

## Board Meeting

Date of Meeting	Monday 22 May 2017
Paper Title	Risk Register
Agenda Item	13
Paper Number	BM6-I
Responsible Officer	Robin Ashton, GCRB Executive Director
Status	Disclosable
Action	For Discussion

### 1. Report Purpose

1.1. This paper presents the current version of GCRB's risk register.

### 2. Recommendations

2.1. The Board is invited to

- **note** and **consider** the attached GCRB risk register;
- **suggest** additions and amendments to the current risk register;
- **request** the GCRB Executive Director to update the GCRB risk register in line with these considerations and present this to the next meeting of the GCRB Board; and
- **note** that as part of the GCRB Internal Audit plan for 2016-17, Henderson Loggie will assist the GCRB to develop and populate a new risk management model for GCRB.

### 3. Background

3.1. Whilst the GCRB Audit Committee has responsibility for reviewing the strategic processes used to evaluate risk, the GCRB Board is responsible for assessing risks and determining the content of its risk register.

3.2. Following a review of the risk register by the GCRB Executive Director and Interim Finance and Resources Director, risk scores for the following risks have been altered:

Risk	Proposed Change	Rationale for Change
If SFC is not satisfied with how GCRB has responded to its requirements for fully-operational fundable body status, GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained	Reduced likelihood by -1	SFC awarded GCRB fully operational status on April 1, 2017.

Risk	Proposed Change	Rationale for Change
If there is breakdown in performance in the assigned colleges (including academic quality management arrangements and financial sustainability), the Regional Outcome Agreement targets may not be achieved.	Increased likelihood by -1	Ongoing strike action increases likelihood of negative impact on learner outcome KPIs
If the assigned colleges lack confidence in the quality of GCRB's governance, effective collaboration across the region will be impaired and GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained	Reduced likelihood by -1	Awarding of fully-operational status, agreement of GCRB staffing and development of regional strategy, should support an increase in confidence in the quality of GCRB's governance and regional co-ordination of key change activities.
If staff across the region lack confidence in regional co-ordination of key change activities, collaboration will be ineffective.	Reduced likelihood by -1	
If there are insufficient non-advanced student support funds, students will be unable to take up places offered and activity targets will not be met.	Reduced likelihood by -1	Year end funds for 2016-17 confirmed and initial allocation for 2017-18 increased by 1.6% as compared to prior year.

- 3.3.** The attached risk register provides a summary of the all risk scores and the related updated Risk Management Action Plans can be provided to members on request.
- 3.4.** Members should also note that following the decision by the GCRB Board to review its approach to risk management, Henderson Loggie are assisting GCRB to develop a revised risk management model, incorporating good practice and ensuring that robust internal control systems are in place to identify, assess, manage and report risks. Henderson Loggie's work will also consider how the GCRB systems interact with those of the assigned colleges.
- 3.5.** At part of this development work, Henderson Loggie will facilitate a Risk Management session on June 02, 2017 to support GCRB develop its new risk management model.

#### **4. Legal Implications**

- 4.1.** Paragraph 17 of the Financial Memorandum between the Scottish Funding Council and GCRB requires GCRB to have an effective policy of risk management and risk management arrangements.

**5. Financial Implications**

5.1. Relevant financial risks are referred to in the risk register.

**6. Regional Outcome Agreement Implications**

6.1. 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 operating appropriate risk management arrangements.

RISKS			CURRENT EVALUATION OF				AIM and PROGRESS		
Risk Owner	Risk Description	Risk ID	Likelihood	Impact	Net Risk Score	Risk tolerance	Target Risk Score	Risk Movement	Update/Commentary
Chair	If potential applicants do not perceive there to be a value in applying to be board members, the quality of GCRB and college governance could be reduced	0001	1	1	1	Low (1-2)	1	Maintained	Three applications received in recent GCRB Board recruitment exercise.
ED	If Scottish Government and SFC are unable to allocate adequate resources for the college sector and Glasgow respectively, it might not be possible to sign the Regional Outcome Agreement and its delivery will be put in jeopardy	0002	2	2	4	Medium (3-5)	3	Maintained	Final SFC funding allocation increases regional funding by 3.8% and Credits by 0.5%.
ED	If SFC is not satisfied with how GCRB has responded to its requirements for fully-operational fundable body status, GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained	0003	1	2	2	Low (1-2)	1	Reduced likelihood by 1	SFC awarded GCRB fully operational status on April 1, 2017.
ED	If there is breakdown in performance in the assigned colleges (including academic quality management arrangements and financial sustainability), the Regional Outcome Agreement targets may not be achieved.	0004	3	2	6	Medium (3-5)	3	Increased likelihood by 1	Ongoing strike action increases likelihood of negative impact on learner outcome KPIs
ED	If key stakeholders lose confidence in GCRB, leverage of current and future partnership resources for delivery of the ROA will be impaired.	0005	1	2	2	Low (1-2)	1	Maintained	Process of stakeholder engagement continuing, particularly in relation to development of ROA and strategic plan.
Chair	If the assigned colleges lack confidence in the quality of GCRB's governance, effective collaboration across the region will be impaired and GCRB's ability to make a positive difference on the student experience in Glasgow might be constrained	0006	1	3	3	Low (1-2)	1	Reduced likelihood by 1	Awarding of fully-operational status, agreement of GCRB staffing and development of regional strategy, should support an increase in confidence in the quality of GCRB's governance and regional co-ordination of key change activities.
ED	If staff across the region lack confidence in regional co-ordination of key change activities, collaboration will be ineffective.	0007	1	3	3	Medium (3-5)	2	Reduced likelihood by 1	
ED	If there is a material shortfall in the quality of facilities, student success will be reduced	0008	2	2	4	Low (1-2)	2	Maintained	Whilst regional capital allocation for 2017-18 maintains levels of capital funding, SFC movement to a national needs based approach presents risks to medium term regional capital funding levels.
ED	If there are insufficient non-advanced student support funds, students will be unable to take up places offered and activity targets will not be met.	0009	1	2	2	Low (1-2)	1	Reduced likelihood by 1	Year end funds for 2016-17 confirmed and initial allocation for 2017-18 increased by 1.6% as compared to prior year.
ED	If GCRB is unable to improve its reputation, its ability to make a positive difference on the student experience in Glasgow might be constrained	0010	2	3	6	Low (1-2)	0	Maintained	Publicity regarding awarding of fully operational status offset by recent negative press coverage on GCRB.
ED	The Regional Outcome Agreement is not appropriately aligned with local needs/ market intelligence and curriculum planning does not respond appropriately to regional needs.	0011	1	3	3	Medium (3-5)	1	Maintained	ROA 2017-18 needs assessment completed jointly with SDS and in line with evidence presented within the most recent Glasgow Regional Skills Assessment.