

Board of Management Conveners' Committee

Date of Meeting	28 August 2023
Paper No.	CC1-I
Agenda Item	4.3
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Drew McGowan College Secretary
Date of production	21 August 2023
Action	For Discussion and Decision

1. Recommendations

- 1.1. To discuss and approve the Strategic Risk Register for risks reported to the Committee, recommending any changes to the Board of Management for final approval.
- 1.2. To note the Risk Management Action Plans for risks reported to the Committee.

2. Purpose

- 2.1. To provide the Conveners' Committee with an update on the most recent quarterly review of the College's strategic risks for those reported to the Committee. The Strategic Risk Register and the Management Action Plans (MAPs) are enclosed.

3. Consultation

- 3.1. All strategic risk owners were consulted during the latest quarterly review.

4. Key Insights

- 4.1. Risk management is a key component of the College's internal control and governance arrangements and, as such, is an important responsibility of the Board of Management, the Executive Leadership Team (ELT) and the Senior Management Team (EMT). Final approval of the Strategic Risk register is reserved to the Board and the Audit & Assurance Committee has oversight over the College's risk management approach.
- 4.2. ELT and SMT members are invited to review the risks they own on a quarterly basis. This is to ensure that the College, our Board and its committees, remain aware of any changes in the risk environment and that our risk management plans remain up-to-date and effective. Committees review the risks that are within their remit and recommend any changes to the Board for final approval.
- 4.3. The Strategic Risk Register and the MAPs are enclosed for the Committee's consideration and approval of members. 3 strategic risks are reported to the Committee. 2 changes are proposed in this review.
- 4.4. In this quarterly review, after the World Health Organisation declared an end to the pandemic, SR25 (Covid-19) is proposed to be removed from the Strategic Risk Register. Members are asked to consider whether this risk should be replaced by a risk concerning the failure to prepare and respond to emerging public health incidents and crises, as outlined in SR26.
- 4.5. The College's strategic risk reporting has been streamlined over the summer in preparation for the new academic year. The Strategic Risk Register has been refreshed and the MAPs have been condensed from a total of 104 pages to 13. This remains a work in progress and feedback is welcome.

5. Impact and Implications

- 5.1. The effective management, control and mitigation of risks are essential to the College's institutional and financial sustainability, compliance, reputation and future growth.

Appendices:

Appendix 1: Strategic Risk Register

Appendix 2: Risk Management Action Plans

Strategic Risk Register: August 2023

The Risk			Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes	VPSE	5	1	5	↔	Aug '23	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Aug '23	Learning
SR3	Failure to achieve good student outcome/progression levels	VPSE	5	1	5	↘	Aug '23	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Aug '23	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	Aug '23	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	4	3	12	↔	Aug '23	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	5	4	20	↔	Aug '23	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Aug '23	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Aug '23	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Aug '23	People
SR11	Failure to achieve taught degree awarding powers	DPr	4	4	16	↔	Aug '23	Learning
SR12	Negative impact of statutory compliance failure	CS	5	2	10	↔	Aug '23	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr CS	5	1	5	↔	Aug '23	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Aug '23	Audit
SR15	Failure of corporate governance	Pr CS	5	2	10	↔	Aug '23	Audit
SR16	Failure of business continuity	CS	4	3	12	↔	Aug '23	Audit
SR17	Negative impact of industrial action	VPPCS	4	4	16	↔	Aug '23	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Aug '23	People
SR19	Failure to achieve operating surplus	CFO	5	5	25	↔	Aug '23	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	5	4	20	↔	Aug '23	Finance
SR21	Failure to obtain funds from the City of Glasgow College Foundation	CFO	4	3	12	↔	Aug '23	Finance
SR22	Negative impact of Brexit	CFO DCS	3	3	9	↔	Aug '23	Finance
SR23	Failure to secure a sustainable model/level of Regional funding	CFO	4	3	12	↔	Aug '23	Finance
SR24	Failure to secure sufficient capital investment	CFO	3	4	12	↔	Aug '23	Finance
SR25	Failure to manage acute threats relating to the Coronavirus outbreak	Pr DPr	4	2	8	↘	Aug '23	Conveners'
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↗	Aug '23	Conveners'

Impact and Probability Criteria

Score	Impact	Probability
1	Insignificant: the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Highly Unlikely: the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of happening.
2	Minor: the risk may cause slight disruption or impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Unlikely: the likelihood of the risk occurring is unlikely but still possible. It would be estimated that the risk has a 6-25% chance of happening.
3	Moderate: the risk has a noticeable impact or disruption, affecting the College's operations, objectives, reputation, stakeholders or financial sustainability.	Possible: the likelihood of the risk occurring is reasonable. It would be estimated that the risk has a 26-50% chance of happening.
4	Major: the risk has a substantial impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Likely: the likelihood of the risk occurring is probable. It would be estimated that the risk has a 51-75% chance of happening.
5	Critical: the risk is a severe threat to the College's operations, objectives, reputation, stakeholders or financial sustainability.	Almost Certain: the likelihood of the risk occurring is highly likely. It would be estimated that the risk has more than a 75% chance of happening.

Key

Pr	Principal & CEO
DPr	Depute Principal & COO
CFO	Chief Financial Officer
VPSE	Vice Principal Student Experience
VPCDI	Vice Principal Corporate Development
VPPCS	Vice Principal People & Corporate Services
CS	College Secretary
DE	Director of Excellence
DCS	Director of Corporate Support
DSE	Director of Student Experience
DIT	Director of IT

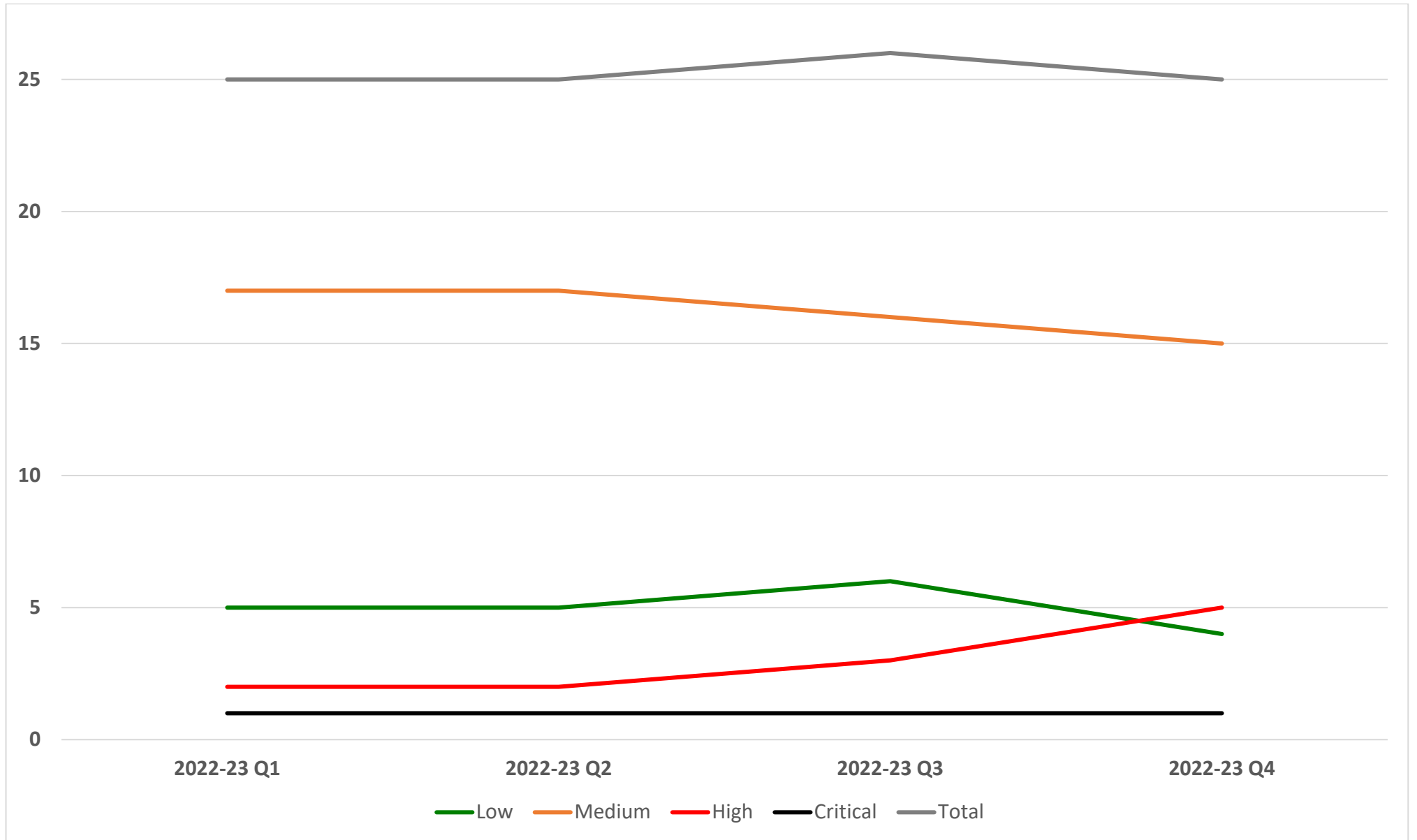
- ↗ New risk or existing risk score has increased since the previous review.
- ↘ Risk score has decreased since the previous review.
- ↔ Risk score has not changed since the previous review.

Risk Matrix

	5	5	10	15	20	25
LIKELIHOOD	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

- Low (1-5)** Acceptable level of risk subject to periodic review
- Medium (6-12)** Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place
- High (15-20)** Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate
- Critical (25)** Critical level of risk requiring urgent attention and actions to prevent or mitigate

Score Trend Chart



Risk Management Action Plans

The Risk						Net Score				Gross Score			Changes			
ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	<p>There is a risk that the College may fail to realise the planned benefits of Regionalisation, leading to a negative impact on our position within the Regionalisation Agenda. There is a further risk that the College fails to manage changes to governance arising from regionalisation to the benefit of the College and our stakeholders.</p> <p>To treat this risk, the College will maintain effective dialogue with the GCRB, SFC, Scottish Government and other colleges. Additionally, the involvement of college senior staff in regional strategic groups will be ensured to actively participate in decision-making processes, enabling the College to adapt and align with the regional agenda effectively.</p>	<p>April '23: We are still awaiting a decision and guidance on the way forward from the SFC.</p> <p>Feb '22: Decisions on the way forward are expected in this calendar year.</p> <p>Sept '21: Following the Scottish Funding Council's publication of the Phase One Report on Coherence and Sustainability: A review of Scotland's Colleges and Universities (October 2020), GCRB embarked on its own Review of Coherent Provision and Sustainability of Glasgow College Region. A call for evidence was issued, to which the College responded in the first week of January 2021. A phase 2 Progress Update was published in March 2021. The Phase 3 Report was published in June 2021, and a response to this from the College's Board of Management was sent to the Minister on 2 September 2021.</p>	Low	Medium	3	3	9	3	5	4	20	↔	Aug '23	Aug '23: Edited for transfer to new MAP.

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SR25	Failure to manage acute threats relating to the Coronavirus outbreak	Pr DPr	<p>There is a risk that the College fails to effectively manage the acute, immediate and short-term resulting from the Covid-19 pandemic, as well as the challenges in the medium-to-long term.</p> <p>To address this risk, the Covid-19 Action group was established to respond to the Covid-19 crisis before lockdown in March 2020. The SMT/ELT maintained regular meetings to respond to the crisis and address the impact on staff, students and stakeholders. The Board and its committees provided crucial oversight during the pandemic and the return to campus. Monitoring of Covid-19 cases among staff and students continues.</p>	<p>Aug '23: With the WHO declaring in May '23 the end of the pandemic, the College ceased recording reported cases at the end of the session on 30 June. The College recorded a total of 1,957 cases. SR25 is now proposed for removal and it is recommended that it be replaced by SR26.</p> <p>April '23: The College continues to monitor the number of cases reported by staff and students, although the requirement to test and report has been lifted by the Scottish Government. To date, the College has seen over 1930 cases. The trend continues to be downwards: for instance, we had 58 cases in March 223, compared to the all-time peak of 290 in March 2022.</p> <p>Jan '23: Given the declining numbers affected by Covid-19, the efficiency of mass vaccination, score reduced.</p>	Low	Low	4	2	8	4	5	5	25	↘	Aug '23	<p>Aug '23: Edited for transfer to new MAP. Proposed for removal.</p> <p>Aug '22: Score decreased from 12 to 8.</p> <p>Jan '22: Score increased from 8 to 12.</p>
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	<p>There is a risk that the College fails to learn the lessons of COVID-19, and is unprepared for the next pandemic or public health crisis.</p> <p>To respond to this risk, the College needs to ensure that its Business Continuity Plans adequately address the need to maintain a state of preparedness for an as yet undefined public health emergency, and must be ready to respond quickly and decisively to the first signs of an emerging issue.</p>	<p>August '23: The College responded well to the many challenges of COVID, transitioning quickly and effectively to online learning in lock down then introducing the precautions needed to create a healthy environment for hybrid working and blended learning. It is important that the lessons learned be captured and that the College consciously and deliberately maintain its preparedness for future public health emergencies.</p>	Low	Low	5	2	10	5	5	5	25	↗	Aug '23	Aug '23: New risk proposed.