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## Audit and Assurance Committee Meeting

Date of Meeting	Tuesday 11 January 2022
Paper Title	Review of Assigned College Risk Registers
Agenda Item	17
Paper Number	AAC2-M
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.
- Glasgow Kelvin College has recently undertaken a comprehensive review of its risk register.

### 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 December 2021.
- 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.
  - However, 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. These risks also feature on the GCRB risk register.
  - Some of the risks facing the colleges are impacted by factors that are outside the direct control of the college.
  - There has been no change to the key risks identified by City of Glasgow College.
  - Within Glasgow Clyde College, there has been one change to the evaluation of risks. This is an increase in the risk that the college will 'fail to achieve the contracted overall teaching delivery targets for any key partner'.
  - Glasgow Kelvin College have undertaken a comprehensive review of their risk register and determined a new set of risks. As the risks are newly identified a 'trend arrow' is not shown against each risk identified by the college.
  - 15 risks (54%) are evaluated as 'high' with 13 risks (46%) considered to be in the medium category.

## **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 will also inform 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 strategy.

**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 December 2021	Glasgow Clyde College 7 December 2021	Glasgow Kelvin College 17 November 2021
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 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 December 2021	Glasgow Clyde College 7 December 2021	Glasgow Kelvin College 17 November 2021
Continuity	Failure of business continuity. 	High impact disaster for the college. 	
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. 	
Legislation		Failure to meet all legislative and regulatory requirements and/or recommended guidance. 	
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. 		
Brexit	Negative impact of Brexit. 		

	City of Glasgow College	Glasgow Clyde College	Glasgow Kelvin College
	3 December 2021	7 December 2021	17 November 2021
<b>College Strategies</b>			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. 