

Learning and Teaching Committee

Date of Meeting	Tuesday 28 February 2017
Paper No.	LTC3-B
Agenda Item	4
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Paul Clark, College Secretary/Planning
Date of production	22 February 2017
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 review of strategic risks was undertaken in January/February 2017, 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 (MAPs) 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 (Further update to Risk MAP 18 to follow)

Appendix 2: Risk Register

Risk Management Action Plan

Risk Description: Failure to support student success

Risk ID: 1

Owned by: VPSE

Review Date: February 2017

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):

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

Student Experience Strategy has been developed and a number of initiatives will be taken forward as part of its implementation. City Learning is one of these initiatives and will be embedded in all Operational Plans at Curriculum Head and Faculty level.

Curriculum planning processes will be 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.

Confirmed student success results for 15-16 show that we have maintained our PIs from 14-15. The PI in PT FE has increased due to the TUPE of a number of Trade Union Courses from Glasgow Kelvin College and also the College's actions to improve low performing courses. The PI in PTHE has fallen and measures are in place to address this, however this PI still sits above the National Average. The table below identifies the College's 4 year trend: -

Level	Mode	Completed Successfully				Change	Change
		12-13	13-14	14-15	15-16	14-15 to 15-16	12-13 to 15-16
FT	FE	60%	70%	72%	72%	0%	+12%
FT	HE	70%	74%	76%	76%	0%	+6%
PT	FE	68%	75%	77%	87%	+ 10%	+19%
PT	HE	76%	84%	83%	81%	- 2%	+5%

Ref: Audited SFC PIs as presented to L&TC 8th Nov 2016

Each College Faculty has developed an action plan in 2016/17 to address low PI courses and the plans are being monitored against performance targets.

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 5/5 Impact 5/5 Risk Score 25/25
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

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: February 2017

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. 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 being developed in partnership with Glasgow colleges in alignment with the Regional Outcome Agreement.

Regional Curriculum Development now geared towards Government economic sector priorities, which City Learning supports. City Learning has been embedded within Faculty Operational Plans and a refreshed model is under development for implementation in 2017/18.

The Industry Academy model has been shared at regional level, and joint IA initiatives are currently in operation, in particular with regard to STEM delivery via an IA model. 24 Industry Academies were operational in 2015/16, exceeding the target of 18, now under review within the Performance Review process and reporting on their output is now available.

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 (now re named the Centre for Technical and Professional Education). A business case is currently being taken forward for resourcing of the proposed centre

A Student Experience Strategy has now been developed, led by the Vice Principal (Student Experience), and staff and students have been consulted as part of the development. Three key initiatives have been identified; Widening Access, Student Partnership Agreement and City Learning 4.0.

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

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: February 2017

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.

Student Experience Strategy emphasises need for employability, industry relevant curriculum, and industry links (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 (First Impressions 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.

City of Glasgow College staff and students are part of a number of working groups developing national policy on Student Support and Widening Access (articulation)

The New Quality Arrangements are to be rolled out across the sector in 2016/17. 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. A regional quality group has been formed to develop common approaches to the new quality arrangements. This includes a staff development programme and a model of Shared Teaching practice.

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):
<u>Low</u> Medium High	Category: Student Experience Low <u>Medium</u> 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 agree a sustainable level of grant-funded activity within the Region

Risk ID: 18

Owned by: VPFHR/ VPSE

Review Date: November 2016

Update

Full Description:

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).

Treatment:

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. (Subsequently referred to as 180,000+ Credits).

At Dec 2016: The above position is historic, with current considerations referring to the ongoing sustainability of the level of grant funding.

Commentary (Update):

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 grant-funded activity level 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 RED. Subsequent consideration of this risk score has resulted in a continuing high risk score, until this issue is completely resolved.

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.

In summary, the agreed activity level of 180,000+ Credits will be achieved, however there remain uncertainties associated with this risk.

This risk was re-phrased in September 2016, to reflect concern regarding the ongoing sustainable position regarding grant fund allocation. The Audit Committee considered the status of this Risk in some detail (28 November 2016) and agreed to retain the risk with its present score, subject to close ongoing review.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 5/5 Risk Score 15/25 RAG Rating: RED Target Score: 5	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	Risk Tolerance (Able to accept):
<u>Low</u> Medium High	Category: Financial <u>Low</u> 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 Register: February 2017

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	Net 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		Risk 2 MAP.docx	Feb '17
Students	Failure to establish optimal pedagogical model	2	1	VPSE	2	5	10	20	5		Risk 2 MAP.docx	Feb '17
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	1	5	5	15	5		Risk 3 MAP.docx	Feb '17
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	3	4	12	20	4		Risk 21 MAP.docx	Jan '17
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP.docx	Jan '17
Growth and Development	Failure to achieve New Campus objectives	5	1	DPr	1	5	5	25	5		Risk 5 MAP.docx	Jan '17
Growth and Development	Negative impact upon College reputation	6	1	EDCD	2	5	10	25	5		Risk 6 MAP.docx	Jan '17
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	EDCD	2	5	10	25	5		Risk 7 MAP.docx	Jan '17
Growth and Development	Failure to achieve improved performance	8	1	VPSE/DirP	1	5	5	20	5		Risk 8 MAP.docx	Jan '17
Growth and Development	Failure to attract, engage, and retain suitable staff	9	1	VPFHR	2	3	6	20	3		Risk 9 MAP.docx	Feb '17
Processes and Performance	Negative impact of statutory compliance failure	10	1	SMT/CSP	1	5	5	20	5		Risk 10 MAP.docx	Nov '16
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	2	5	10	20	5		Risk 11 MAP.docx	Jan '17
Processes and Performance	Failure of Business Continuity	12	1	VPI/CSP	3	4	12	25	4		Risk 12 MAP.docx	Nov '16
Processes and Performance	Failure to manage performance	13	1	VPSE/DirP	2	4	8	20	4		Risk 13 MAP.docx	Nov '17
Processes and Performance	Negative impact of Industrial Action	14	1	DHR	3	4	12	25	4	16 Red to 12 Amber (Audit 9/16)	Risk 14 MAP.docx	Nov '16
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPFHR	3	2	6	25	2		Risk 15 MAP.docx	Sept '16
Finance	Failure to maximise income via diversification	16	1	VPFHR/EDCD	3	4	12	20	4		Risk 16 MAP.docx	Jan '17
Finance	Negative impact of funding methodology within Glasgow Region	17	1	VPFHR	2	3	6	25	2		Risk 17 MAP.docx	Sept '16
Finance	Failure to agree a sustainable level of grant-funded activity within the Region	18	1	VPFHR/VPSE	3	5	15	25	3		Risk 18 MAP.docx	Nov '16
Finance	Impact of ONS reclassification of the status of colleges	19	1	VPFHR	2	3	6	16	3		Risk 19 MAP.docx	Sept '16
Finance	Failure to obtain funds from College Foundation	20	1	VPFHR	1	4	4	20	3		Risk 20 MAP.docx	Sept '16
Finance	Negative impact of Brexit (added by Audit Committee 28 Nov 2016)	22	1	VPFHR	tbc	tbc	#VALUE!	tbc		New Risk (Audit 9/16)	Risk 22 MAP.docx	Jan '17

Recent movement or change

Key:

- Pr - Principal
- DPr - Depute Principal
- VPSE - Vice Principal Student Experience
- VPFHR - Vice Principal Finance & HR
- VPI - Vice Principal Infrastructure
- EDCD - Executive Director Corporate Development
- FD - Faculty Director
- CSP - College Secretary/Planning
- DHR - Director of Human Resources
- DirP - Director of Performance

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

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	