
Audit and Assurance Committee Meeting

Date of Meeting	Thursday 20 October 2022
Paper Title	Review of Assigned College Risk Registers
Agenda Item	16
Paper Number	AAC1-L
Responsible Officer	Jim Godfrey, Finance & Resources Director
Status	Disclosable
Action	For Noting

1. Executive Summary

1.1. This paper provides a review of the risk registers of the assigned colleges.

2. Recommendations

2.1. The committee is invited to **note** that:

- The latest risk registers of the assigned colleges were considered by the audit committees of the colleges.
- The latest risk registers of the three colleges have been provided to, and reviewed by, the GCRB Finance & Resources Director.
- Glasgow Clyde College has recently reviewed its risk register in line with its strategic plan.

3. Background

- 3.1. The management of risk is an important issue for GCRB in respect of its systems of internal control. Extensive work has taken place to further develop, and enhance, GCRB's arrangements in respect of risk.

4. Report

- 4.1. The colleges send a copy of their most recent risk registers to the GCRB Finance & Resources Director on a regular basis.
- 4.2. The format of this report includes the high, and medium, level risks identified by the colleges. These are summarised in the Annex to this report. Within the annex the high risks are shown in bold text against a darker background. Additionally, a small arrow is shown against each risk to indicate whether the college believes this risk is increasing, decreasing or remaining the same.
- 4.3. The risk registers have been reviewed and the following observations are made:
- The timing of audit committees means that the (assigned college) risk registers are currently being considered by Boards and therefore may change.
 - The risks are those identified by the individual colleges relating to their strategic plans. As such, there will be some risks that are particularly important to one college.
 - There are many risks that are common to all colleges e.g. financial sustainability, funding, employee relations and cyber security. Risks have been grouped together within Annex A and these risks also feature in the GCRB risk register.
 - Some of the risks facing the colleges are impacted by factors that are outside the direct control of the college.
 - The risks shown in Annex A, are the residual risks i.e. after the colleges have implemented mitigating actions. The highest residual risks, shown in the annex, are those that the colleges have assessed as having a residual risk of 12 or above¹.
 - Within City of Glasgow College, the financial risks have increased. Two financial risks are assessed as high with the risk of failing "...to achieve operating surplus via control of costs and achievement of income targets" being given the highest possible rating. The risk of failing "...to secure sufficient capital investment" has been added to the register and given a 'medium' rating.
 - Within Glasgow Clyde College, the entire risk register has been revised following a risk management workshop to ensure alignment with its strategic plan².

¹ All 3 colleges are now using the same basis for risk assessment i.e. likelihood and impact are evaluated on a scale of 1 to 5 and multiplied together. Residual risks (with a score of 12) are shown in the lighter shade in the annex with the highest risks (with a score of 16 or higher) are shown in the darker shade.

² The identified risks differ from the college risk register in March 2022 and therefore the movement arrows are not shown in the annex to this report.

- Within Glasgow Kelvin College, the following changes are noted:
 - An increase in the risk of a failure to ‘...recruit and retain sufficient students or learners’.
 - An increase in the risk of an ‘...inability to secure appropriate levels of funding to deliver objectives’.

5. Risk and Compliance Analysis

5.1. The key risks relating to each college are set out in the body of the report. Some of these risks are specific to an individual college but, as can be seen, many risks are common to all colleges and the risks facing the Glasgow college region. This report also informs the GCRB risk register.

5.2. There are no legal implications arising from this report.

6. Financial and Resource Analysis

6.1. There are no direct financial implications as a result of this report. The quarterly review of college risk registers, and reporting to the GCRB Audit and Assurance Committee, is undertaken by the Finance & Resources Director.










7. Equalities Implications





7.1. There are no equalities implications arising from this report.

8. Learner Implications

8.1. A number of risks have the potential to impact on the learner experience. The management of these risks is a core element of the college strategies.

8.2. Through the conditions of grant, associated with the regional outcome agreement, GCRB is required to conduct its affairs in accordance with the expected standards of good governance, which include establishing appropriate arrangements in relation to risk.

	City of Glasgow College 7 September 2022	Glasgow Clyde College 30 August 2022	Glasgow Kelvin College 23 August 2022
Financial sustainability	Failure to agree a sustainable model and level of grant funding within Glasgow Region. 		Inability to secure appropriate level of funding to deliver objectives. 
	Failure to achieve sufficient capital investment. 	Failure to manage college financial sustainability through period of financial plan.	
	Failure to achieve operating surplus via control of costs and achievement of income targets. 		
	Failure to maximise income through diversification. 		
	Negative Impact of industrial action. 	Implications of national bargaining and possible negative impact on employee relations.	Negative impact of possible teaching strike action, or other action short of strike action, on students. 
Students	Failure to manage performance. 		
		Failure to achieve SFC credits target and clawback of funding.	Fail to recruit or retain sufficient students or learners. 

	City of Glasgow College 7 September 2022	Glasgow Clyde College 30 August 2022	Glasgow Kelvin College 23 August 2022
Continuity	Failure of business continuity. 	High impact business continuity incident for college e.g. cyber attack, pandemic, fire, long-term power loss, power rationing.	A widespread cyber-attack breaches college defence. 
Curriculum Plans	Failure to achieve improved business development performance with stakeholders. 		
Reputation	Negative impact upon college reputation. 		
College Strategy	Failure to achieve taught degree awarding powers. 