

Board of Management Learning and Teaching Committee

Date of Meeting	Tuesday 27 September 2022
Paper No.	LTC1-I
Agenda Item	4.8
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Dr Sheila Lodge, Depute Principal & Chief Operating Officer
Date of production	22 September 2022
Action	For Discussion/Decision

1. Recommendations

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

2. Purpose

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, to enable consideration of risk management assessment and approaches. Also included is the current Risk Register.

3. Consultation

3.1 Consultation has been undertaken with the Executive and Senior Managers responsible for the respective strategic risks, as specified within the Risk Register.

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 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.

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

- Risk 1 - Failure to support successful student outcomes (Score 5, GREEN). This score was reduced from 10 to 5 by PNC at its meeting on 8 August 2022.
- Risk 2 - Failure to establish optimal pedagogical model (Score 5, GREEN).
- Risk 3 - Failure to achieve good student outcome/progression levels (Score 10, AMBER).
- Risk 21 - Failure of the College's Duty of Care to Students (Score 10, AMBER).
- Risk 26 - Failure to achieve taught degree awarding powers (tDAP). (Score 12, AMBER).

The Committee is invited to review the current management of these risks, and the risk score for each. There is no proposal at this time to adjust the risk scores for these risks.

4.4 The strategic context for these Risks is the delivery of the College's strategic aims associated with the 'Students' Strategic Theme, and in particular the undernoted Strategic Priorities and associated aims within the College Strategic Plan, supported by the Student Academic Experience Strategy:

- To be an inspirational place of learning
- To enable individuals to excel and realise their full potential.

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

5. Impact and implications

5.1 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.

5.2 The Strategic Risks monitored by the Learning and Teaching Committee are directly related to the successful delivery of the College's core activity, and the positive experience of our students. Several other risks are related to these, such as those related to performance, reputation, and financial sustainability.

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 Register

Appendix 2: Risk Management Action Plans

Risk Register: 7 September 2022

RISK DETAIL						CURRENT EVALUATION			AIM and PROGRESS			RISK TREATMENT	
Strategic Theme	Risk Name	Board Committee	Risk ID	Level	Risk Owner	Likelihood	Impact	Net Risk Score	Gross Risk Score	Target Risk Score	Risk Movement/Comments	Link to Risk Mgt Action Plan (MAP)	Date of last review
Students	Failure to support successful student outcomes	AAC, LTC, PNC, SSEC	1	1	VPSE	1	5	5	25	5	Score decr. 10 to 5: PNC 8/22	Risk 1 MAP	Aug'22
Students	Failure to establish optimal pedagogical model	LTC	2	1	VPSE	1	5	5	20	5		Risk 2 MAP	Jan'22
Students	Failure to achieve good student outcome/progression levels	LTC	3	1	VPSE	2	5	10	15	5		Risk 3 MAP	Feb'22
Students	Failure of the College's Duty of Care to Students	LTC, SSEC	21	1	VPSE	2	5	10	20	4		Risk 21 MAP	Jan'22
Growth and Development	Failure to realise planned benefits of Regionalisation	PNC	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP	Feb'22
Growth and Development	Negative impact upon College reputation	DC, PNC	6	1	VPDI	3	4	12	25	5		Risk 6 MAP	May'22
Growth and Development	Failure to achieve improved business development performance with stakeholders	AAC, DC, PNC	7	1	VPDI	4	5	20	25	5		Risk 7 MAP	May'22
Growth and Development	Failure to manage strategic risks associated with City of Glasgow International Ltd	DC	28	1	VPDI			tbc			New Risk added AAC 3/22		Mar'22
Growth and Development	Failure to achieve improved performance	PNC	8	1	VPSE/DirE	2	5	10	20			Risk 8 MAP	Feb'21
Growth and Development	Failure to attract, engage, and retain suitable staff	SSEC	9	1	EDHR	2	2	4	20	3		Risk 9 MAP	Aug'22
Growth and Development	Failure to achieve taught degree awarding powers	LTC	26	1	DPr	3	4	12	20	3		Risk 26 MAP	May'22
Processes and Performance	Negative impact of statutory compliance failure	AAC, PNC	10	1	CS	2	5	10	20	5		Risk 10 MAP	Feb'22
Processes and Performance	Failure of Compliance with Environmental Social and Governance (ESG) Duties	PNC	29	1	DPr/CS			tbc			New Risk added AAC 3/22		Jun'22
Processes and Performance	Failure of Compliance with the General Data Protection Regulations (GDPR)	AAC	24	1	DPr	2	4	8	25	5		Risk 24 MAP	May'22
Processes and Performance	Failure of Corporate Governance	AAC, PNC	11	1	Pr/CS	1	5	5	20	5		Risk 11 MAP	Jun'22
Processes and Performance	Failure of Business Continuity	AAC, FPRC, PNC	12	1	VPSC/CS	3	4	12	25	4		Risk 12 MAP	May'22
Processes and Performance	Failure to manage performance	PNC	13	1	VPSE/DirE	3	4	12	20	4		Risk 13 MAP	Dec'21
Processes and Performance	Negative impact of Industrial Action	SSEC	14	1	EDHR	3	4	12	25	4		Risk 14 MAP	Aug'22
Processes and Performance	Failure of IT system security	FPRC, PNC	25	1	VPCS	2	5	10	25	5		Risk 25 MAP	Aug'22
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	AAC, FPRC, PNC	15	1	VPCS	5	5	25	25	4	Score incr. 20 to 25 AAC 09/22	Risk 15 MAP	Jun'22
Finance	Failure to maximise income via diversification	AAC, DC, FPRC, PNC	16	1	VPCS/VPDI	4	5	20	25	5		Risk 16 MAP	May'22
Finance	Failure to obtain funds from College Foundation	FPRC	20	1	VPCS	1	4	4	20	4		Risk 20 MAP	Aug'22
Finance	Negative impact of Brexit	FPRC	22	1	VPCS/DCS	3	3	9	15	5	Score decr. from 12 to 9 AAC 3/22	Risk 22 MAP	Aug'22
Finance	Failure to agree a sustainable model and level of grant funding within Glasgow Region	FPRC	23	1	VPCS	3	4	12	25	5		Risk 23 MAP	Aug'22
Finance	Failure to secure sufficient capital investment	FPRC	30	1	VPCS	4	3	12	20	3		Risk 30 MAP	Aug'22
ALL	Failure to manage acute threats relating to coronavirus outbreak	AAC, FPRC, PNC	27	1	Pr/DPr	2	4	8	25	4	Score decr. 12 to 8: PNC 8/22	Risk 27 MAP	Aug'22

- Key:**
- Pr - Principal
 - DPr - Depute Principal
 - VPSE - Vice Principal Student Experience
 - VPCS - Vice Principal Corporate Services
 - VPDI - Vice Principal Corporate Development/Innovation
 - CS - College Secretary
 - EDHR - Executive Director of Human Resources
 - DirE - Director of Excellence
 - DCS - Director of Corporate Support
 - AAC - Audit & Assurance Committee
 - FPRC - Finance & Physical Resources Committee
 - LTC - Learning & Teaching Committee
 - SSEC - Students, Staff & Equalities Committee
 - PNC - Performance & Nominations Committee
 - DC - Development Committee

Risk Score Matrix

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

Recent (12mth) change

Trend

Date	Jun-18	Dec-18	Jun-19	Dec-19	Jun-20	Dec-20	Jun-21	Dec-21	Jun-22	Aug-22
Average Risk Score	9	9	9.43	8.95	11.2	11.3	10.7	10.4	10.8	10.4
Number of RED Risks	2	2	3	1	4	5	4	2	3	3

N.B. Closure of low-scoring risks will have an upward impact upon average risk score.

Tolerance vs Risk Score	Acceptable Risk Score		Acceptable Risk Score		Acceptable Risk Score	
	1-3	4-5	6-9	10-12	15-16	20-25
Risk Management Level of Tolerance (Able to Accept)	1	2	3	4	5	6
	Low		Medium		High	

Risk Management Action Plan

Risk Description: Failure to support successful student outcomes

Risk ID: 1

Owned by: VPSE

Review Date: August 2022

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); Student Experience Strategy.

Commentary (Update):

The Student Experience Strategy has been developed and a number of initiatives have been taken forward as part of it implementation. City Learning 4.0 is one of these initiatives and will be embedded in all Operational Plans at Curriculum Head and Faculty level. The Strategy is currently under redevelopment (at August 2020).

Curriculum planning processes have been further refined to include criteria for course discontinuation to ensure courses meet student/industry demand, reflect College and regional curriculum strategic priorities, and financial viability.

Student success from 2018/19 to 2019/20 indicated an increase in full-time PIs, and a slight decline in part-time PIs. The table below identifies the College's 7-year trend.

Level	Mode	Completed Successfully*								Change	Change
		12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	18-19 to 19-20	12-13 to 19-20
FT	FE	60%	70%	72%	72%	69%	68%	66%	69%	+3%	+9%
FT	HE	70%	74%	76%	76%	74%	74%	72%	77%	+5%	+7%
PT	FE	68%	75%	77%	87%	88%	87%	86%	84%	-2%	+14%
PT	HE	76%	84%	83%	81%	83%	82%	82%	82%	-0.7%	+6%

**Ref: SFC Audited figures*

Each College Faculty has developed an action plan to address low PI courses and the plans are being monitored against performance targets through the Performance Action Group (PAG). Faculty action plans are under review at the Student Experience Leadership Group to monitor Faculty improvement plans.

Action has been identified as part of the PAG Group to target partial success (live students that currently have failed units which prevent them gaining their qualification).

Faculties have identified resources required to mitigate partial success. A number of actions have been identified by the PAG group through scrutiny of low PI courses which will lead to performance improvement.

18 January 2021

The College was placed under Tier 4 Covid restrictions Friday 20 November 2020 resulting in most classes will be delivered online. For many of our teaching staff, this was a continuation of recent weeks and months. However, for some, this had significant implications for delivery of on-campus classes. Only those classes that were considered 'time critical' were allowed access to campus. The College's physical campus was subsequently closed after Christmas holiday as the country moved into full lockdown. Classes continued online but concerns are rising for the completion of practical units and ultimately completion of awards. Continued consultation with regulatory bodies (SQA) is ongoing seeking reassurance and flexibility as a matter of urgency, to agree and announce holistic assessment to course aims. The VPSE has established a cross college Covid L&T Taskforce to review time left to end of academic year and various scenarios (Closure/Tier 4/Tier 3) and impact on learning time available and potential approaches to completion.

17 February

The Board of Management agreed to raise the risk score from 3x5=15 to 4x5=20 due to added pressures on students and staff though extended lockdown, deferral pressures etc. The lack of guidance from SQA regarding assessments was also considered a matter of concern, though this was not expected to have a direct impact on student success.

20 April 2021

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.

- In order to navigate our way through the challenge of delivering Learning and Teaching through the restrictions associated with the pandemic, the Vice Principal Student Experience (VPSE) established a **Covid Learning and Teaching Task Group** (Chaired by Dean, Mark Stagg) with representation from across Faculties, Student Experience Directorate, Performance, HR and the Student Association. The aim was to consider separate scenarios that capture different durations of lockdown and potential impact on likely number of days available for practical delivery of classes and assessment. It identified a set of principles for prioritisation of students, e.g. to complete certification and safety critical provision, maximising delivery (within restrictions) and likely costs of these and implications for learner progression. This work enabled a very quick and efficient identification of students for return on 15 March and subsequently on 19 April 2021. 4 levels of criticality:

Level 1	They require to complete the course immediately as they are in their final phase or year; non completion will result in no professional qualification or articulation
Level 2	This course can have a short term deferral (e.g. addressed in summer)
Level 3	Can be deferred to subsequent college phase or AY.

**Level
4**

Can be cancelled but there will be commercial implications.

- With further lifting of restrictions the college has since moved to a 29% cap on students onsite from 19 April. This equates to a maximum of 1800 students at any one time across both campuses. It is anticipated that the college would progress through 80-90% of students but the impact of the EIS strike is currently being assessed. This is an active challenge for Faculties and options have been developed in consultation with staff and the Student Association to ensure that all students progress.
- Throughout this time attendance (online) has remained high but with average attendance for FT FE 84% and FT HE 87% (19-20 80% and 82% respectively).

The Learning and Teaching Committee reviewed this risk on 7 September 2021, and agreed a revised Risk Score of $2 \times 5 = 10$, moving from Red to Amber.

24 January 2022

Since the beginning of Academic Year 21/22 the College has been operating at a 'beyond 0' level and whilst many of the restrictions have been lifted across society, certain restrictions remain within colleges and we will continue to adapt and change as guidance is delivered. Primarily this has included 2m and subsequently 1m Physical Distancing which has served to reduce the amount of on-site delivery and in turn student presence on site. In December 2021, we saw the emergence of the Omicron variant and the College took the decision to move majority of learning back online from Monday 20 December with only critical delivery of practical learning and teaching and key staff on campus for the last teaching week of 2021. This would continue from 10 January 2022 and be reviewed every two weeks. It is anticipated that once the 'spike' is over onsite delivery will increase. There is no doubt that continual added restrictions will impact on successful student outcomes and evidence is already emerging with increased early withdrawal figures for this year.

13 May 2022

All covid restrictions have now been removed and full classes have returned on campus since late March 2022. Additional 'skills boost' classes are being in place most affected to reduce impact and enhance outcomes where possible.

The legacy of restrictions combined with staff and student absences due to covid continues to have an impact on delivery and potentially outcomes, however, the Blended model allows mitigates some of this impact.

19 July 2022

As per the Student Academic Experience Strategy a comprehensive pre-induction (Get Ready for College). induction and transition cycle is being implemented for 22/23 academic year. Coupled with removal of covid restrictions and full classes have returned on campus should further minimise risk.

At its meeting on 8 August 2022, PNC accepted the proposal that the Risk Score be reduced to $1 \times 5 = 5$ **(GREEN)**.

Current Risk Score:

Likelihood 1/5
Impact 5/5

Risk Score 5/25

Gross Risk Score (assuming no treatment)

Likelihood 5/5
Impact 5/5

Risk Score 25/25

RAG Rating: GREEN	
Target Score: 5	
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Student Experience
	Low <u>Medium</u> High 1 2 3 4 5 6

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
x	Likelihood				

Risk Management Action Plan

Risk Description: Failure to establish sector leading pedagogical model

Risk ID: 2

Owned by: VPSE

Review Date: Jan 2022

Update

Full Description:

Risk that learning and teaching approaches fail to meet the needs of learners and other stakeholders (including employers). N.B. There should be an evidence base for “sector-leading”.

Treatment:

Curriculum Review and Development processes. Student Experience Strategy (incl. City Learning/ 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 are developed in partnership with Glasgow colleges in alignment with the Regional Outcome Agreement. Regional Curriculum Hubs ensure that the curriculum portfolio is annually refreshed to reflect this position.

City Learning 4.0, the refreshed City Learning model, has been embedded within Faculty Operational Plans and was first implemented in November 2017. Work has commenced in supporting faculties to adopt City Learning 4.0. A suite of KPIs for City Learning 4.0 have been developed and feature as part of a suite of faculty targets from 18/19.

The Centre of Technical and Professional Education has now been established and the team have developed a three-year work plan with the initial area of focus being City Learning 4.0.

After the successful launch of the CitySA Student Partnership Agreement in 2018 this dynamic approach to engaging students in improving their experience at City continues to strengthen the student voice within the College. Each year students have the opportunity to post ideas for change which shape our Student Experience Strategy, keeping it relevant, fresh and on point.

The College access and inclusion initiatives ensure that the College continues to attract, enrol and support a diverse range of students, which meets or exceeds our regional outcome agreements targets in line with SFC guidance.

The Student Experience Strategy and its three key initiatives -- Widening Access, Student Partnership Agreement and City Learning 4.0 -- are established. Excellent progress has been made to date with measurable outputs for all three. The Student Experience Strategy and City Learning 4.0 is under revision and further development at August 2020.

Jan 2021

The College was placed under Tier 4 Covid restrictions Friday 20 November 2020 resulting in most classes being delivered online. For many of our teaching staff, this was a continuation of recent weeks and months. However, for some, this had significant implications for delivery of on-campus classes. Only those classes that were considered 'time critical' were allowed access to campus. The College's physical campus was subsequently closed after Christmas holiday as the country moved into full lockdown. Classes continued online but concerns are rising for the completion of practical units and ultimately completion of awards. In response the LTA has continued to develop its support offer from individuals to course teams promoting a collective and collaborative approach. The VPSE has also established a Blended Learning Fund in response to the challenge faced during the Covid crisis to ensure we are well placed for delivery of quality online learning and teaching experience and to "Let Learning Flourish".

It is recognised that online delivery is resource intensive coupled with the associated time need for design of materials and online student support. In turn, whilst we are responding to the current 'enforced' online delivery the college will continue with a blended delivery model for coming academic years the majority of courses will have some form of online element ensuring the College continues to be an 'inspirational place of learning' that fosters excellence, digital innovation and creativity in learning, teaching and assessment. In addition a key outcome of the Digital Learning Group is an options appraisal and associated Business Case for a new Virtual Learning Environment for 'roll-out' next academic year ensuring we are best placed to deliver on new Student Academic Experience Strategy.

April 2021

The Blended Learning Fund (BLF) was established in response to the challenge faced during the Covid crisis to ensure we are well placed for delivery of quality online learning and teaching experience and to "Let Learning Flourish". The fund was subsequently supported by a successful application to the Foundation. The aim was to provide additional support to learning and teaching staff in the delivery and development of the new blended delivery model. The fund application process opened end of January and received a tremendous response from across all faculties. Delivery of outcomes is due end of April and many of the outcomes will be sector leading. A further essential step is to share outcomes of projects across the college via an Learning and Teaching Academy staff resource hub and through the Learning and Teaching Conference 'Lets get Phygital' on 14 September 2021. This will be an opportunity for the college to showcase across the sector much of the innovative work progressed over the last 12 months. In addition we are about to go to tender for a new VLE having received approval from the Board and subsequent funding from the Foundation. This coupled with the work of the LTA, the BLF and the strategic direction set in the Student Academic Engagement Strategy will provide assurance for quality of learning and teaching going forward.

August 2021

The new Student Academic Experience Strategy is in place which defines our new approach to supporting students and the Learning and Teaching. The Learning and Teaching Committee reviewed this risk on 7 September 2021, and confirmed the Risk Score of $1 \times 5 = 5$, remaining Green.

January 2022

Key delivery aspects of the SAES have now been actioned and are managed and overseen by the Student Academic Experience Committee and the Board Learning and Teaching Committee. The annual Learning and Teaching Conference will serve to demonstrate sector

leading practice and the Blended Learning Fund whilst supporting move to online learning resources will increasingly move to funding 'innovative learning and teaching'.

May 2022

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 will be the full scale delivery of Canvas.

Key outcomes from the Student Engagement Survey and from the Student Parliament surveys have indicated a number of key themes for development as part of enhancement activity eg assessment, communication, timetabling and work in these areas will continue.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 1/5 Impact 5/5 Risk Score 5/25 RAG Rating: GREEN Target Score: 5	Likelihood 4/5 Impact 5/5 Risk Score 20/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
Low Medium High	Category: Student Experience Low Medium High 1 2 3 4 5 6

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

Risk ID: 3

Owned by: VPSE

Review Date: Feb 2022

Update

Full Description:

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

Treatment:

Course Improvement and Action Meetings (CIAMs) well established. All Schools are developing links with industry to ensure industry relevant curriculum. Ongoing collaboration with HEIs to maintain and develop articulation links.

Student Experience Strategy emphasises need for employability, industry relevant curriculum, and industry links (Industry Academies)

Commentary (Update):

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

A revised Curriculum Review and Planning process is now in place to monitor student outcomes and progression with adjustments made to portfolio as an output of this review.

A student partnership agreement has been established since August 2017 supported by a feedback initiative called "My Voice" and monitored through a Student Partnership Forum.

Excellent links with Universities have been established through the additional funded places scheme and COGC have one of the highest percentages of students articulating to university with advanced standing in comparison with the sector. The college is represented on the Commission on Widening Access (COWA) group and is a key partner in setting up the National Articulation Forum (a recommendation from COWA).

Final student success information for 2017-18 is recorded in Risk MAP 1. Student progression information will be available from the College Leaver Destinations in November 2018. This risk plan will be updated to reflect actions in response to these datasets.

November 2020

Recent data for student progression against SFC Performance Indicators for CoGC 2019/20 shows a positive trend for both FE and HE compared to previous year:

FULL TIME FURTHER EDUCATION (FT FE)

- Student Enrolments: 2,530, DOWN 309
- Achieving Complete Success: 1,751 (69.2%), UP 3.3%
- Achieving Partial Success: 259 (10.2%), DOWN 1.0%
- Further Withdrawals: 347 (13.8%), DOWN 2.3%
- Early Withdrawal 173 (6.8%), DOWN 0.1%

FULL TIME HIGHER EDUCATION (FT HE)

Student Enrolments: 6,912, DOWN 104

Achieving Complete Success: 5,317 (76.9%), UP 5.4%

Achieving Partial Success: 714 (10.3%), DOWN 1.6%

Further Withdrawals: 611 (8.9%), DOWN 3.5%

Early Withdrawal: 270 (3.9%), DOWN 0.3%

Please note, this is the highest complete success rate city of Glasgow college has achieved at HE FT.

The College has recently launched a new Careers Information and Guidance webpages <https://sites.google.com/view/cogccareers/home>. The site also hosts a 'jobshop' and other areas including; how to find work experience; writing a great CV and cover letter; Identifying your own skills and how to communicate them effectively in a CV or job interview.

The Student Experience Questionnaire is currently out for completion by students, closing date 4 November. This will be the first full comprehensive data set of the Blended Learning Experience.

18 January 2020

The College was placed under Tier 4 Covid restrictions Friday 20 November 2020 resulting in most classes will be delivered online. For many of our teaching staff, this was a continuation of recent weeks and months. However, for some, this had significant implications for delivery of on-campus classes. Only those classes that were considered 'time critical' were allowed access to campus. The College's physical campus was subsequently closed after Christmas holiday as the country moved into full lockdown. Classes continued online but concerns are rising for the completion of practical units and ultimately completion of awards. In turn, employment placement activity is severely limited for students.

The SFC published FT College Leaver Destinations for academic year 2017 in October 2020. Confirmed leaver destinations were obtained for 89% of learners sampled, matching the performance of the sector as a whole. Of these leavers, just over 96% were in a positive destination, which was above the college sector average. Of those progressing into employment, 73% work in an area related to their study, some 7pp above the college sector average.

There remains a challenge in reducing the number of FE learners experiencing unemployment upon leaving, and we can expect this to become even more challenging over subsequent years. Of those college completers continuing within the college, over 92% do so at a higher level of study, some 5pp above the college average. Endorsement of our employer engagement, comes from an Education Scotland's progress visit in February 2020, whereby the panel highlighted employer engagement in work-based learning as an area of Excellent Practise worthy of sharing with the rest of the sector.

April 2021

Students are currently being asked to national SFC Student Satisfaction Questionnaire. The survey is open to Full Time students and Part Time students completing 160 hours or greater within the session and will remain open until Friday 30th April 2021. Whilst it is recognised the need for sectoral agencies to conduct such an exercise there is concern about the comparability with previous survey, the different experiences colleges have had with Covid ie some being in L4 restricted for longer periods of time and, the impact of the strike on responses.

In response to the impact of restrictions on student completion rates, the College is developing a series of options to support students. One of these is articulation onto higher study and we are also in discussion with our university partners to extend offer of conditional places to allow for potential late results due to the impact of strike action. We anticipate general agreement. In addition, for those, studying for professional qualifications the college has worked to ensure that these are either covered or, we have made adjustments to programmes. We have also been in communication with employers or sponsoring company as applicable. In addition, we have worked with regulators and/or professional training bodies to ensure these adjustments are compliant with their requirements.

September 2021

The Learning and Teaching Committee reviewed this risk on 7 September 2021, and confirmed the Risk Score of $2 \times 5 = 10$, remaining Amber.

February 2022

The Learning and Teaching Committee reviewed this risk on 16 February 2022, and confirmed the Risk Score of $2 \times 5 = 10$, remaining Amber.

May 2022

Now that restrictions have been completely lifted, the college and curriculum areas have had increasing industry related activities both on campus and on 'work' sites. Management of articulation arrangements are now fully supported by Performance Department providing increased holistic oversight of activities

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10/25 RAG Rating: AMBER	Likelihood 4/5 Impact 5/5 Risk Score 20/25
Target Score: 10	

Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Student Experience Low <u>Medium</u> High 1 2 3 4 5 6

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
X	Likelihood				

Risk Management Action Plan

Risk Description: Failure of the College's Duty of Care to Students

Risk ID: 21

Owned by: VPSE

Review Date: Jan 2022

Update

Full Description and Treatment:

The College has specific statutory duties related to the care of students. These are outlined below.

College Prevent Duty - The counter-terrorism act imposes a duty on FE colleges to 'have due regard to the need to prevent people from being drawn into terrorism'.
(College Lead: College Secretary)

- Develop appropriate Policy and Procedures.
- Create an action plan.
- Raise staff and student awareness of the Duty.
- Provide appropriate training and regular updating of training for all staff in the College.
- Active engagement from college principals and the senior management of the institution with the range of Prevent partners including police.
- Appointment at a senior level of a single Prevent point of contact for each college.
- Engagement with the Scottish FE Prevent network at a senior level through Regional Chairs and Principals. A national strategic Prevent lead from both will represent the sector at the Prevent subgroup.
- Participate in local CONTEST or Prevent multi-agency groups. As well as any action plans agreed by each institution, these multi-agency groups will monitor delivery against the wider Prevent implementation plan.
- IT Acceptable Use Policy, appropriate filtering and reporting on internet access.
- Appropriate risk assessment related to events, speakers, clubs and societies.

College Safeguarding (Child Protection) Duty - Every adult in Scotland has a role in ensuring all our children, young people and adults at risk live safely and can reach their potential. The College is committed to collaboratively safeguarding the safety and wellbeing of children, young people and adults at risk who undertake study or employment with the College and takes all reasonable steps to safeguard students and staff. (College Lead Gillian Plunkett; Director, Student Experience)

- Develop appropriate Policy and Procedures.
- Create an action plan.

- Raise staff and student awareness of the Duty.
- Provide appropriate training and regular updating of training for all staff in the College through OD
- Appoint Safeguarding Coordinators and provide appropriate training through OD.

A key element of Safeguarding is to ensure College membership of the Prevention of Vulnerable Groups (PVG) Scheme and that all staff in regulated work have PVG disclosure. (Owner: HR Director)

Linked to our Safeguarding Duty is the general duty of care that the College has recognised through the development of a **Student Mental Health and Well Being Action Plan**. Our Action Plan has 8 key themes as follows:-

- Early identification and intervention for students who disclose a mental health issue or are referred for support.
- Normalising mental health issues and developing shared values around mental health.
- Development of a range of practical supports which are easy to access and responsive to the needs of our students.
- Development of CPD, materials, resources and approaches to support the inclusive classroom.
- Continuous review of college policies, procedures and practices to ensure these consider the impact on students and support student wellbeing.
- Personal and Social Development and Promotion of good mental health and wellbeing across the College.
- Development of a multi-agency and holistic approaches in supporting students at various stages throughout the learner journey.
- Awareness raising at Senior/Board level of the social trends and influences both external and internal that affect student wellbeing

College Corporate Parenting Duty - The Children and Young People Act 2014 has passed new legislation relating to Care Leavers in Scotland. Under the Act, Post-16 Education Bodies are considered to be 'corporate parents' from 1 April 2015. (College Lead Gillian Plunkett ; Director, Student Experience)

- Develop appropriate Policy and Procedures.
- Create an action plan.
- Impact assess services.
- Raise staff and student awareness of the Duty.
- Provide appropriate training and regular updating of training for all staff in the College: through Organisational Development.
- Report on performance
- Collaborate with other Corporate Parents.

Commentary (Update):

The College Prevent Duty and Corporate Parenting Duty came in to force in 2015. These duties together with the college Safeguarding responsibilities are reported under Corporate Caring Responsibilities reviewed annually by SMT and the Student Staff and Equalities Committee.

Training for safeguarding and Prevent was rolled out college- wide prior to Covid lockdown. A Prevent training module will be developed in 2021-22. Events staff advised of requirement to include risk assessment as appropriate relating to external speakers. A Prevent Policy is now in place.

All academic management roles in the new leadership structure have explicit duties in relation to corporate care roles.

Risk Owners: VP Student Experience/Director Student Experience/College Secretary (Prevent); HR Director (PVG Scheme/Disclosure).

September 2021

The Learning and Teaching Committee reviewed this risk on 7 September 2021, and confirmed the Risk Score of 2x5=5, Amber. The College Assurance Framework is now under regular review.

January 2022

Organisational Development is undertaking a review of mandatory and non-mandatory training, and has agreed to prioritise PREVENT training via the development of a new online module.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10/25 RAG Rating: AMBER Target Score: 4	Likelihood 5/5 Impact 4/5 Risk Score 20/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
Low Medium High	Category: Compliance/ Student Experience Low Medium High 1 2 3 4 5 6

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
x	Likelihood				

Risk Management Action Plan

Risk Description: Failure to achieve taught degree awarding powers (tDAP).

Risk ID: 26

Owned by: Depute Principal

Review Date: May 2022

Update

Full Description:

The College fails to achieve taught degree awarding powers (tDAP).

Treatment:

A project Board has been established, led by Principal Little, with ELT, HR, Students' Association and Board member representation. The Project Sponsor is the Depute Principal, Dr Sheila Lodge.

Commentary (Update):

A risk register has been developed for the tDAP project comprising the risk areas outlined below. These areas include the tDAP criteria set out by the Quality Assurance Agency, against which the College's application will be assessed.

The risk assessments provided below, with RAG status indicated, reflect the current overall risk evaluation of specific tDAP project risk areas, drawn from the assessment of detailed risks from the tDAP Risk Register.

26.1 Communication

RED

An internal communications approach and plan have yet to be established.

26.2 Academic Staffing

RED

Development of an "Academic Community" is still at early stages. This involves qualities, competencies, and engagement, in pedagogic and professional development. The survey of staff qualifications and experience was delayed by issues around iTrent, and new vehicles for the results of the survey were considered. A specification has been developed and is being put out for tender.

However, it is anticipated that considerable efforts and resource will be needed over the next few years to develop the levels of scholarly activity and engagement with subject-specific pedagogy that we need to be able to evidence in our application for tDAP. Our

recruitment strategy is currently being reviewed to optimise all new teaching staff appointments.

26.3 Administrative Systems

AMBER

This relates to quality assurance, and the infrastructure to enable the delivery of quality assurance. The new AD Quality Assurance & Quality Enhancement post is being readvertised in more appropriate places.

26.4 Governance/Management

AMBER/GREEN

The project management approach, currently PRINCE 2, was reviewed in January 2020, and a slimmer, more agile version has been adopted. tDAP will benefit greatly from the initiation of a Project Management Office for the College in summer 2021.

26.5 Quality Assurance

RED/AMBER

The project is at an early stage of establishing comparability of standards with other providers of equivalent level programmes (HE). Appointment of an AD QA & QE will be key to delivery here.

26.6 Financial

AMBER/GREEN

An updated business case with 10-year financial projections has been prepared and was presented to the Learning and Teaching Committee in January 2020. This will be updated once the Project Management Office is able to advise.

Note:

The College will submit its application for tDAP only when the Project Board is confident that it will be successful. There is no external deadline, and although ELT is keen to achieve tDAP as soon as possible, it is a question of 'when' rather than 'if'. This has a bearing in the current risk score below.

Update as at September 2020

The Audit and Assurance Committee agreed a change from 4x4 (16 - RED) to 3x4 (12 – AMBER).

Update as at May 2021

Although the coronavirus pandemic has delayed progress with some aspects of preparing to apply for tDAP, this still remains a key priority for the College, and progress is being made in specific areas.

The Executive Director HR and the VP Corporate Services have initiated a tender exercise to procure a suitable database to hold the details of staff qualifications and

experience which will be needed to support staff development in preparation for our tDAP application. While the software is being commissioned, work on the staff questionnaire can be taken forward. It is intended that the questionnaire should have been completed by all academic staff by the end of June 2021.

With the appointment of our Director of Excellence, Jon Gray, who joined the College in October 2020, it has been possible to renew engagement with the development of our Quality Assurance processes. For example, a new system of Faculty and Directorate Reviews has been initiated, and the first round of meetings on our revised operational planning cycle, with a panel including the Depute Principal, VP Student Experience and Director of Excellence, has been held.

In addition, work has begun of reviewing and developing the College's annual quality Cycle and quality reporting. An enhancement-led approach will be taken consistently, to encourage all those involved to see these innovations as opportunities for sharing best practice and identifying areas for development.

Update as at September 2021

The Learning and Teaching Committee reviewed this risk on 7 September 2021, and confirmed the Risk Score of $3 \times 4 = 12$, remaining Amber. The Depute Principal provided an update on enhancements to Operational/Faculty Planning, course reporting, and a wider enhancement-led approach. These improvements have been undertaken as a matter of course, however it is anticipated that they will have a positive impact upon preparation for submission for tDAP.

Update as at February 2022

The College has appointed an AD for Quality Assurance and Quality Enhancement in the Performance team who will be joining at the end of March. This role has been designed in large part to support the Director of Excellence in ensuring that the College can meet the criteria relating to quality, which are central to a successful application for tDAP.

Further developments in 'business as usual' will also help support the College's preparations, such as the procurement of the Learning Experience Platform (LXP) that will record staff qualifications and experience, and allow appropriate reports to be generated. Although the procurement has been delayed, it is anticipated that the process will be complete by the summer, and work on its installation and roll out can then begin.

The Depute Principal has engaged the support of the Project Management Office in scheduling and managing the tDAP project, and will be meeting with the key leads across the College in March to create a new and more detailed schedule for getting progress towards tDAP back on track after the pandemic.

Update as at May 2022

The arrival of the AD QA&QE and the input of the PMO have enabled better progress to be made. The Depute Principal has met with all those responsible for key areas of the

project, and responses to the staff survey of qualifications and experience are beginning to come in: just under 200 have been submitted to date, and plans for the analysis of these are in hand. A paper is being prepared for ELT and the Board on the likely revised schedule for achieving tDAP and measures to be taken in the interim to improve the College's chances of success.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 4/5 Risk Score 12/25 RAG Rating: AMBER Target Score: 5	Likelihood 5/5 Impact 4/5 Risk Score 20/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
Low Medium High	Category: Business Continuity Low Medium High 1 2 <u>3</u> 4 5 6

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