







# SFC Risk Assurance Framework



**Strategic Framework Objective:** To invest in education that is accessible to learners from all backgrounds, gives them a high-quality learning experience, supports them to succeed in their studies, and equips them to flourish in employment, further study and fulfilling lives.




RISK		ASSURANCE					ASSESSMENT		
Area of risk <i>Strategic objectives, key processes, major change or funding programmes</i>	Owner	Controls <i>Framework or process to mitigate the risks</i>	First line <i>Executive management</i>	Second line <i>Corporate oversight</i>	Third line <i>Independent assurance</i>		Assurance sufficient	RAG rating	Improvement actions
					Internal audit	Other assurance			
Achievement of Outcome Agreement (OA) priorities for access, equalities, learning and skills.	LMcL	<ul style="list-style-type: none"> <li>OA process and annual cycle.</li> <li>Conditions of Grant attached to OA funding.</li> <li>National measures of progress and targets.</li> <li>OA managers and engagement with colleges and individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of performance data.</li> <li>OA reporting and analyses of institutional reports and self-evaluation.</li> <li>Local intelligence gathered by OA Managers.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis at national level produced in annual 'Progress and Ambitions' report.</li> <li>Board scrutiny of SFC Performance Report.</li> <li>Scrutiny of performance by SFC committees.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome Agreements and monitoring of institutional performance (2015).</li> <li><i>Proposed internal audit of Outcome Agreement process in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>External scrutiny of performance by Scottish Government and Strategic Board for Enterprise and Skills.</li> <li>Learning enhancement frameworks.</li> <li>Analyses of performance undertaken by Audit Scotland.</li> <li>External scrutiny by the Commissioner for Fair Access.</li> <li>Engagement with stakeholders.</li> <li>Results of national student surveys.</li> </ul>	No		In their report on the finances of universities (September 2019), Audit Scotland have commented that there is limited evidence of a clear link between SFC funding and university performance. We will seek to develop the OA process to improve the link with performance.
ESF Programme (College Sector)	LMcD	<ul style="list-style-type: none"> <li>ESF guidance, criteria and Conditions of</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of data and reports from</li> </ul>	<ul style="list-style-type: none"> <li>Annual verification and compliance audit programme</li> </ul>		<ul style="list-style-type: none"> <li>Audits by ESF Managing Authority.</li> </ul>	Yes		


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					Internal audit	Other assurance			
		Grant. <ul style="list-style-type: none"> <li>Oversight by ESF team.</li> </ul>	colleges.	undertaken by ESF team. <ul style="list-style-type: none"> <li>Board scrutiny of SFC Performance Report.</li> <li>Scrutiny of ESF funding arrangements by SFC Finance Committee.</li> </ul>					
Student support funding (College Sector)	LMcD	<ul style="list-style-type: none"> <li>Publication of national policy for FE Bursaries and eligibility criteria.</li> <li>Conditions of Grant attached to FE Bursary funding.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of FES online student support reports.</li> <li>In-year redistribution of student support funds.</li> <li>Day-to-day monitoring by dedicated Student Support team.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Finance Committee.</li> </ul>		<ul style="list-style-type: none"> <li>Review of college student support audit reports.</li> <li>Engagement with Scottish Government and stakeholders.</li> </ul>	Yes		
Flexible Workforce Development Fund (FWDF) (College Sector)	LMcL	<ul style="list-style-type: none"> <li>Guidance on use of FWDF and eligibility criteria.</li> <li>OA process and annual cycle.</li> <li>OA managers and engagement with colleges.</li> </ul>	<ul style="list-style-type: none"> <li>Review and analysis of FWDF reports.</li> <li>Review and analysis of FES returns.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Finance Committee.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with Scottish Government and stakeholders.</li> </ul>	Yes		
Widening Access and Retention Fund (University Sector)	LMcL	<ul style="list-style-type: none"> <li>OA process and annual cycle.</li> <li>OA managers and engagement with colleges.</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of performance data.</li> <li>OA reporting and analyses of institutional reports and self-evaluation.</li> <li>Local intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Analyses and publication of annual report on Widening Access.</li> <li>Scrutiny by SFC Access and Inclusion Committee.</li> </ul>		<ul style="list-style-type: none"> <li>External scrutiny by the Commissioner for Fair Access.</li> <li>Engagement with stakeholders.</li> </ul>	Yes		

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					Internal audit	Other assurance			
			gathered by OA Managers.	<ul style="list-style-type: none"> <li>Board scrutiny of SFC Performance Report.</li> </ul>					
Upskilling/Skills shortage funding (University Sector)	MW/LMCL	<ul style="list-style-type: none"> <li>Guidance on use of Upskilling Funding and Conditions of Grant.</li> <li>OA managers and engagement with colleges.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of university sector Early Statistics and Final Figures Return.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Learning Enhancement and Skills Committee.</li> </ul>		<ul style="list-style-type: none"> <li>External scrutiny of performance by Scottish Government and Strategic Board for Enterprise and Skills.</li> </ul>	Yes		




**Strategic Framework Objective:** To invest in excellent research and innovation that adds to current knowledge, delivers economic and societal value, enhances Scotland’s international reputation and attractiveness, and makes the world around us prosperous, healthier and more sustainable.



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					Internal audit	Other assurance			
Achievement of Outcome Agreement priorities and targets for research, research training, knowledge exchange and innovation	SF	<ul style="list-style-type: none"> <li>OA process and annual cycle</li> <li>Conditions of Grant attached to Outcome funding.</li> <li>National measures of progress and targets.</li> <li>OA managers and engagement with colleges and individuals.</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of performance data, including from the Research Excellence Framework (REF).</li> <li>OA reporting and analyses of institutional reports and self-evaluation.</li> <li>Local intelligence gathered by OA Managers.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis at national level produced in annual ‘Progress and Ambitions’ report.</li> <li>Board scrutiny of SFC Performance Report.</li> <li>Scrutiny of performance by SFC committees.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome Agreements and monitoring of institutional performance (2015).</li> <li><i>Proposed internal audit of Outcome Agreement process in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>External scrutiny of performance by Scottish Government.</li> <li>Analyses of performance undertaken by Audit Scotland.</li> <li>International rankings of research universities and other external evidence about research competitiveness.</li> <li>Engagement with stakeholders, including UK Research and Innovation (UKRI).</li> </ul>	No		In their report on the finances of universities (September 2019), Audit Scotland have commented that there is limited evidence of a clear link between SFC funding and university performance. We will seek to develop the OA process to improve the link with performance.
Research Excellence Grant/Research Postgraduate Grant	SF	<ul style="list-style-type: none"> <li>OA process and annual cycle.</li> <li>Conditions of Grant attached to Outcome-based funding.</li> <li>National measures of progress and targets.</li> <li>OA managers and engagement with colleges and</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of performance data, including from the REF.</li> <li>OA reporting and analyses of institutional reports and self-evaluation.</li> <li>Local intelligence gathered by OA Managers.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis at national level produced in annual ‘Progress and Ambitions’ report.</li> <li>Board scrutiny of SFC Performance Report.</li> <li>Scrutiny of performance by SFC Research and</li> </ul>		<ul style="list-style-type: none"> <li>External scrutiny of performance by Scottish Government.</li> <li>Analyses of performance undertaken by Audit Scotland.</li> <li>Engagement with stakeholders.</li> </ul>	Yes		

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					Internal audit	Other assurance			
		individuals. <ul style="list-style-type: none"> <li>Day-to-day oversight by Research and Knowledge Exchange Directorate.</li> </ul>		Knowledge Exchange Committee.					
Research pooling initiative	SF	<ul style="list-style-type: none"> <li>Publication of criteria for the use of funding.</li> <li>Conditions of grant in place for use of funding.</li> <li>Lead Officer appointed for each Research Pool.</li> </ul>	<ul style="list-style-type: none"> <li>Review of annual reports by SFC executive, collected through ROSI (Reporting on Strategic Investments).</li> <li>Attendance at Research Pool management boards by SFC executive.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Research and Knowledge Exchange Committee.</li> <li>Scrutiny by SFC Board.</li> </ul>		<ul style="list-style-type: none"> <li>Independent review of the Research Pooling initiative (Heathwaite Review).</li> </ul>	Yes		
Global Challenges Research Fund	SF	<ul style="list-style-type: none"> <li>Publication of guidance and criteria for the use of the fund.</li> <li>Day-to-day oversight by Research and Knowledge Exchange Directorate.</li> <li>Memorandum of Understanding in place with Overseas Development Agency (ODA) and other UK funders.</li> </ul>	<ul style="list-style-type: none"> <li>Review of annual institutional reports.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Research and Knowledge Exchange Committee.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with UK Research and innovation and ODA.</li> </ul>	Yes		
College and university Innovation Funds	SF	<ul style="list-style-type: none"> <li>Publication of guidance and</li> </ul>	<ul style="list-style-type: none"> <li>Collection and analyses of</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Research and</li> </ul>		<ul style="list-style-type: none"> <li>Enterprise and Strategic Board's</li> </ul>	Yes		



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		<p>criteria for the use of the funds.</p> <ul style="list-style-type: none"> <li>Day-to-day oversight by Research and Knowledge Exchange Directorate.</li> </ul>	<p>performance data.</p> <ul style="list-style-type: none"> <li>OA reporting and analyses of institutional reports and self-evaluation.</li> <li>Local intelligence gathered by OA Managers.</li> </ul>	<p>Knowledge Exchange Committee.</p> <ul style="list-style-type: none"> <li>Review of reports collected through ROSI.</li> </ul>		scrutiny of innovation performance.			
Innovation Centre programme	SF	<ul style="list-style-type: none"> <li>Conditions of grant in place.</li> <li>Governance framework in place for ICs, including monitoring and evaluation.</li> <li>Establishment of IC Programme Board.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly review of ICs by the funding partners.</li> <li>Attendance at all IC Boards by SFC Lead Officer.</li> <li>Attendance at IC Programme Board by all funding partners.</li> <li>IC Steering Group in place at executive level to monitor progress.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Research and Knowledge Exchange Committee.</li> <li>Scrutiny by SFC Board.</li> <li>Assessment of reports monitored through ROSI.</li> </ul>		<ul style="list-style-type: none"> <li>Independent review of the IC Programme (Reid review).</li> <li>Enterprise and Strategic Board's scrutiny of innovation performance.</li> </ul>	Yes		



**Strategic Framework Objective:** To ensure colleges, universities and specialist institutions form part of a successful, world-leading, coherent and sustainable system of education that responds effectively to the future needs of learners and the skills needs of the economy and society, enhances our rich cultural life, and strengthens Scotland’s international connections.

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Achievement of Outcome Agreement priorities and targets for the system of education, including the learner journey, climate change and Gaelic	LMcL/ LMcD/ SF	<ul style="list-style-type: none"> <li>OA process and annual cycle.</li> <li>Conditions of Grant attached to OA funding.</li> <li>National measures of progress and targets.</li> <li>OA managers and engagement with colleges and individuals.</li> </ul>		<ul style="list-style-type: none"> <li>Scrutiny by the SFC Learning Enhancement and Skills Committee.</li> <li>Scrutiny by SFC Board.</li> </ul>	<ul style="list-style-type: none"> <li>Outcome Agreements and monitoring of institutional performance (2015).</li> <li><i>Proposed internal audit of Outcome Agreement process in 2020-21.</i></li> </ul>		<ul style="list-style-type: none"> <li>Engagement with the Scottish Government.</li> <li>Scrutiny by Audit Scotland.</li> </ul>	No		In their report on the finances of universities (September 2019), Audit Scotland have commented that there is limited evidence of a clear link between SFC funding and university performance. We will seek to develop the OA process to improve the link with performance.
Achievement of Scottish Government volume targets for student activity	LMcD/ LMcL	<ul style="list-style-type: none"> <li>OA process and annual cycle.</li> <li>Conditions of Grant attached to Outcome Agreement funding.</li> <li>Publication of Student Activity data Guidance in the college sector.</li> </ul>	<ul style="list-style-type: none"> <li>Regular monitoring of multiple student activity targets.</li> <li>Redistribution of activity to ensure that national targets are met.</li> <li>Engagement with individual colleges and universities.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Board through the Performance Report.</li> </ul>			<ul style="list-style-type: none"> <li>Engagement with the Scottish Government.</li> </ul>	Yes		
Governance and financial sustainability of colleges and universities	LMcD/ MF	<ul style="list-style-type: none"> <li>Financial memorandum in place with each college and university.</li> <li>Assurance Framework in place to determine level of</li> </ul>	<ul style="list-style-type: none"> <li>Financial sustainability and governance monitored through OA process.</li> <li>Review of evidence and data, including Financial Forecast Returns in the</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Finance Committee.</li> <li>Scrutiny by the SFC Board.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of institutions (2018).</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with the Scottish Government.</li> <li>Scrutiny by Audit Scotland.</li> <li>Scrutiny by Scottish Parliament Public Audit and Post-legislative Scrutiny</li> </ul>	Yes		




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		engagement with individual colleges and universities. <ul style="list-style-type: none"> <li>Dedicated Institutional Governance team in place at SFC.</li> </ul>	college sector, Strategic Plan Forecasts in the university sector, Cash-flow returns from Incorporated Colleges, Financial Statements and Annual Reports, Internal and external audit reports etc. <ul style="list-style-type: none"> <li>Cross-directorate case conferences held to share intelligence and co-ordinate actions.</li> </ul>			Committee.			
National Bargaining	LMcD	<ul style="list-style-type: none"> <li>OA process and annual cycle used to monitor use of funding.</li> <li>Conditions of Grant attached to Outcome Agreement funding.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by the Institutional Governance team.</li> <li>Support by SFC for the national bargaining process by validating the data used in negotiations.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Finance Committee.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with Colleges Scotland.</li> <li>Engagement with Scottish Government.</li> <li>Scrutiny by Audit Scotland.</li> </ul>	Yes		
Capital funding and carbon reduction	MF	<ul style="list-style-type: none"> <li>Dedicated Capital and Climate Change team in place at SFC.</li> <li>Process in place for prioritising capital projects.</li> <li>OA process and annual cycle used to set targets and monitor use of funding.</li> </ul>	<ul style="list-style-type: none"> <li>Review of evidence and data, including capital and life-cycle and maintenance needs, and post-occupancy evaluations.</li> <li>Monitoring and engagement through the OA process.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny of capital funding decisions by the SFC Capital Decision Point Committee.</li> <li>Oversight by SFC Board.</li> </ul>	<ul style="list-style-type: none"> <li><i>Proposed internal audit of climate change and sustainability in 2021-22.</i></li> </ul>	<ul style="list-style-type: none"> <li>Engagement with the Scottish Futures Trust (SFT).</li> <li>Engagement with the Environmental Association of Colleges and Universities (EAUC).</li> <li>Engagement with Scottish Government.</li> <li>Scrutiny by Audit</li> </ul>	Yes		







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		<ul style="list-style-type: none"> <li>Publication of estate strategy guidance and sustainable development guidance.</li> <li>Publication of resources for capital funding and projects.</li> </ul>				Scotland.			
Strategic funding for colleges and universities	SMT	<ul style="list-style-type: none"> <li>Strategic Funding Group (SFG) in place.</li> <li>Strategic funding considered as part of the Spending Review process.</li> <li>Assessment of progress and impact of investments through returns to the ROSI programme (Reporting on Strategic Investments).</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by Senior Management Team.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC Board.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with colleges, universities and Scottish Government</li> </ul>	No		We need to improve our evidence base on the impact of our strategic funding by ensuring that all reports provided through ROSI are assessed.
Equalities and diversity	LMcL	<ul style="list-style-type: none"> <li>Outcome Agreement process used to promote and monitor equalities and diversity issues.</li> <li>SFC has published eight internal and external Equality Outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by Equality and Diversity Group.</li> </ul>	<ul style="list-style-type: none"> <li>Annual equalities and diversity report to the SFC Board</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with the Equalities and Human Rights Commission.</li> <li>Engagement with Scottish Government.</li> </ul>	No		We need to improve the collection of equalities data on staff in colleges and universities.



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		<ul style="list-style-type: none"> <li>Publication annually of Public Sector Duty Equality Mainstreaming report.</li> <li>Analysis of data and evidence.</li> </ul>							
Gaelic language	SF	<ul style="list-style-type: none"> <li>SFC Gaelic Language Plan in place for 2014-19.</li> <li>Use of OA process to set-out national ambitions in support of the National Gaelic Language Plan 2018-23.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and engagement through the OA process.</li> <li>Day-to-day monitoring and engagement by Assistant Director with responsibility for Gaelic Language.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of use of strategic funding for Gaelic language, supported by ROSI returns.</li> <li>Scrutiny by the SFC Board.</li> </ul>		<ul style="list-style-type: none"> <li>Annual report to and engagement with Bòrd na Gàidhlig.</li> <li>Engagement with Scottish Government.</li> </ul>	Yes		
Britain's withdrawal from the European Union (Brexit)	MF	<ul style="list-style-type: none"> <li>Dedicated Brexit team in place at SFC.</li> <li>Publication of briefings and guidance to colleges and universities.</li> </ul>	<ul style="list-style-type: none"> <li>Analysis and publication of data on potential impacts of Brexit on colleges and universities.</li> <li>Regular engagement on a day-to-day basis with colleges and universities.</li> <li>Membership of various Brexit forums, including the Brexit response Steering Group (convened by Scottish Enterprise).</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Board.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with Scottish Government, Colleges Scotland and Universities.</li> </ul>	Yes		



**Strategic Framework Objective:** To be an excellent, outcome-focused public body that provides leadership, inspires confidence, models collaborative working, is committed to continuous improvement, and stewards public resources well.


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Funding resources of colleges and universities	LMcD	<ul style="list-style-type: none"> <li>Use of Outcome Agreement process to establish funding priorities with colleges and universities.</li> <li>Use of task groups to review the strategic and financial environment.</li> <li>Use of financial modelling to inform the Scottish Budget review.</li> <li>Use of financial monitoring framework to monitor risks to institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Review of evidence and data by the SFC executive.</li> <li>Monitoring of financial sustainability by SFC Institutional Governance team.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Finance Committee.</li> <li>Scrutiny by the SFC Board.</li> </ul>	<ul style="list-style-type: none"> <li><i>Proposed internal audit of distribution of grant funding in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>Engagement with Scottish Government, Colleges Scotland and Universities Scotland.</li> <li>Scrutiny of resources available to colleges and universities by Audit Scotland.</li> </ul>	Yes		
Analytical capability and standards	LMcD/MS	<ul style="list-style-type: none"> <li>Publication of statistics in line with the UK Statistics Authority's Code of Practice for Statistics.</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day oversight by SFC's Chief Information and Funding Officer.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by SFC committees and Board.</li> </ul>	<ul style="list-style-type: none"> <li>Performance management (2016).</li> </ul>	<ul style="list-style-type: none"> <li>Independent review of SFC's analytical unit.</li> <li>Engagement with the Chief Statistician for Scotland.</li> </ul>	Yes		
Management of budgets	LMcD/MF	<ul style="list-style-type: none"> <li>Detailed Financial Procedures Manual in place.</li> <li>Financial controls</li> </ul>	<ul style="list-style-type: none"> <li>Monthly monitoring and reporting of Programme</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny of SFC budgets by Finance Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding administration and compliance (Annual).</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny of Monthly Resource Returns to Scottish Government.</li> </ul>	Yes		

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		in place.	Budgets and Running Cost Budgets. <ul style="list-style-type: none"> <li>Reporting to the Strategic Funding Group.</li> <li>Monitoring of monthly cash-flow returns from colleges.</li> </ul>	<ul style="list-style-type: none"> <li>Delegated authority report to the SFC Board.</li> </ul>	<ul style="list-style-type: none"> <li>Financial controls self-assessment (Annual).</li> <li>Payroll (2014).</li> <li>Strategic Projects (2015).</li> <li>Budget setting (2019).</li> <li><i>Proposed internal audit of key financial controls in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>Auditing of SFC's Annual Report and Accounts by Audit Scotland.</li> </ul>			
Fraud and error	LMcD/MF	<ul style="list-style-type: none"> <li>Detailed Financial Procedures Manual in place.</li> <li>Financial controls in place.</li> <li>Segregation of duties.</li> <li>Audit trail for all payments</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reconciliation of Running Cost and Programme Budgets.</li> </ul>	<ul style="list-style-type: none"> <li>Fraud and errors reported to the Audit and Compliance Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Grant funding administration and compliance (Annual).</li> <li>Financial controls self-assessment (Annual).</li> <li>Payroll (2014)</li> <li>Procurement (2018)</li> </ul>	<ul style="list-style-type: none"> <li>External scrutiny by Scottish Government Finance team.</li> <li>External scrutiny by Audit Scotland.</li> </ul>	Yes		
Corporate governance arrangements, including legal compliance, information governance, and Best Value	MF	<ul style="list-style-type: none"> <li>Corporate Governance framework in place for the organisation.</li> <li>Monitoring of changes to legislation through receipt of Legal Services Bulletin from SFC's solicitors.</li> <li>Information Governance framework in place.</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day oversight by SFC's Corporate Governance team.</li> <li>Annual review of Corporate Governance undertaken by executive.</li> <li>Internal controls reviewed annually.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the Audit and Compliance Committee.</li> <li>Scrutiny by the SFC Board.</li> <li>Annual Board effectiveness review undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Risk management (2014).</li> <li>Corporate governance (2018).</li> <li>Data security (2019)</li> <li>GDPR (2019)</li> <li><i>Proposed internal audit of risk management in 2020-21</i></li> <li><i>Proposed internal audit of corporate governance in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>External scrutiny by Audit Scotland.</li> <li>External scrutiny by Scottish Government Sponsor Team.</li> <li>External scrutiny by Scottish Information Commissioner and other bodies.</li> </ul>	Yes		

RISK			ASSURANCE				ASSESSMENT		
Area of risk <i>Strategic objectives, key processes, major change or funding programmes</i>	Owner	Controls	First line <i>Executive management</i>	Second line <i>Corporate oversight</i>	Third line <i>Independent assurance</i>		Assurance sufficient	RAG rating	Improvement actions
					Internal audit	Other assurance			
		<ul style="list-style-type: none"> <li>Periodic reviews of SFC's compliance with the principles of Best Value.</li> </ul>							
Communications and management of SFC's reputation	KW	<ul style="list-style-type: none"> <li>Proactive communications strategy, including through use of social media and SFC website.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of media coverage by SFC's Communications team.</li> <li>Monitoring of Parliamentary business by SFC's Communications team.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Board through the Performance Report.</li> </ul>	<ul style="list-style-type: none"> <li>Internal communications. (2017)</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with Scottish Government.</li> </ul>	Yes		
Collaboration and partnership arrangements, including Enterprise and Skills Strategic Board	KW	<ul style="list-style-type: none"> <li>Strategic engagements managed by External Relations team.</li> <li>Regular engagement with key stakeholders.</li> <li>Engagement with key stakeholders through the Outcome Agreement process.</li> <li>Memoranda of Understanding in place with key stakeholders, such as NHS Education for Scotland (NES).</li> <li>Relationships developed through joint posts, including with SDS,</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day oversight by Head of External Relations.</li> <li>Corporate oversight of relationships by the Senior Management Team (SMT).</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the SFC Board and committees.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder engagement (2015).</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with Scottish Government.</li> <li>Engagement with the Strategic Board for Enterprise and Skills.</li> </ul>	Yes		

RISK		ASSURANCE					ASSESSMENT		
Area of risk <i>Strategic objectives, key processes, major change or funding programmes</i>	Owner	Controls	First line <i>Executive management</i>	Second line <i>Corporate oversight</i>	Third line <i>Independent assurance</i>		Assurance sufficient	RAG rating	Improvement actions
					Internal audit	Other assurance			
		NES, and Creative Scotland.							
Resourcing of the organisation and development of staff	MF	<ul style="list-style-type: none"> <li>Use of Annual business planning process (including HR planning) to help identify resource needs.</li> <li>Learning and Development Strategy in place</li> </ul>	<ul style="list-style-type: none"> <li>Regular review of resource needs through the Resources Review Group (RRG).</li> <li>Oversight of resource and training and development issues by SMT.</li> <li>Analysis by the executive of staff survey results and other data.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the Remuneration Committee.</li> <li>Scrutiny of running-cost resources by the Finance Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce planning (2014).</li> <li><i>Proposed internal audit of people and culture in 2021-22.</i></li> </ul>	<ul style="list-style-type: none"> <li>Assurance from Investors in people and other schemes.</li> <li>Engagement with other public bodies and with Scottish Government.</li> <li>Consultation with SFC staff and recognised trade union.</li> </ul>	Yes		
Equality and diversity	MF	<ul style="list-style-type: none"> <li>Establishment of two internal Equality Outcomes in SFC's Equality Action Plan.</li> <li>Equality and diversity policies in place.</li> <li>Collection of staff equality and diversity data through Cascade.</li> <li>Equality Impact Assessments undertaken on policy and funding initiatives.</li> <li>SFC accredited as a Disability Confident Employer.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by Equality and Diversity Group.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the Remuneration Committee.</li> <li>Equality and Diversity annual report considered annually by the SFC Board.</li> <li>Equality and diversity issues considered by SFC Board.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with the Equality and Human Rights Commission.</li> <li>Engagement with recognised trade union at Policies and Procedures Working Group (PPWG).</li> </ul>	No		We are taking steps to improve the quality of data on equality and diversity for both staff and applicants.

RISK			ASSURANCE				ASSESSMENT		
Area of risk <i>Strategic objectives, key processes, major change or funding programmes</i>	Owner	Controls	First line <i>Executive management</i>	Second line <i>Corporate oversight</i>	Third line <i>Independent assurance</i>		Assurance sufficient	RAG rating	Improvement actions
					Internal audit	Other assurance			
Health and safety	MF	<ul style="list-style-type: none"> <li>Health and Safety Policy in place.</li> <li>Regular monitoring of health and safety issues in line with legislation and regulation.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by Health and Safety Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the Remuneration Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Health and safety (2019).</li> <li><i>Proposed internal audit of health and safety in 2021-22.</i></li> </ul>		Yes		
IT infrastructure and cybersecurity	MF	<ul style="list-style-type: none"> <li>Dedicated member of staff with responsibility for cybersecurity.</li> <li>IT policies in place governing acceptable usage of IT services etc.</li> <li>Annual assessment for Cyber-essentials Plus accreditation.</li> <li>Firewall in place and intruder-detection software.</li> <li>Monitoring of IT traffic to SFC by the Joint Information Systems Committee (JISC).</li> <li>Back-up of data and systems undertaken regularly.</li> <li>Contracts in place for database</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by SMT.</li> <li>Day-to-day oversight by the Assistant Director for Information Systems.</li> <li>Oversight on information security issues through the executive's Data Governance Board.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny by the Audit and Compliance Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Data security (2019).</li> <li><i>Proposed internal audit of cybersecurity in 2020-21.</i></li> </ul>	<ul style="list-style-type: none"> <li>External scrutiny by Audit Scotland.</li> <li>Engagement with JISC.</li> <li>Engagement with Scottish Government.</li> </ul>	Yes		

RISK		ASSURANCE				ASSESSMENT			
Area of risk <i>Strategic objectives, key processes, major change or funding programmes</i>	Owner	Controls	First line <i>Executive management</i>	Second line <i>Corporate oversight</i>	Third line <i>Independent assurance</i>		Assurance sufficient	RAG rating	Improvement actions
					Internal audit	Other assurance			
		expertise.							
Disaster recovery	MF	<ul style="list-style-type: none"> <li>Business Continuity Plan and Framework in place for SFC.</li> <li>Individual responsibilities and response procedures in place.</li> <li>Business impact analysis planned (2020).</li> </ul>	<ul style="list-style-type: none"> <li>Regular testing of the Business Continuity Plan.</li> <li>Oversight by the Senior Management Team.</li> </ul>	<ul style="list-style-type: none"> <li>Annual update provided to the Audit and Compliance Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Business continuity planning (2016).</li> <li>Business continuity (2019)</li> <li><i>Proposed internal audit of business continuity in 2021-22.</i></li> </ul>		Yes		
Reducing SFC's carbon footprint	MF	<ul style="list-style-type: none"> <li>Environmental Champions Group in place to promote initiatives.</li> <li>Annual reporting to the Sustainable Scotland Network.</li> <li>Collection and analysis of data on waste, travel and energy consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Oversight by the Senior Management Team.</li> </ul>	<ul style="list-style-type: none"> <li>Scrutiny of SFC's Annual report and Accounts, including the Environmental Report.</li> </ul>		<ul style="list-style-type: none"> <li>Engagement with the Environmental Association for Universities and Colleges (EAUC).</li> </ul>	Yes	