

Board of Management

Date of Meeting	Thursday 14 December 2023
Paper No.	BoM3-F
Agenda Item	3.6
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Drew McGowan College Secretary
Date of production	6 December 2023
Action	For Approval

1. Recommendations

- 1.1. To approve the Strategic Risk Register following the latest quarterly review by risk owners and consideration of the Board's committees.
- 1.2. To note the Risk Management Action Plans.

2. Purpose

- 2.1. To provide the Board with an update on the most recent quarterly review of the College's strategic risks and seek final approval for this edition of the Strategic Risk Register.

3. Consultation

- 3.1. All strategic risk owners were consulted during the latest quarterly review before risks were reported to their respective committees.

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 Management Action Plans (MAPs) are enclosed for the Board's consideration and final approval. Following discussion at the Board's committees, the following changes are proposed in this quarterly review:

No.	Risk Title	Previous Score	Proposed Score
SR6	Negative impact upon the College's reputation	● 12 (4 x 3)	● 9 (3 x 3)
SR7	Failure to achieve improved business development with stakeholders	● 20 (5 x 4)	● 9 (3 x 3)
SR17	Negative impact of industrial action	● 16 (4 x 4)	● 20 (5 x 4)
SR22	Negative impact of Brexit	● 9 (3 x 3)	● 6 (3 x 3)
SR24	Failure to secure sufficient capital investment	● 12 (3 x 4)	● 16 (4 x 4)

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: December 2023

The Risk			Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes and progression	VPSE	5	4	20	↔	Sept '23	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Aug '23	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Sept '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	3	3	9	↘	Oct '23	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↘	Oct '23	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Oct '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	↔	Oct '23	People
SR11	Failure to achieve taught degree awarding powers	DPr	4	4	16	↔	Aug '23	Learning
SR12	Negative impact of statutory compliance failure	DPr 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	↔	Oct '23	Audit
SR16	Failure of business continuity	CS	4	3	12	↔	Aug '23	Audit
SR17	Negative impact of industrial action	VPPCS	5	4	20	↗	Oct '23	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Oct '23	People
SR19	Failure to achieve operating surplus	CFO	5	5	25	↔	Oct '23	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	5	4	20	↔	Oct '23	Finance
SR21	Failure to obtain funds from the City of Glasgow College Foundation	CFO	4	3	12	↔	Oct '23	Finance
SR22	Negative impact of Brexit	CFO DCS	2	3	6	↘	Oct '23	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	3	12	↔	Oct '23	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↗	Oct '23	Finance
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				

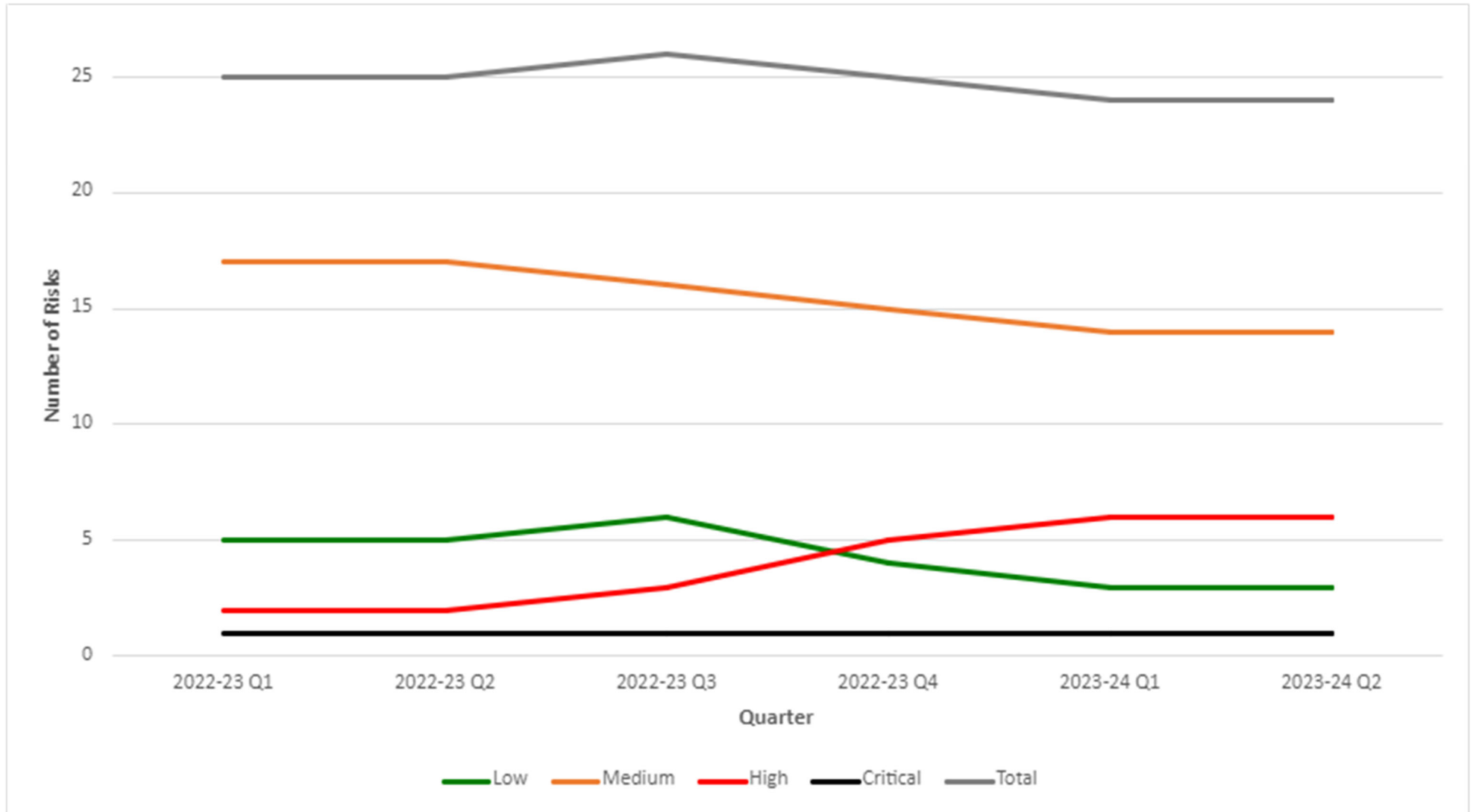
Low (1-5) Acceptable level of risk subject to periodic review

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	
SR1	Failure to support successful student outcomes and progression	VPSE	<p>There is a risk that the College may fail to support successful student outcomes due to curriculum issues, ineffective industry connections and inadequate articulation arrangements. This could lead to students leaving without completing their courses, resulting in financial and reputational damage, as well as affecting student recruitment.</p> <p>To address this risk, the College employs performance reviews, self-evaluation, and quality cycles to monitor and improve outcomes. Curriculum planning prioritises performance indicators, and a Student Academic Experience Strategy is implemented for a positive learning environment. The College maintains ongoing collaboration with HEIs to foster articulation links for smooth student transitions.</p>	<p>Sept '23: Score increased from 5 to 20 due to the existing and anticipated impact of industrial action by lecturers.</p> <p>Aug '23: The SAES 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.</p>	Low	Medium	5	4	20	5	5	5	5	25	↔	Sept '23	<p>Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.</p> <p>Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.</p> <p>Aug '22: Score decreased from 10 to 5.</p> <p>Sept '21: Score decreased from 15 to 10.</p>
SR2	Failure to establish an optimal pedagogical model	VPSE	<p>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.</p>	<p>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.</p>	Low	Medium	5	1	5	5	5	4	20	↔	Aug '23	<p>Aug '23: Edited for transfer to new MAP.</p>	

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR4	Failure of the College's duty of care to students	VPSE	<p>There is a risk that the College may fail in its statutory duty of care to students in the following areas: Safeguarding (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: CS).</p> <p>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.</p>	<p>Sept '23: DSE provided a report on Corporate Caring Duties to the Learning, Teaching & Student Experience Committee.</p> <p>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.</p>	Low	Low	5	2	10	4	5	4	20	↔	Sept '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '20: Score increased from 5 to 10.</p>
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</p>	Low	Medium	3	3	9	3	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
SR6	Negative impact upon the College's reputation	VPCDI	<p>There is a risk of a negative impact upon the College's reputation due to several factors, including failure to protect and maintain our brand, complaints upheld by the SPSO, significant breaches of College policies and procedures, and instances of gross misconduct by staff members.</p> <p>To treat this risk, the College maintains regular communication with staff, students and stakeholders through internal/external channels and receives monitoring and advise from a public affairs consultancy. The College ensures the availability and communication of the Complaints Procedure to employees, conducts training on policies/legal requirements. Management monitoring is supported through internal/external auditors. The College emphasises values and behaviours, supported by robust</p>	<p>Oct '23: The College is currently undertaking unprecedented organisational change and is impacted by ongoing industrial action; however, sentiment analysis and stakeholder engagement strongly indicates that the College's reputation is still positive. The College has 81,900 followers on social media and has gained over 8,300 new followers in the past 12 months. The latest Brand sentiment (inbound public comments/mentions or private/direct messages) is as follows:</p> <ul style="list-style-type: none"> - 49.7% Positive - 19.5% Semi Positive - 26.1% Neutral - 3.4% Semi Negative - 1.2% Negative 	Low	Low	3	3	9	5	5	5	25	↘	Oct '23	<p>Oct '23: Score reduced from 12 to 9.</p> <p>Aug '23: Edited for transfer to new MAP.</p>
SR7	Failure to achieve improved business development with stakeholders	VPCDI	<p>There is a risk of failure to achieve improved business development with stakeholders, leading to the loss of effective partnerships, reputational risks, and potential negative impacts on staff health and well-being.</p> <p>To address this risk, the College manages employer relationships and business engagement through the Corporate Development team, following the agreed Business Development Process Map. The Corporate Development Strategy focusses on brand, global ambition, innovation/research, workforce planning, industry academies, partnerships/developments and CGI Ltd.</p>	<p>Oct '23: AY 2022-23 was the first full year without national or regional Covid-19 lockdown restrictions, affording the College to collaborate with stakeholders and partners in ways we were used to prior to the Covid-19 pandemic. The College has continued to perform well with businesses. In AY 2022-23, the target income from Commercial & International activity was £5.585m but achieved £6.732m - exceeding the target by 21%.</p> <p>May '22: The Corporate Development team continue to work with the Faculties in procuring new business as well as sourcing sustainable and reputable opportunities for additional non-government income.</p>	Low	Medium	3	3	9	5	5	5	25	↘	Oct '23	<p>Oct '23: Score reduced from 20 to 9.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>Nov '20: Score decreased from 25 to 20.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	<p>There is a risk that the College may not effectively manage the strategic risks associated with CGI Ltd, leading to a failure to maximise income opportunities in existing and potential markets and partnerships to the benefit of the College.</p> <p>To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.</p>	<p>Oct '23: Over the past year, the College Company faced significant challenges in adapting to the College Financial & Procurement regulations, resulting in missed business opportunities and redirected work to the College itself. Nevertheless, the company has now built a loyal client base actively purchasing items and requesting training orders. Additionally, there is a growing international demand for training services, prompting the company to procure resources for overseas deployments. Despite recurrent FOISA requests regarding costs, operations, and alleged privatisation concerns raised by a trade union, there is a slight reputational risk. However, it's important to note that the College maintains a robust brand presence on its social channels, as outlined in SR6.</p>	Low	Medium	5	2	10	5	5	5	25	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '22: New risk added and score set to 10.</p>
SR9	Failure to manage performance and achieve improved performance	DE	<p>There is a risk that the College may fail to manage performance effectively, resulting in subpar achievements and the inability to sustain high performance levels across all areas of service delivery.</p> <p>To address this risk, the College will implement a revised performance and enhancement process, incorporating Curriculum Planning. Operational Plans, aligned with Balanced Scorecards, will be developed and agreed upon as part of an annual planning framework. Faculty improvement plans will be supported to prioritize addressing underperformance with specific actions. Additionally, robust quality arrangements will be established for both credit-rated activities and overseas centers to ensure overall performance improvement and sustainability.</p>	<p>Oct '23: Evidence of the continued mitigation of this risk can be seen with reference to recent performance indicators. The College credit target has been achieved; Course completion rates for AY22-23 have improved, up almost 10pp on last year for full-time provision; satisfaction levels have increased; 98% of our leavers contacted reported being in a positive destination; and the College has remained compliant with all major awarding bodies and accreditations, including Education Scotland and the Maritime Coastguard Agency. We note the issue with continued certification from the Institute of Workplace and Facilities Management, which the College is working to address.</p>	Low	Low	5	2	10	5	5	4	20	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Jan '23: Risks merged and score set to 10.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	<p>There is a risk that the College might fail to attract, engage, and retain suitable staff due to issues like recruitment challenges, staff development gaps, and insufficient training strategies.</p> <p>To treat this risk, the College will implement a People & Culture Strategy. This strategy, spanning 2021-2030, is built on four key aims: develop a comprehensive workforce plan; offer collaborative support to our people; establish a new world of work; and enhance employment relations through culture.</p>	<p>Oct '23: Further to and since the update in April, the College has experienced instances of difficulty in attracting and retaining people in key roles. The current score is therefore consistent with this experience.</p> <p>April '23: The Board approved the People and Culture Strategy 2021-2030, comprising four aims including workforce planning, collaboration support, future-oriented work, and enhanced employment relations. Effective strategy implementation and monitoring will mitigate risks. A hybrid working guide aids Covid-19 recovery with flexible organisational balance. Amid unprecedented organisational change involving Voluntary Severance and future Compulsory Redundancy, the challenge of attracting, retaining, and engaging staff is anticipated to increase.</p>	Medium	Low	4	4	16	3	5	4	20	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 4 to 16.</p>
SR11	Failure to achieve taught degree awarding powers	DPr	<p>There is a risk that the College may fail to attain taught degree awarding powers (tDAP).</p> <p>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.</p>	<p>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)</p>	Medium	Medium	4	4	16	5	5	4	20	↔	Aug '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Dec '22: Score increased from 12 to 16.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR12	Negative impact of statutory compliance failure	DPr CS	<p>There is a risk of negative consequences resulting from failures to comply with statutory legislation and regulations, potentially leading to a negative impact on staff/students, legal action, reputational damage, and financial implications.</p> <p>To treat this risk, the College expects robust policies, procedures and training to be in place to support staff meet the College's statutory obligations, with key staff (e.g. health and safety, HR, finance, procurement, DPO and senior managers) able to advise as appropriate. The College's risk management approach, Assurance Framework, three lines of defence, Compliance Auditor role and regular internal audits are also measures that are in place to treat this risk.</p>	April '23: Fire Safety Officer vacancy filled.	Low	Low	5	2	10	5	5	5	25	↔	Aug '23	Aug '23: Edited for transfer to new MAP.
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr CS	<p>There is a risk that the College may not comply with ESG principles, encompassing carbon reduction, inclusivity and ethical governance. This could result in financial penalties, legal action, reputational damage, and loss of stakeholder trust, impacting staff, students, and the environment.</p> <p>To treat this risk, ESG principles are reflected in the College's Strategic Plan and are also linked to the existing compliance (SR12) and corporate governance (SR15) entries on the Strategic Risk Register. The College's commitment to environmental sustainability is also outlined in the Sustainability Strategy, which includes aims to reduce emissions of all greenhouse gasses by 75% by 2030 and cut carbon emissions by 60% against 1990 baseline data by AY 2023/24.</p>	<p>Aug '23: The College is actively expanding its scope 3 emissions measurement, aiming to finalize a baseline by 2024/25. The estimated 2015/16 baseline of 5909tCO2e decreased to 3939tCO2e by 2020-21 but rose to 4881tCO2e in 2021-22 due to expanded scope 3 measurement. Establishing a 1990 baseline remains challenging due to 4 legacy colleges having 15 buildings over 9 sites at that time. From 2015/16 to 2020-21, emissions were reduced by 33%. To reach the net-zero 2040 target, comprehensive measurement of scope 1, 2, and 3 emissions is crucial. The College is confident that working backwards through interim targets, that these have been achieved taking into consideration achievements to date.</p>	Low	Low	5	1	5	5	5	5	25	↔	Aug '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Jan '23: New risk added and score set to 5.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	<p>There is a risk that the College may fail to comply with GDPR, which was introduced in May 2018. Non-compliance could result in substantial fines, increased potential for private claims from individuals, and reputational damage among external stakeholders, staff, and students.</p> <p>To treat this risk, the College initiated a comprehensive implementation project and a tailored training programme for staff to raise awareness of responsibilities and ensure compliance. Thorntons have also been appointed to provide the College's Data Protection Officer (DPO). The DPO manages the day-to-day data protection function and progresses work on the College's compliance against the ICO framework and data protection legislation.</p>	<p>Oct '23: The DPO has completed 10 further RoPAs. The Faculty RoPAs remain outstanding, and will be the main focus of work over the next few months.</p> <p>Aug '23: The DPO continues to work with Directorates and Faculties to progress compilation of RoPAs (Records of Processing Activity) in each area of the College. Morgan O'Neill will be undertaking a further push to complete this work and ensure the College is compliant with the requirements of the GDPR and associated legislation.</p> <p>Jan '23: Since the last update progress has been made in respect of data mapping and record keeping and training and awareness.</p>	Low	Low	4	2	8	5	5	5	25	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>May '21: Score decreased from 12 to 8.</p>
SR15	Failure of corporate governance	Pr CS	<p>There is a risk of a corporate governance failure due to potential breaches of the Standing Orders, Scheme of Delegation, Code of Conduct, Code of Good Governance, Financial Memorandum and other relevant legislation, regulations and duties. This can result from lapses policy and procedure compliance and breakdowns in relationships within the Board and with the ELT/SMT.</p> <p>To treat this risk, the College will maintain and monitor sound governance procedures. CS in place to support and advise the Board, overseeing regular meetings of the Board and its committees, annual Board self-evaluation, triennial external review and Board Development Plan. Other measures include the Audit & Assurance Committee, the role of Senior Independent Member and</p>	<p>Oct '23: 3 group induction sessions were facilitated for new Board members and co-opted committee members in August - September. Board Self-Evaluation undertaken in June and approved by the Board in October, along with a new Board Development Plan. Session on the Code of Conduct delivered by the Standards Commission in October.</p> <p>Aug '23: The SFC confirmed to the College that retrospective approval has been granted.</p> <p>June '23: Internal audit report considered by the Audit & Assurance Committee with Principal and VPCDI. All recommendations accepted. Principal wrote to the SFC to notify of all breaches to Financial Memorandum and to seek retrospective approval.</p>	Low	Low	5	1	5	5	5	5	25	↔	Oct '23	<p>Sept '23: Score decreased from 10 to 5.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>April '23: Score increased from 5 to 10.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR16	Failure of business continuity	CS	<p>There is a risk of a failure of business continuity at the College as a result of potential disruption or breakdown in the essential operations and functions due to unexpected events or crises. This includes, but is not limited to, natural disasters, technological failures, cyberattacks, supply chain disruptions, or public health emergencies.</p> <p>To mitigate this risk, the College has an Incident Management Plan and 16 Business Recovery Plans in place to ensure the College's readiness to effectively respond to unforeseen events and maintain its operations with minimal disruption.</p>	<p>Aug '23: The College is currently considering the testing of our business continuity and recovery preparedness, in addition to business-as-usual activity and administration.</p> <p>June '22: Internal audit report on business continuity graded 'good', the highest level attainable.</p>	Low	Low	4	3	12	4	5	5	25	↔	Aug '23	Aug '23: Edited for transfer to new MAP.
SR17	Negative impact of industrial action	VPPCS	<p>There is a risk of service disruption and a negative impact on the College's reputation resulting from industrial action.</p> <p>To respond to this risk, the College has two established negotiating forums for lecturing and support staff, with the frequency of meetings based on the Recognition & Procedure Agreement and current requirements. The College has also signed the National Recognition & Procedure Agreement and is a member of College Employers Scotland. All "in scope" pay and terms and conditions negotiations now take place at the National Joint Negotiating Committee.</p>	<p>Oct '23: Re-ballot for industrial action at both local and national levels is currently in process. The College is seeking to proactively resolve the current dispute by bringing an end to this phase of organisational change and developing a Fair Work statement with our trade unions. This risk is also linked to SR1 - paper on impact on learning and teaching tabled at the Board in October.</p> <p>Apr '23: The College/the sector is likely to face more industrial action aligned with lecturers' pay offer. EIS-FELA has a national mandate for Action Short of Strike (ASOS) and strikes starting Academic Year 2023/24... Continuous strike action in the past 8 years seems unabated due to ongoing financial challenges. The potential for more strikes and ASOS is expected as funding issues persist in the sector.</p>	High	Medium	5	4	20	4	5	5	25	↗	Oct '23	<p>Oct '23: Score increased from 16 to 20.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 12 to 16.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR18	Failure of IT system security	DIT	<p>There is a risk of a failure of the College's IT system security resulting from potential breaches occurring through cybercrime and other emergency circumstances.</p> <p>To manage this risk effectively, operational controls will be maintained and the Business Recovery Plan will be regularly reviewed. Robust IT Disaster Recovery plans will be developed and consistently evaluated. Rigorous testing and reviews will be conducted both locally and at the College level to ensure preparedness. The College is committed to maintaining compliance with GDPR regulations and adhering to the UK Government's Cyber Essentials Plus recommendations. Furthermore, a continual process of enhancing cyber defense and response capabilities within the College will be upheld to proactively address emerging threats.</p>	<p>Oct '23: Multi Factor Authentication (MFA) fully rolled out for both staff & students. IT Disaster Recovery, Business Continuity & Cyber Incident Response Plans now developed & successfully tested (externally verified by Ashton Resilience Oct '23). College Firewalls being upgraded (upgraded Oct '23). College now has Amazon (AWS) cloud tenancy configured with plan to use this to host fully offline, immutable backups by Nov '23. This will allow us to re-apply for Cyber Insurance as this type of backup has now become a pre-requisite.</p>	Low	Low	5	2	10	5	5	5	25	↔	Oct '23	Aug '23: Edited for transfer to new MAP.
SR19	Failure to achieve operating surplus	CFO	<p>There is a risk that the College fails to achieve an operating surplus through the control of costs and achievement of income targets.</p> <p>To address this risk, the College employs a comprehensive approach to financial management. Strategies encompass securing SFC funding by meeting credit targets and timely FWDF activity delivery. Vigilant control of course fees, non-SFC fundable income, and other revenue sources are emphasised. Additionally, expenditure is carefully managed through controlling staff costs, optimising staff structures, and closely monitoring operating expenses. Potential impacts of inflation and energy costs are also proactively considered.</p>	<p>Oct '23: Significant savings (£6m) made with voluntary redundancy scheme in early 2023 and looking to save a further £6m with compulsory reduncancies that commenced in May 2023 and other cost savings. These savings together with commercial income exceeding targets (ref SR20) will be required in looking to achieve operating surplus going forward despite funding cuts.</p>	Low	Medium	5	5	25	4	5	5	25	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Sept '22: Score increased from 20 to 25.</p> <p>Feb '22: Score increased from 12 to 20.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR20	Failure to maximise income via diversification	CFO VPCDI	<p>There is a risk that the College may not effectively maximise income by capitalising on opportunities within current and potential markets and partnerships, hindering the diversification of revenue streams.</p> <p>To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.</p>	<p>Oct '23: The College has continued to perform well with businesses. In AY 2022-23, the target income from Commercial & International activity was £5.585m but achieved £6.732m - exceeding the target by 21%.</p> <p>Nov '22: The College is facing an even greater financial challenge in 2023-24 with expected SFC funding reduction, staff pay award expectations, high inflation, rapidly increasing utility costs and income still recovering from the impact of COVID. The senior management team will continue to proactively monitor, review and challenge staff to deliver income growth and diversification to return to at least a break even financial performance in 2024-25.</p>	Low	Low	5	4	20	9	5	5	25	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>May '21: Score decreased from 25 to 20.</p>
SR21	Failure to obtain funds from the City of Glasgow College Foundation	CFO	<p>There is a risk that the College may not successfully secure funds from the College Foundation, resulting in inadequate resourcing for planned initiatives and improvements.</p> <p>To mitigate this risk, the Terms of Reference for the College Foundation are thoughtfully framed while respecting its independence, with external legal counsel contributing their expertise. This strategic framing enhances the potential for successful funding applications. The College ensures strict adherence to the defined Terms of Reference, guiding the preparation and management of all funding applications. This rigorous approach aims to maximise the chances of securing Foundation funds for planned initiatives, preventing the under-resourcing of crucial projects.</p>	<p>Oct '23 : Currently a balance of £1.2m remains in the CoGC Foundation. The College will continue to adhere to defined Terms of Reference in preparation of any future applications. The College does plan to prepare and submit an application for capital projects in the near future.</p> <p>June '23: Following the College's unsuccessful application to the Foundation for the remaining balance to fund a further round of Voluntary Severence, the Finance Committee agreed to increase the score from 4 (green) to 12 (amber).</p>	Low	Medium	4	3	12	3	5	4	20	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 4 to 12.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Tolerance	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR22	Negative impact of Brexit	CFO DCS	<p>There is a risk that the College will be negatively impacted by the repercussions of the UK's departure from the EU - including on European funding, contracts with EU-funded partners, the shipping industry and freedom of movement.</p> <p>To address this risk, the College has engaged with the Scottish Government and the SFC to minimise the uncertainties surrounding future funding. The College will continue to explore and make efforts to secure alternative and replacement funding streams to deliver work. The College aims to secure new partnerships and contracts, while actively engaging with the UK Chamber of Shipping to exploit emerging opportunities. Monitoring and adapting to national developments will address minor impacts on staff and students.</p>	<p>Oct '23: The College continues to monitor the rest impact of the UK's departure from the EU on the College and rest of the sector. While the College has been impacted it has not been to the degree as expected. It is therefore proposed that the score be reduced accordingly.</p>	Low	Medium	2	3	6	5	5	3	15	↘	Oct '23	<p>Oct '23: Score reduced from 9 to 6.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>March '22: Score decreased from 12 to 9.</p>
SR23	Failure to secure a sustainable model/level of funding	CFO	<p>There is a risk that an agreed and sustainable model of grant funding for the College may not be achieved. Uncertainties in funding methodologies (e.g., capital, national bargaining, IT) and the impact Covid-19 contribute to the risk. As the proportion of SFC income grows against non-SFC income, the impact of this risk will become greater.</p> <p>To manage this risk, the College focuses on robust curriculum planning and maintains close collaboration with the GCRB and other Glasgow colleges. It actively engages in transparent discussions with the GCRB and the SFC to communicate funding needs effectively. Proactive planning and adaptability are emphasised, allowing the College to navigate changing funding scenarios.</p>	<p>Oct'23 2023-24 saw a further 10% reduction in SFC credit allocations and this together with continuing uncertainty in funding contributes to the risk that sustainable model may not be achieved.</p> <p>Feb '22: The 2022-23 Scottish Budget revealed a concerning £28.2m reduction in revenue budget, while capital funding remained at £33.7m. Uncertainty remains due to SFC and GCRB funding methods, with upcoming concerns over capital, ESF, national bargaining, IT, and running costs. The College, hit harder by Covid-19, faces a tougher financial recovery. Growing reliance on SFC funding due to ongoing pandemic . The College is countering this risk through strong curriculum planning, close engagement with GCRB, and collaboration among Glasgow Colleges.</p>	Low	Low	4	3	12	5	5	5	25	↔	Oct '23	<p>Aug '23: Edited for transfer to new MAP.</p>

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SR24	Failure to secure sufficient capital investment	CFO	<p>There is a risk of the College failing to secure sufficient capital investment to replace essential equipment as it reaches the end of its useful life, due to a substantial annual capital funding gap.</p> <p>To manage this risk, the College has developed a capital asset replacement plan, requiring around £3m - £4m annually. However, the current SFC Maintenance and Capital Grant is only approximately £1.3m, resulting in a significant funding gap. The College will actively engage with SFC to secure a substantial increase in annual capital funding. The College also plans to seek assistance from the College Foundation and enhance financial performance to allocate more funds for asset replacement.</p>	<p>Oct '23 Financial constraints continue for current and future capital planning. SFC Maintenance and Capital grant remains at c £1.3m pa and now only £1.2m remains within College Foundation. Due to limited funding availability for capital projects there requires to be a continued phased and prioritised approach to allocation of funding.</p> <p>May '22: The annual asset replacement requirement is around £3m-£4m, but existing funding streams have been fully utilised, creating pressure on the bottom-line deficit. The College managed an initial 2021/22 capital budget by combining grants and Foundation funds. Approximately £2.4m remains within the College Foundation, contributing to ongoing capital challenges for funding current and future needs.</p>	Low	Medium	4	4	16	3	5	4	20	↗	Oct '23	<p>Oct '23: Score increased from 12 to 16.</p> <p>Aug '23: Edited for transfer to new MAP.</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>Aug '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. This risk replaces SR25 (Failure to manage acute threats relating to the Coronavirus outbreak).</p>	Low	Low	5	2	10	5	5	5	25	↔	Aug '23	<p>Aug '23: New risk added to replace SR25.</p>