City of Glasgow College

Board of Management

Learning, Teaching & Student Experience Committee

Date of Meeting	**28 May 2024**
Paper No.	**LTSEC4-I**
Agenda Item	**4.7**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Drew McGowan** **Associate Director of Governance and Risk**
Date of production	**17 May 2024**
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, a new risk on Artificial Intelligence (SR27) is recommended for approval.

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	↔	May '24	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	May '24	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	May '24	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	April '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	3	15	↗	April '24	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	May '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	↔	April '24	Audit
SR17	Negative impact of industrial action	VPPCS	5	4	20	↔	May '24	People
SR18	Failure of IT system security	DIT	5	2	10	↔	May '24	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
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'
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↗	May '24	Learning

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
ADGR	Associate Director of Governance & Risk
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 or risk removed since the previous review.

↔ Risk score has not changed since the previous review.

Risk Matrix

LIKELIHOOD					
5	5	10	15	20	25
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

Risk Management Action Plans

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Net Score				Gross Score			Changes		
			The Risk			Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR1	Failure to support successful student outcomes and progression	VPSE	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. 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.	May '24: EIS-FELA has notified the sector of escalating strike action nationally. The College has committed to a policy of no detriment to students' internal progression for those impacted by industrial action. We continue to work with universities to allow extended flexibilities to chosen courses at HEIs. We have put in place extraordinary arrangements for assessment, resulting and progression. 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	Hungry	5	4	20	5	5	5	25	↔	May '24	Sept '23: SR1 and SR3 merged. Score increased from 5 to 20. Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged. Aug '22: Score decreased from 10 to 5. 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.	May '24: The Learning & Teaching Academy continues to offer training and development for all lecturing staff. This has culminated in the annual Learning & Teaching Conference, which is supported and delivered by our own staff, where innovative learning and teaching practice is shared with colleagues across the tertiary sector. 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 ,	Hungry	5	1	5	5	5	4	20	↔	May '24	Aug '23: Edited for transfer to new MAP.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
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: ADGR). 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.	May '24: The College has been working closely with Police Scotland and Glasgow City Council on a Prevent referral during 2022-23 and 2023-24. Recently, due to positive progress, this case was successfully closed and is now subject to periodic reviews. Sept '23: DSE provided a report on Corproate Caring Duties to the Learning, Teaching & Student Experience Committee. 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.	Averse	5	2	10	4	5	4	20	↔	May '24	Aug '23: Edited for transfer to new MAP. Oct '20: Score increased from 5 to 10.
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). 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)	Open	4	4	16	5	5	4	20	↔	Aug '23	Aug '23: Edited for transfer to new MAP. Dec '22: Score increased from 12 to 16.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	There is a risk that the College fails to prepare for the negative impact and harness the capabilities of AI. The exponential development of AI could disrupt the College's curriculum, pose a risk to academic integrity, present ethical concerns and result in productivity/ performance challenges. To treat this risk, the College has guidance on AI in place for staff and students, which will be continuously reviewed, and will continue to facilitate appropriate training. We will continue to monitor AI developments and engage with key stakeholders to learn and share best practice. In doing so, the College will adopt an open attitude to AI - preparing for the risks and opportunities. Any AI projects within the College will have effective oversight from SMT and reportage to the Board in place.	May '24: New risk added to the Strategic Risk Register, following a session on AI at the Board's Strategic Planning Day in November 2023 and a recent internal audit on learning technologies.	Hungry	3	3	9	6	4	4	16	↗	May '24	May '24: New risk added. Net score set at 3 x 3 (9).