

Board Meeting

Date of Meeting	Monday 29 April 2024
Paper Title	GCRB Risk Register 2024
Agenda Item	9
Paper Number	BM3-C
Responsible Officer	Martin Boyle, Executive Director
Status	Disclosable
Action	For Decision

1. Executive Summary

- 1.1** The GRCB board held a risk review session with the internal auditor on Monday 30 October 2023. The purpose of this session was to consider the current risk register, provide comment on future direction and guidance on activity for refreshing the risk register.
- 1.2** The revised and refreshed Risk Register was considered and adopted by the GCRB Board on 29 January 2024, with the Chair directing the Executive Director and Audit and Assurance Committee to consider the following elements in greater detail:
- The suggestion that the Risk Descriptions also include a 'cause and effect' statement
 - The suggestion that the Risk Register should include a 'black' or 'existential' risks category
 - Consideration of the suggested Risk Appetite scores to provide comment to Chair and Board on the current recognised levels
- 1.3** The Audit committee recommended the following, which is now being enacted:
- Cause and effect' not be added to the initial risk description but developed and added to the narrative elements of mitigations and updates as risks are reviewed.
 - Avoid use of 'black' or 'existential' risks, making use of the scoring system and empowering board to consider any more major risks in the appropriate manner
 - Organise and deliver a Risk Appetite session facilitated by internal auditors, noting the current scores as indicative rather than final.
 - 'Tier One' risks be considered at each board meeting, while 'Tier Two' risks (now clearly identified) be considered on a rolling annual basis as appropriate. Order of Tier One amended in line with committee recommendation.

2. Recommendations

- 2.1 It is recommended that board **comment** and **approve** the refreshed Risk Register which is now being treated as a 'business as usual' process.

3. Report

- 3.1 The overall Risk Register, content, wording and scoring has been approved by the GCRB board in line with its remit and responsibilities.
- 3.2 Edits and amendments to the Risk Register recommended by the Audit and Assurance Committee are now delivered to board, with the revised Risk Register being treated as an on-going process under the changes outlined above.

4. Risks

- 4.1 **Risk 1: Financial sustainability and failure to achieve targets is impacted by available funding in the short term.** This risk is currently maintained at the highest level. The indicative funding allocation for the region has been received, considered by Performance and Resources Committee and is presented to board for progress. While the high-level learning and teaching grant is broadly retained, this is a challenging settlement. Work with the Glasgow colleges and SFC will seek to mitigate as much as possible while processes such as Voluntary Severance are being managed and monitored. Scottish Government and SFC are being regularly update. GCRB intends to hold planning meetings both sides of the summer break period to consider mid- to long-term options to safeguard a sustainable Glasgow college system. *It is recommended that this risk level is maintained for now.*
- 4.2 **Risk 2: System change, including national and regional review, forces GCRB into a position which is against our role and purpose, and reduces regional collaboration.** The review of the Glasgow college system is on-going and GCRB has sought to mitigate impact via a series of positive, constructive meetings and discussions as well as continuing to work closely with Scottish Government and SFC. The Minister has indicated that a decision is 'imminent'. The Minister has now heard from a range of contributors. *It is recommended that this risk level is maintained for now.*
- 4.3 **Risk 3: The Glasgow college regional strategy is not effectively and collaboratively delivered.** It is important to note that there is a regional strategy and a functioning Outcome Agreement and monitoring process, both for the current year and mechanisms for future year. GCRB convened a meeting of the Glasgow economic region and this has led to the formation of the College Partnership West group to explore opportunities for region-wide strategic approaches to develop in the future. There remains some delivery of regional strategic approaches across a range of areas including in the Programme of Action. However, evidenced by audit, there is no strong link between regional strategy and ROA with colleges' individual strategic or operational approaches. This leads to a disjointed approach which is not in keeping with the intentions of the region and hampers the effective delivery of effective projects to aid

coherent, efficiency or financial sustainability in the longer term. *It is recommended that this risk level is maintained for now.*

4.4 Risk 4: An ineffective regional curriculum impacts students, communities, and the economy. The regional curriculum is monitored at a regional level via the Outcome Agreement, including at interim stages. The current data indicates broadly positive current-year progress in terms of recruitment and retention, as well as in providing to access to education for identified groups including those with some protected characteristics. Elements of the curriculum, such as Foundation Apprenticeships, are being impacted by lack of demand, while others remain at risk of impact from an on-going reduction of staff due to voluntary severance, strike action and action short of strike action. Progress on the Glasgow region review acts as a disincentive to significant further progress on the coherent delivery of a Glasgow curriculum. *It is recommended that this risk level is maintained for now.*

4.5 Risk 5: Ineffective collaboration in the Glasgow college system reduces our collective impact and the delivery of a sustainable future model. As per Risk 3, collaborative activity can be evidenced in elements of the curriculum and in strategic and leadership areas, as per some of the activity of CPW and the Glasgow College Group meetings. However, the Glasgow region review has been a destabilising factor with individual colleges disincentivised to progress further collaborative activity which could have benefits in the delivery of a sustainable future model. Clarity and unambiguous direction of travel are now required to ensure this is a possibility. *It is recommended that this risk level is maintained for now.*

5. Risk Appetite

5.1 Risk appetite will be considered at a workshop facilitated by GCRB's internal auditors as a follow-up to the initial development session. The current numbers are indicative until such a time as this workshop is concluded.

6. Risk and Compliance Analysis

6.1 The Risk Register forms an important element of GCRB's approach to good governance, identifying, monitoring and mitigating against risk and empowering board and executive to direct activity and resources appropriately.

7. Financial and Resource Analysis

7.1 There are no specific financial and resource implications to the specific questions raised by this paper. More broadly, the Risk Register is one mechanism by which financial and resources risks are monitored.

8. Equalities Implications

8.1 There are no specific equalities implications raised by this paper.

9. Learner Implications

9.1 There are no specific learner implications raised by this paper.

RISK REGISTER

Revised April 2024

STRATEGY		RISKS		EVALUATION OF RISK					MANAGEMENT OF RISK		
Our Strategic Goals	Risk ID	Risk Description	Likelihood	Impact	Net Risk Score	Risk Appetite	Recent Trend	Mitigating Actions	Lead for Risk Management Action Plan	Aim	Update
Tier One											
2	001	Financial sustainability and failure to achieve targets is impacted by available funding in the short term (1)	5	4	20	Medium	➡	<ul style="list-style-type: none"> Develop, and enhance, long term financial planning Collate information and identify funding priorities for lobbying Strengthen key external relationships (SFC, SG, SDS) Monitor, and assess, the full impact of the budget settlement 2024-25. Individual colleges currently developing plans Staff reductions, including redundancy, underway in Glasgow. 	Finance & Resources Director	Reduce	<p>Latest monitoring information considered by P&R Committee. Engagement with SFC, CS, SG, SQA etc to focus on key emerging issues. On-going challenge sector-wide in meeting targets.</p> <p>Recent funding settlements (post-Covid19) have been very challenging. Anticipated reductions in grant funding (for 2024-25) compound the impact of cost increases (as a result of high inflation and wage rises). The final settlement is expected in May 2024 and engagement with colleges has continued to address individual challenges and responses.</p>
2, 3	002	System change, including national and regional review, forces GCRB into a position which is against our role and purpose, and reduces regional collaboration (1)	4	5	20	Medium	➡	<ul style="list-style-type: none"> Ensure GCRB at board and executive level participates in regional and national environment scanning and scenario planning Board is provided with updates at relevant stages to ensure understanding of processes Board and committee agendas are managed to ensure contribution, augmented by briefing notes and associated material Regional strategic direction is monitored and reviewed External engagement and planning is consistently delivered, led by Chair and Executive Director, working with wide range of organisations including Scottish Government, SFC and other key partners 	Executive Director	Reduce	<p>Ministerial statement to January 2024 Audit Committee indicated next stage of decision-making process to be confirmed March 2024.</p> <p>GCRB Executive Director and Chair continue to hold relevant meetings with external links, to monitor and report appropriately</p>
1, 2, 3	003	The Glasgow college regional strategy is not effectively and collaboratively delivered (1)	4	4	16	Medium	➡	<ul style="list-style-type: none"> Strategy is shared, and monitored via Chair, Executive Director and board Collaborative planning and delivery opportunities are taken up, working with colleges, Student Associations and external partners such as local authorities Decision making processes at executive, committee and board are clearly informed by strategy and national direction Collaborative approach is enhanced via GCG and other working groups Strategic direction, expectations and requirements are clearly communicated and shared on a regular basis, monitored and reported. 	Executive Director	Reduce	GCRB current strategy is newly developed and is being developed by addition of refreshed risk approach. Workshops continue to develop work in this space, alongside evolving reporting approach.
1, 2, 3	004	An ineffective regional curriculum impacts students, communities and the economy (1)	4	4	16	Medium	➡	<ul style="list-style-type: none"> Work with SFC, GCG L&T, QAA and GCRB working group to enhance and evolve data-led monitoring, planning and reporting Evolving reporting over 2024 to provide more effective approach with view to 24-25 in line with national plans Consider regional review of coherent Glasgow curriculum to bring together individual college curriculum reviews and better understand at-risk areas as well as growth opportunities Maintain shared and agreed cross-colleges regional approach to curriculum planning and delivery via MoU Work with partner organisations such as SDS and city councils to understand current and emerging needs, enhanced by cross-colleges information sharing Work with Education Scotland to plan and coordinate review processes, and to consider emerging regional review information to form action plan as required 	Executive Director	Reduce	<p>Cross-colleges regional planning continues via GCG L&T group, coordination of OA, and discussion on specific items such as FAs. Progress on-going in developing OA, FA plan etc. Cross-region working in areas such as Just Transition include meetings with council, colleges and other partners.</p> <p>Latest monitoring information considered by P&R Committee. Curriculum change to date generally in line with SFC credit changes and mainly via rationalisation and removal of duplication. Subsequent risk to 24-25 to be carefully monitored as budget is confirmed.</p>
2, 3	005	Ineffective collaboration in the Glasgow college system reduces our collective impact and the delivery of a sustainable future model (1)	4	4	16	Medium	➡	<ul style="list-style-type: none"> Regional inclusion in all activity, with appropriate cross-colleges membership and attendance at governance, executive and functional levels on a regular basis Continued focus on collaborative, cooperative and regional approaches and solutions in all activity from board to functional Support and engagement in the Glasgow College Group committees in support of coherent, joined-up regional approaches Enhance project-led approach to delivery of strategic objectives, noting the loss of the 'regional leads' function and associated reduced GCRB capacity Contribute, and lead where appropriate, on collaborative activity with internal and external stakeholders 	Executive Director	Reduce	<p>Effective practice has emerged where collaboration is embedded, effective and unambiguous. The current structures in the region continue to make fully effective collaboration a significant challenge, and it is hoped that the Ministerial guidance in March will begin to provide a roadmap for future direction.</p>
Tier Two											
3	006	GCRB does not develop and maintain effective external relations (2)	3	3	9	Medium	➡	<ul style="list-style-type: none"> Communications strategy approved by the board, outlining engagement activity and priorities Effective communication with three colleges, supporting and aligning activity Effective communication with board members: manage information flow and board/committee governance; provide regular, relevant updates; promote opportunities for GCRB engagement, utilising board member skills External engagement plans focused on SG, SFC, key stakeholders and partners, prioritising regional review activity and membership of key decision making and working groups Collaborative communications to promote the benefits of a regional approach and enhance understanding of GCRB's role and purpose Reputation and issues management for GCRB and the Glasgow college region Support stakeholder and partners campaigns 	Executive Director & Marketing and Comms Lead	Maintain	<ul style="list-style-type: none"> GCRB Exec and Chair continue to work to deliver effective communications and engagement with SG, SFC, three colleges, unions and stakeholders on key areas such as review activity, regional finances and financial mitigations. This has included extensive stakeholder engagement and meetings with relevant people and organisations. OA work on-going in close adherence to SFC guidelines and working with colleges Communications strategy progress reported via activity report presented to board members Ongoing regular communications meetings with all three colleges, stakeholders and partners. GCRB e-bulletin highlighting the region's continued work and collaborative approach in specific areas
2	007	GCRB does not have the necessary capacity and capability to deliver our objectives (2)	2	2	4	Low	➡	<ul style="list-style-type: none"> GCRB staffing level is continuously monitored alongside required workflow and reported appropriately Work annual cycle and board and committee cycle are planned and commensurate, including consideration of all work requirements High-volume periods, new projects, and anticipated changes are monitored, planned and work allocated appropriately Prioritisation of resource is made in line with regional strategy, identified risk and agreement of Chair and Executive Director Collaborative and inclusive management structure builds capacity to achieve regional ambitions Fair Work Framework values fully embedded within GCRB's employer duties, and that capacity and core activity are supported through the review process Monitor capacity to deliver, employee wellbeing, support, training needs etc regularly monitored with feedback opportunity Specialist requirements at executive and board level monitored, augmented via fixed-term approach and via board capacity review and recruitment processes 	Executive Director & Board Secretary	Maintain	<p>Staffing complement and allocations currently being reviewed to consider appropriate fit with current remit, and to consider potential implications of changed remit dependent on guidance.</p> <p>Recruitment processes for relevant posts under GCRB responsibility, including non-executives and college chairs, is progressing well.</p>
2	008	A breach of legislation or regulatory requirements results in a failure of governance (2)	2	2	4	Low	➡	<ul style="list-style-type: none"> Board secretary role includes clear responsibility in areas of governance requirements, with monitoring, reporting and information sharing on regular basis to committees and board Finance-specific requirements monitored by Finance and Resources Director Effective communication with board members: manage information flow and board/committee governance; provide regular, relevant updates; promote opportunities for GCRB engagement, utilising board member skills Engagement with appropriate external bodies, including Colleges Scotland, CDN, SFC and Scottish Government ensures GCRB currency in all change programmes and legislative and regulatory requirements 	Board Secretary	Maintain	<p>Updates on requirements continue to be provided at appropriate forums, including executive team meetings, committees, board etc.</p> <p>Relevant issues are monitored effectively, and processes are working well as reported by audit process.</p>
2	009	Inadequate controls and preventative measures result in a breach (e.g. cyber attack, fraudulent activity) (2)	2	3	6	Low	➡	<ul style="list-style-type: none"> Cross-colleges IT group shares common information, monitors emerging risk and takes appropriate action, sharing best practice Appropriate cyber security credentials are maintained and reported as appropriate via correct channels GCRB makes use of most appropriate support - including the contracting of external specialist IT support and security to provide assurance and expertise for the organisation independent of any local working arrangements Control measures for other requirements of good governance and sound activity across key areas such as finance, are appropriately planned, reported, monitored and audited Clear line of communication and reporting to Audit Committee is maintained effectively Changes in processes, guidance, law etc are clearly communicated to executive, board, partners etc as appropriate, actioned, and CPD offered as required 	Executive Director & Finance & Resources Director	Maintain	<p>GCRB has contracted an external company to provide elements of IT support and cyber security, ensuring a high level of assurance, service and baseline business requirements are met.</p> <p>Assurance on other elements of compliance and security are reported to GCRB, shared with other colleges, and reported to committee for information.</p>
2, 3	010	Scenario planning and stress testing is inadequate to mitigate against major emerging risks (2)	2	3	6	Low	➡	<ul style="list-style-type: none"> GCRB policies and procedures form formal approach to safeguard and mitigate in specific areas Policies are effectively monitored and changed via appropriate governance function New approaches and ways of working developed to meet emerging challenges Approach to scenario planning and stress testing to be reviewed as part of forthcoming internal audit cycle with recommendations developed for action with appropriate committees 	Executive Director	Maintain	Following discussion with Audit chair and internal auditor it is intended that the next phase of this work will be developed following internal audit as part of next phase of activity.

3	011	GCRB is unable to deliver against its regional environment and sustainability strategy (3)	2	3	6	Low	⇒	<ul style="list-style-type: none"> Regional environment and sustainability strategy developed, monitored and reported as part of annual cycle Formal reporting via Outcome Agreement of required actions, measurements and targets, with increased an enhanced reporting under development Standing meetings of regional environment and sustainability group ensure cross-regional communication, sharing and best practice opportunities Specific ownership of environment and sustainability work via Performance and Resources Committee Regular engagement with external stakeholders, including EAUC, CDN and Glasgow City Council in support of regional Just Transitions plan Regular engagement with Glasgow Colleges Group relevant committees to co-design appropriate actions 	Executive Director	Maintain	Regional meetings have continued to take place and to provide a shared space for development and information sharing. The region-wide survey has been completed, information shared with GCG committees, GCRB committee and board.
3	012	GCRB's Programme of Action investment fails to deliver intended outcomes, impact and benefits (3)	2	3	6	Low	⇒	<ul style="list-style-type: none"> Meetings with delivery partners ensure regular communication and effective feedback loops Informal monitoring processes, including with college partners, allows for in-year iterations Formal monitoring process happens in line with annual cycle of reporting to executive and governance assurance to board POA is effectively linked to regional need and regional strategy, and is appropriately budgeted and planned with board and partners as part of annual strategy and finance development Learner input delivered via regular engagement cycle via Student Unions 	Executive Director	Maintain	Programme partners are in the process of providing reviews for assurance purposes and consideration. Meetings with partners are ongoing to develop plans for 24-25.