# Board of Management

# Learning, Teaching & Student Experience Committee

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| **Date of Meeting** | **20 September 2023** |
| **Paper No.** | **LTSEC1-I** |
| **Agenda Item** | **4.6** |
| **Subject of Paper** | **Strategic Risk Review** |
| **FOISA Status** | **Disclosable** |
| **Primary Contact** | **Drew McGowan<br>College Secretary** |
| **Date of production** | **31 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 Learning, Teaching & Student Experience 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 (SMT). 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. 5 strategic risks are reported to the Committee. No changes to risk scores are proposed in this review; however, it is proposed that SR1 and SR3 be merged due to overlap concerning good/successful student outcomes.

4.4. 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 | 1 | 5 | ↘ | 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

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| **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



**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

# Risk Management Action Plans

| ID | Risk Title | Owner | Risk/Treatment Description | Developments/Commentary | Appetite | Tolerance | Net Score | | | | Gross Score | | | Changes | | |
|----|-----------|-------|---------------------------|-------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | **The Risk** | | | | Impact | Prob. | Score | Target | Impact | Prob. | Score | Trend | Updated | History |
| SR1 | Failure to support successful student outcomes | VPSE | There is a risk that students may leave the College without completing their courses, fail to achieve qualifications, and have a poor overall experience at the College. This could lead to negative financial consequences, reputational damage, and potentially impact student recruitment.<br><br>To address this risk, the College employs performance reviews, self-evaluation, and quality cycles to monitor and improve outcomes. Curriculum planning prioritizes performance indicators, and a Student Academic Experience Strategy is implemented for a positive learning environment. | Aug '23: The Student Academic Experience Strategy was implemented in 2021 includes key areas of development relating to 'City Student', City Learning and Teaching and the City Student Journey. The key objective is to enhance performance, increase retention and support a positive learning environment. Portfolio planning considers course discontinuation based on demand, priorities, and viability. Faculties are addressing low PI courses through action plans monitored by the Performance. The focuses on partial success, aiding students with failed units. Identified actions aim to enhance performance in low PI courses. Due to similiarity between SR1 and SR3, it is proposed that these two risks be merged. | Low | Medium | 5 | 1 | 5 | 5 | 5 | 5 | 25 | ↔ | Aug '23 | Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.<br><br>Aug '22: Score decreased from 10 to 5.<br><br>Sept' 21: Score decreased from 15 to 10. |
| SR2 | Failure to establish an optimal pedagogical model | VPSE | There is a risk that the learning and teaching approaches at the College may not adequately cater to the needs of learners and stakeholders, including employers. The absence of a robust evidence base for "sector-leading" practices may hinder the effectiveness of the pedagogical model. To address this risk, the College implements several measures built around the Student Academic Experience Strategy which incorporates our City Learning approach which is Active, Blended and Connected. Students are co-creators of their own learning, challenged with real-life problems fostering a dynamic and industry-relevant learning environment. Faculty Operational Planning also plays a vital role in overseeing the execution of these strategies to optimise the pedagogical model. | Aug '23: Much of the SAES key objectives are now active focusing on the improvement and enhancement of Learning and Teaching and the Student Experience. A key aspect for sector leading is the full scale delivery and implementation of Canvas. Key outcomes from the Student Engagement Survey, SFC KPis, Education Scotland PV reports and from the Student Parliament surveys have indicated a number of key themes for development as part of enhancement activity eg assessment, FE retention , timetabling and work in these areas will continue. | Low | Medium | 5 | 1 | 5 | 5 | 5 | 4 | 20 | ↔ | Aug '23 | Aug '23: Edited for transfer to new MAP. |

| ID | Risk Title | Owner | Risk/Treatment Description | Developments/Commentary | Appetite | Tolerance | Impact | Prob. | Score | Target | Impact | Prob. | Score | Trend | Updated | History |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SR3 | Failure to achieve good student outcome/progression levels | VPSE | There is a risk that the College fails to achieve satisfactory student outcome and progression levels due to curriculum relevance issues, ineffective industry connections, and inadequate Higher Education Institution (HEI) articulation arrangements. To mitigate this risk, the College supports actions to enhance course quality, allied with an annual portfolio review process. All Faculties are actively working towards developing strong links with industry to ensure curriculum alignment with industry needs. The College maintains ongoing collaboration with HEIs to foster and improve articulation links, facilitating smooth student transitions. The Student Academic Experience Strategy prioritises a relevant work-related portfolio meeting employer and sectoral demands | Aug '23: The College has an industry-relevant curriculum, evident in the College Leaver Destinations data. Industry links have been reinvigorated post-Covid and the College has increased and enhanced HEI articulation arrangements. Due to similiarity between SR1 and SR3, it is proposed that these two risks be merged. | Low | Medium | 5 | 1 | 5 | 5 | 5 | 4 | 20 | ↘ | Aug '23 | Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.<br><br>May '23: Score decreased from 10 to 5. |
| SR4 | Failure of the College's duty of care to students | VPSE | There is a risk that the College may fail in its statutory duty of care to students in the following areas: Safeguaring (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: CS).<br><br>To mitigate this risk, the College has the policies, procedures and designated leads in place for each duty. Regular training, facilitated through Organisational Development, is available for staff to raise awareness and understanding across the College. To fulfil its duties, the College collaborates with a range of external partners, e.g. other colleges, Corporate Parents, forums at a sector/national level and Police Scotland. By working together, they can share best practices and support each other in fulfilling their duty of care effectively. | Jan '22: Organisational Development is undertaking a review of mandatory and non-mandatory training and has agreed to prioritise Prevent training with the development of a new online module. | Low | Low | 5 | 2 | 10 | 4 | 5 | 4 | 20 | ↔ | Aug '23 | Aug '23: Edited for transfer to new MAP.<br><br>Oct '20: Score increased from 5 to 10. |

| ID | Risk Title | Owner | Risk/Treatment Description | Developments/Commentary | Appetite | Tolerance | Impact | Prob. | Score | Target | Impact | Prob. | Score | Trend | Updated | History |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SR11 | Failure to achieve taught degree awarding powers | DPr | There is a risk that the College may fail to attain taught degree awarding powers (tDAP).<br><br>To address this risk, a dedicated project board has been formed to oversee the initiative. The project board is led by the Principal and includes representation from ELT, HR, the Students' Association and the Board. The Depute Principal is the project sponsor. A comprehensive risk register has been developed for the tDAP project, addressing key areas in the Quality Assurance Agency's criteria. | Dec '22: In 2022, the College acknowledged funding challenges and presented a paper to ELT in September. The criteria for staff profile and development pose challenges, including higher degrees, teaching experience, curriculum development, etc. Limited staff survey participation resulted in uncertain higher degree data. The College struggles to meet expectations for the tDAP application. Two options were considered: hiring staff with qualifications or promoting higher degrees within current staff, both with substantial costs. A 10-year working timeframe for tDAP application was suggested due to financial constraints, while focusing on improving other criteria. As of December 2022, the risk score was raised to 16 (red) | Medium | Medium | 4 | 4 | 16 | 5 | 5 | 4 | 20 | ↔ | Aug '23 | Aug '23: Edited for transfer to new MAP.<br><br>Dec '22: Score increased from 12 to 16. |