

Board of Management Learning and Teaching Committee

Date of Meeting	Tuesday 8 November 2016
Paper No.	LTC2-B
Agenda Item	4
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary/Planning
Date of production	1 November 2016
Action	For Approval

1. Recommendations

1. To note the review of strategic risks as relevant to the Committee's remit
2. To review and approve the Risk Scores and Risk Management Action Plans associated with these risks

2. Purpose of report

2.1 The purpose of this report is to provide the Committee with an update on the Senior Management review of strategic organisational risks relating to the Committee's remit, via the Risk Management Actions Plans (MAPs) for these risks. Also included is the current Risk Register.

3. Context

3.1 Risk Management is a key component of the College's internal control and governance arrangements, and as such is an important responsibility of the Senior Management Team, and the Board of Management. The current strategic risks have been identified by SMT and the Audit Committee, as the primary strategic risks currently faced by the College. The risks are aligned within the same framework of strategic themes as the College Strategic Plan. The risks included in the Risk Register have potential impacts on one or more of the College's strategic priorities.

3.2 In line with recommended good practice as identified by the Internal Audit of Risk Management in 2013/14, each Board Committee has since undertaken a regular review of the strategic risks within its remit.

3.3 A full review of strategic risks was undertaken in September/October 2016, involving senior Risk "owners", with all Risk MAPs updated accordingly.

3.4 The strategic risks which most closely relate to the committee's specific remit (with current risk scores and RAG rating) are:

Risk 1 - Failure to support student success (Score 5, **Green**; changed from Amber – L&T Committee, 3/5/16)

Risk 2 - Failure to establish optimal pedagogical model (Score 10, **Amber**; RAG unchanged)

Risk 3 - Failure to achieve good student outcome/progression levels (5, **Green**; changed from Amber – L&T Committee, 3/5/16))

Risk 18 - Failure to agree a sustainable level of grant-funded activity within the Region (15, **Red**; RAG unchanged). N.b. wording changed from reference to 180,000 Credits.

3.5 The Risk Management Action Plans for the above risks are attached at Appendix 1, and provide more detailed descriptions of the risks, treatments, and commentaries.

4. Impact and implications

4.1 The effective management and control of risks is essential to the on-going stability and future growth of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation and legal compliance status.

4.2 Several strategic risks are financial in nature, and potentially constitute a threat to the College's stated strategic priority to "Maintain our long-term financial stability".

4.3 Regional and sectoral considerations are included in the process of risk management, and are reflected in the risk documentation.

Appendices:

Appendix 1: Risk Management Action Plans

Appendix 2: Risk Register

Risk Management Action Plan

Risk Description: Failure to support student success

Risk ID: 1

Owned by: VPSE

Review Date: October 2016

Update

Full Description:

Risk that - Students leave the College without completing course. Students fail to achieve qualification. Students have a poor experience at the College. College suffers negative financial impact, reputational damage, and potential negative impact upon student recruitment.

Treatment:

Performance Reviews; Self-evaluation/Quality cycle; Curriculum Planning (incl. focus upon PIs); Learning and Teaching Strategy.









Commentary (Update):

Education Scotland Review completed January 2016. Overall a highly positive response reflects the upward trend in student attainment.

Learning and Teaching Strategy in place and currently under review within the regional context - including City Learning (formerly New Campus New Learning and Industry Academy initiatives. City Learning is now embedded in all Operational Plans at Curriculum Head and Faculty level.

Curriculum planning process established, including criteria for course discontinuation to ensure courses meet student/industry demand, College strategic priorities, and financial viability.

Confirmed student success results for 2014-15 show a continuing upward trend in full-time HE and FE as well as part-time FE, and in all modes from 2012-13:

Level	Mode	Completed Successfully				Change	
		12-13	13-14	14-15	15-16	14-15 to 15-16	12-13 to 15-16
FT	FE	60%	70%	72%	71%	<1% 	+11% 
FT	HE	70%	74%	76%	76%	+ 0% 	+6% 
PT	FE	68%	75%	77%	88%	+ 11% 	+20% 
PT	HE	76%	84%	83%	81%	- 2% 	+5% 

Ref: SFC PIs as presented to PRNC 24th October 2016

At May 2016, a report was presented to the Learning and Teaching Committee which included an action plan for the curriculum areas that require improvement. These will be reviewed and further adjustment considered in the next performance review cycle.

<p>Current Risk Score:</p> <p>Likelihood 1/5</p> <p>Impact 5/5</p> <p>Risk Score 10/25</p> <p>RAG Rating: GREEN</p> <p>Target Score: 5</p>	<p>Gross Risk Score (assuming no intervention)</p> <p>Likelihood 5/5</p> <p>Impact 5/5</p> <p>Risk Score 25/25</p>	<p>Risk Appetite (Willing to accept):</p> <p><u>Low</u> Medium High</p>
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x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

Risk Management Action Plan

Risk Description: Failure to establish optimal pedagogical model

Risk ID: 2

Owned by: VPSE

Review Date: September 2016

Update

Full Description:

Risk that learning and teaching approaches fail to meet the needs of learners and other stakeholders (inc. employers) in the context of the new campus.

Treatment:

Curriculum Review and Development processes. Learning and Teaching Strategy (incl. NCNL/Industry Academies). Faculty Operational Planning.

Commentary (Update):

The Regional Curriculum and Estates Review process has been completed and now operational, supporting key government priorities. Annual Curriculum Plans being developed in partnership with Glasgow colleges in alignment with the Regional Outcome Agreement. The College has Corporate Development and Learning and Teaching Strategies under further development and review.

Regional Curriculum Development now geared towards Government economic sector priorities, which City Learning supports. City Learning has been embedded within Faculty Operational Plans.

Education Scotland full Review completed in January 2016 (ref. commentary at Risk MAP 1).

The Industry Academy model has been shared at regional level, and joint IA initiatives are currently under consideration, in particular with regard to STEM delivery via an IA model. 24 Industry Academies were operational in 2014-15, exceeding the target of 18, now under review within the Performance Review process.

A report to the Learning and Teaching Committee in May 2016 included the proposal to develop a pedagogical strategy within the context of a new Learning and Teaching Academy for the College. This will form the basis of a proposed Learning and Teaching Academy to be discussed at the Learning and Teaching Committee.

Work has commenced on the development of a Student Experience Strategy, led by the Vice Principal (Student Experience).

Current Risk Score:

Likelihood 2/5

Impact 5/5

Gross Risk Score
(assuming no intervention)

Likelihood 4/5

Risk Appetite
(Willing to accept):

Risk Score 10/25 RAG Rating: AMBER Target Score: 5	Impact 5/5 Risk Score 20/25	Low Medium High
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x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

Risk Management Action Plan

Risk Description: Failure to achieve good student outcome/progression levels

Risk ID: 3

Owned by: VPSE

Review Date: September 2016

Update

Full Description:

Failure of curriculum to be industry relevant. Ineffective links with industry. Ineffective HEI articulation arrangements.

Treatment:

CADMs well established. All Schools are developing links with industry to ensure industry relevant curriculum. Ongoing collaboration with HEIs to maintain and develop articulation links.

Learning and Teaching Strategy emphasises need for employability, industry relevant curriculum, and industry links (NCNL, Industry Academies)

Commentary (Update):

The College has participated in the pilot to develop an ongoing College Learner Destination Survey led by SFC.

Data is collected from students to determine satisfaction with suitability of course with regard to preparation for work (Learning & Teaching questionnaire), and Exit student questionnaire.

A revised single tier Performance Review process is now in place to monitor student outcomes and progression. Review reflects CADM reportage and "Finger on the Pulse" feedback.

At May 2016, Education Scotland and Scottish Funding Council are considering a revised set of measures for the sector. CoGC is part of a Working Group on revised measures and outcomes relating to the new model.

The new Quality Arrangements are planned to be rolled out across the sector in October 2016. Associate Assessors and the Head of Performance will be working with Managers to devise a model for QA using the new methodology and taking consideration of best practice highlighted by Action Learning Pilot Colleges.

Current Risk Score:

Likelihood 1/5

Impact 5/5

Gross Risk Score

(assuming no intervention)

Likelihood 2/5

Risk Appetite

(Willing to accept):

Risk Score 5/25 RAG Rating: GREEN Target Score: 5	Impact 5/5 Risk Score 20/25	Low Medium High
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x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

Risk Management Action Plan

Risk Description:

Failure to agree a sustainable level of grant-funded activity within the Region

Risk ID: 18

Owned by: Pr/DPr

Review Date: September 2016

Update

Full Description and Treatment:

Context:

In 2012, SFC had confirmed their commitment to 210,000 wSUMs in a DP3a approval letter from the Chief Executive M.Batho (15th November 2012).

Constructive discussions took place with increased urgency in to February 2015 with the Scottish Government, SFC, GCRB, and the three College Boards to agree a Curriculum and Estates Strategy for Glasgow, and in doing so, ensure that the City of Glasgow College receives the equivalent of 210,000 wSUMs within an agreed timeframe. (Now referred to as 180,000+ Credits).

Commentary (Update):

The Funding Council has consistently maintained its commitment to the question of ensuring that CoGC will deliver 180,000+ Credits. Growth of CoGC delivery and transfer of SUMs from both Glasgow Kelvin and Glasgow Clyde colleges, and efficiency savings by CoGC, has been agreed (Feb 2015). This involves the closure of Glasgow Kelvin City Campus, efficiency gains by CoGC, and interim financial support from SFC to address the funding shortfall for CoGC to 2018/19.

Within the Regional Outcome Agreement and agreed Curriculum and Estates Plan for the Glasgow Region, a transitional move of WSUMs from Kelvin and Clyde Colleges was agreed, as well as additional growth at CoGC, to ensure that the 180,000+ Credits target for CoGC is achieved.

Following the transfer of Trade Union Studies in 2015-16 to GoGC, discussion around further staff transfers is ongoing. Although the annual total volume of funded activity has been agreed, the value of the funding is still subject to annual negotiation.

Consideration was given to reducing the risk score to 6 (AMBER) in the light of the above progress at the Audit Committee meeting in March 2015. However it was decided to retain the current score at 9 (RED). Subsequent consideration of this risk score has resulted in a continuing risk score of 9, until this issue is completely resolved. Note the change to risk matrix and subsequently the Risk Score, which is now rated AMBER.

At September 2016, GCRB is requesting that a new Strategic Plan for Glasgow be developed. This raises the possibility of a further review of curriculum & estates planning for Glasgow. The transfer of credits agreed in the current Regional Plan will have been

reached by end 16-17. It should be noted therefore that there is a dependency on an agreement of redistribution of credits.

This risk may be mitigated by robust curriculum planning at CoGC, feeding into regional discussions. Note also the dependency on SG funding of the sector and the region generally.

In summary, the agreed activity level of 180,000+ Credits will be achieved, however there remain uncertainties associated with this risk. It is suggested that the risk be re-phrased. (Risk re-phrased September 2016).

<p>Current Risk Score:</p> <p>Likelihood 3/5 Impact 5/5 Risk Score 15/25</p> <p>Risk Score changed from 3x3=9</p> <p>RAG Rating: RED</p> <p>Target Score: 5</p>	<p>Gross Risk Score (assuming no intervention)</p> <p>Likelihood 5/5 Impact 5/5 Risk Score 25/25</p>	<p>Risk Appetite (Willing to accept):</p> <p>Low Medium High</p>
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x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5

Risk Register: 24 October 2016

RISK DETAIL					CURRENT EVALUATION OF RISK*			AIM and PROGRESS			RISK TREATMENT ACTIONS AND UPDATE	
Strategic Theme	Risk Name	Risk ID	Level	Risk Owner	Likelihood	Impact	Risk Score	Gross Risk Score	Target Risk Score	Risk Movement	Hyperlink to Risk Management Action Plan (MAP)	Date of last review
Students	Failure to support student success	1	1	VPSE	1	5	5	25	5	Amber to Green	Risk 1 MAP.docx	Oct '16
Students	Failure to establish optimal pedagogical model	2	1	VPSE	2	5	10	20	5	5x5	Risk 2 MAP.docx	Sept '16
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	1	5	5	15	5	Amber to Green	Risk 3 MAP.docx	Sept '16
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	3	4	12	20	4	5x5	Risk 21 MAP.docx	Oct '16
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3	5x5	Risk 4 MAP.docx	Sept '16
Growth and Development	Failure to achieve New Campus objectives	5	1	VP-NC	1	5	5	25	5	5x5	Risk 5 MAP.docx	Sept '16
Growth and Development	Negative impact upon College reputation	6	1	DCD	2	5	10	25	5	5x5	Risk 6 MAP.docx	Sept '16
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	DCD	2	5	10	25	5	5x5	Risk 7 MAP.docx	Sept '16
Growth and Development	Failure to achieve improved performance	8	1	DPr	1	5	5	20	5	5x5	Risk 8 MAP.docx	Sept '16
Growth and Development	Failure to recruit, retain, and develop suitable staff	9	1	DHR	2	3	6	20	3	5x5 now Amber	Risk 9 MAP.docx	Sept '16
Processes and Performance	Negative impact of statutory compliance failure	10	1	SMT/CSP	1	5	5	20	5	5x5	Risk 10 MAP.docx	Sept '16
Processes and Performance	Failure of Corporate Governance	11	1	CSP	2	5	10	20	5	5x5	Risk 11 MAP.docx	Sept '16
Processes and Performance	Failure of Business Continuity	12	1	Pr/CSP	3	4	12	25	4	5x5	Risk 12 MAP.docx	Sept '16
Processes and Performance	Failure to manage performance	13	1	DPr	2	4	8	20	4	5x5 now Amber	Risk 13 MAP.docx	Sept '16
Processes and Performance	Negative impact of Industrial Action	14	1	DPr/EDPC	4	4	16	25	4	5x5	Risk 14 MAP.docx	Sept '16
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	EDF	3	2	6	tbc	2	5x5	Risk 15 MAP.docx	Sept '16
Finance	Failure to maximise income via diversification	16	1	DPr	3	4	12	tbc	4	5x5	Risk 16 MAP.docx	Sept '16
Finance	Negative impact of funding methodology within Glasgow Region	17	1	EDF	2	3	6	tbc	2	5x5	Risk 17 MAP.docx	Sept '16
Finance	Failure to agree a sustainable level of grant-funded activity within the Region	18	1	Pr/VPSE	3	5	15	25	3	5x5	Risk 18 MAP.docx	Sept '16
Finance	Impact of ONS reclassification of the status of colleges	19	1	EDF	2	3	6	tbc	3	5x5	Risk 19 MAP.docx	Sept '16
Finance	Failure to obtain funds from College Foundation	20	1	EDF	1	4	4	tbc	3	5x5	Risk 20 MAP.docx	Sept '16

Recent movement or change

Key:
 Pr - Principal
 DPr - Depute Principal
 VP-NCSD - Vice Principal New Campus
 VPSE - Vice Principal Student Experience
 EDPC - Executive Director People and Culture
 EDF - Executive Director Finance
 FD - Faculty Director
 DCP - Director Corporate Development
 CSP - College Secretary/Planning
 DHR - Director of Human Resources

x	Likelihood				
Impact	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5