<p><b>R3</b> As part of the ongoing work to develop Risk management action Plans consideration should be given to identifying specific timelines for the completion of mitigating actions or treatments and these should be aligned to a named individual to improve accountability.</p>	<p>The recommendation will be reflected in the development of Risk Management Action Plans.  <b>To be actioned by:</b>  Finance &amp; Resources Director  <b>No later than:</b>  30 June 2021</p>	<p>Risk management action plans have been prepared for all of the risks within the GCRB Risk Register. The Executive Team are finalising the actions which are expected to be completed by mid-June 2021.</p>

Audit Report	Recommendation	Management Response	Progress Update
<p><b>Shared Services</b></p>	<p><b>R1</b> In order to progress the shared services agenda within the Glasgow colleges region, we should suggest a two-step approach to reinvigorate and facilitate the shared service discussion as follows:</p> <p>Step 1 - the GCRB Executive should consider leading the establishment of a regional working group which specifically focuses on identifying opportunities for shared services across the Glasgow colleges region.</p> <p>Step 2 - the GCRB Board should then consider the role which it should play if a consensus cannot be reached on how to implement the shared services initiatives identified. Any intervention by the Board would be informed by an analysis of any potential benefits; the barriers which may prevent opportunities being realised; and the resource requirements, from all parties, which are needed to achieve successful implementation.</p>	<p>The two-step process is agreed and will be progressed as an important component of the Review of Coherent Provision and Sustainability of the Glasgow College Region.</p> <p><b>To be actioned by:</b>  Step 1 – Executive Director  Step 2 – GCRB Chair</p> <p><b>No later than:</b>  30 June 2021*</p> <p>*While elements of this work continue, it would be expected that more full progress would be agreed in autumn-winter 2021 following the conclusion of the current review activity.</p>	<p>Shared services have emerged as one of themes of the current regional review, and will receive additional focus. The two-step recommendation provides a coherent way for this to be developed within the auspices of the review.</p> <p>It is expected that cross-region working groups will be required to progress the findings of the review, and that this would include:</p> <ul style="list-style-type: none"> <li>- Shared services;</li> <li>- Regional training and CPD;</li> <li>- Development of a new Curriculum and Resources Strategy.</li> </ul>