
Audit and Assurance Committee Meeting

Date of Meeting	Tuesday 15 March 2022
Paper Title	Review of Assigned College Risk Registers
Agenda Item	12
Paper Number	AAC3-G
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 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.
- Across the college region, a number the evaluation of several risks has increased but there is no common theme across the colleges.

3. Background

- 3.1. The management of risk is clearly 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. The risk registers of all three colleges were updated at the end of February 2022.
- 4.2. The format of this report includes the high, and medium, level risks identified by the colleges. These are shown 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 pertaining to their strategic plans. As such, there will be some risks that are specific to one college.
 - There are many risks that are common to all colleges e.g. financial sustainability, funding, industrial 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.
 - Of the risks shown in the Annex, 17 risks (61%) are evaluated as 'high' with 11 risks (39%) considered to be in the medium category.
 - In the last quarter, there have been several changes to the key risks identified by City of Glasgow College. These include:
 - A significant increase in the risk of 'Failure to achieve operating surplus via control of costs and achievement of income targets'.
 - An increase in the risk of 'Failure to manage acute threats relating to coronavirus outbreak'.
 - A reduction in the risk of 'Negative impact of Brexit'
 - Within Glasgow Clyde College, three risks have been assessed as having a higher risk than reported in December 2021. These are:
 - An increase in the risk of 'Failure to achieve contracted overall teaching targets'
 - An increase in the risk of 'Adverse funding changes'
 - An increase in the risk of 'Negative impact on employee relations'.
 - Within Glasgow Kelvin College, the risks were reviewed by the college audit committee on 22 February 2022. The risks shown in the annex to this document are this considered by the committee at this meeting. It is possible that the committee agreed some changes but any amendments to this register have not yet been provided to GCRB.

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 Audit and Assurance Committee, is undertaken by the GCRB 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 3 March 2022	Glasgow Clyde College 16 February 2022	Glasgow Kelvin College 22 February 2022
Financial sustainability	Failure to agree a sustainable model and level of grant funding within Glasgow Region. 	Adverse funding changes in 2021-22 and future years. 	
	Failure to achieve operating surplus via control of costs and achievement of income targets. 	Failure to reduce College cost base on managed basis to meet requirements of the three-year financial forecast. 	
	Failure to maximise income through diversification. 	Failure to achieve surplus targets for commercial activity. 	
People			Not having agile, motivated, well-informed, or appropriately skilled workforce. 
	Negative Impact of industrial action. 	Negative impact on employee relations (e.g. national bargaining & industrial action). 	
Student Numbers	Failure to manage performance. 	Failure in any area of college data management processes. 	
		Failure to achieve contracted overall teaching delivery targets for any key partner. 	Fail to recruit or retain sufficient students or learners. 
Cyber		Failure of College operational processes, systems, ICT infrastructure (including risk of fraud and cyber-attack). 	A widespread cyber-attack breaches college defence. 

	City of Glasgow College 3 March 2022	Glasgow Clyde College 7 December 2021	Glasgow Kelvin College 17 November 2021
Continuity	Failure of business continuity. 	High impact disaster for the college. 	
	Failure to manage acute threats relating to coronavirus outbreak. 		
Net Zero			College fails to meet targets in relation to sustainability, e.g. Net Zero. 
Health & Safety		Failure to comply with Health and Safety and Safeguarding requirements. 	
Curriculum Plans	Failure to achieve improved business development performance with stakeholders. 	Failure to achieve acceptably high standard quality of teaching delivery and support for students and suitable student experience. 	Curriculum doesn't meet current or future needs of students, employers, or community partners, or the economy. 
Reputation	Negative impact upon college reputation. 		

	City of Glasgow College	Glasgow Clyde College	Glasgow Kelvin College
	3 March 2022	7 December 2021	17 November 2021
College Strategies			Inability to deliver Digital Transformation Strategy & Programme. 
			Being forced into a position that is against our vision and mission, or reduces community engagement, e.g. a single governing body for Glasgow. 
			Lack of understanding or awareness of the critical part GKC plays in communities; don't communicate USP. 
	Failure to achieve taught degree awarding powers. 