

## Board of Management

## Learning, Teaching & Student Experience Committee

<b>Date of Meeting</b>	<b>Tuesday 27 February 2024</b>
<b>Paper No.</b>	<b>LTSEC3-I</b>
<b>Agenda Item</b>	<b>4.9</b>
<b>Subject of Paper</b>	<b>Strategic Risk Review</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Drew McGowan Associate Director of Governance and Risk</b>
<b>Date of production</b>	<b>5 February 2024</b>
<b>Action</b>	<b>For Discussion and Decision</b>

### 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. 4 strategic risks are reported to the Committee. No changes to risk scores are proposed in this review.

## **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

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	↔	Jan '24	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	↔	Jan '24	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	↔	Jan '24	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	↔	Jan '24	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Jan '24	People
SR11	Failure to achieve taught degree awarding powers	DPr	4	4	16	↔	Aug '23	Learning
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '24	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	1	5	↔	Aug '23	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '24	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Jan '24	Audit
SR16	Failure of business continuity	ADGR	4	3	12	↔	Jan '24	Audit
SR17	Negative impact of industrial action	VPPCS	5	4	20	↔	Jan '24	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Oct '23	People
SR19	Failure to achieve operating surplus	CFO	5	5	25	↔	Jan '24	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	5	4	20	↔	Oct '23	Development
SR21	Failure to obtain funds from the City of Glasgow College Foundation	CFO	4	3	12	↔	Jan '24	Finance
SR22	Negative impact of Brexit	CFO DCS	2	3	6	↘	Jan '24	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	4	16	↗	Jan '24	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↔	Jan '24	Finance
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↔	Jan '24	Conveners'

## Impact and Probability Criteria

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

<b>Pr</b>	Principal & CEO
<b>DPr</b>	Depute Principal & COO
<b>CFO</b>	Chief Financial Officer
<b>VPSE</b>	Vice Principal Student Experience
<b>VPCDI</b>	Vice Principal Corporate Development
<b>VPPCS</b>	Vice Principal People & Corporate Services
<b>ADGR</b>	Associate Director of Governance & Risk
<b>DE</b>	Director of Excellence
<b>DCS</b>	Director of Corporate Support
<b>DSE</b>	Director of Student Experience
<b>DIT</b>	Director of IT

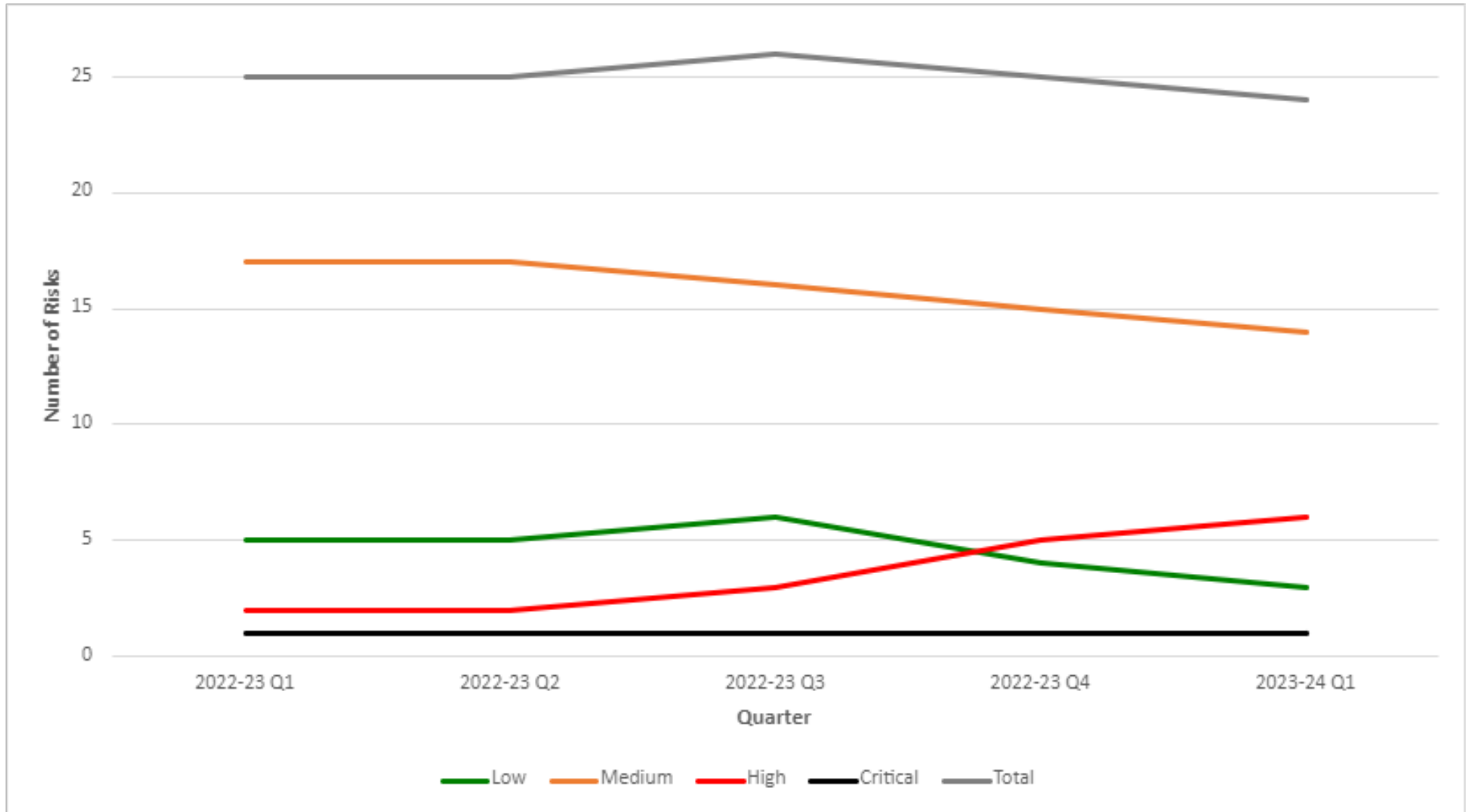
- ↗ New risk or existing risk score has increased since the previous review.
- ↘ Risk score has decreased or risk removed since the previous review.
- ↔ Risk score has not changed since the previous review.

## 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
		<b>IMPACT</b>				

- 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>Jan '24: Local industrial action by EIS-FELA ended in December 2024 after an agreement was reached and it was endorsed in a ballot of their members. However, as detailed in SR17, EIS-FELA now have a national mandate for industrial action. Colleges have been notified that EIS-FELA intend to undertake a national programme of continuous action short of strike action (ASOS), involving working to rule and a resulting boycott, from 12 February 2024.</p> <p>Sept '23: Score increased from 5 to 20 due to the existing and anticipated impact of local industrial action by lecturers.</p>	Low	Medium	5	4	20	5	5	5	5	25	↔	Jan '24	<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: ADGR).</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 &amp; 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>
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>