

EQAI Status	Initial Screening Conducted? Full EQIA Conducted?	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
Proposed Review Date	October 2016		
Lead Officer(s)	Executive Director		
Board Committee	Not applicable		



Strategic Risk Assessment Matrix: 31 July 2015
 (Shows net risk scores, i.e. after 'treatment')

	Low Impact 1	Medium Impact 2	High Impact 3
Low Likelihood 1		0001 Recruitment of new members for board of GCRB 0002 SFC financial decisions 0004 Consensus across region on key issues 0007 Stakeholder relations 0010 New estates developments	0003 Fully operational fundable body status 0005 Student success
	1	2	3
Medium Likelihood 2		0009 Staff confidence in key change activities	0006 College governance and management 0008 Quality of GCRB governance
	2	4	6
High Likelihood 3			0011 Student support funds
	3	6	9

Risk Register: 31 July 2015

RISK DETAIL						CURRENT EVALUATION OF RISK (after treatment)				AIM and PROGRESS	
Outcome	Risk Name	Tolerance types	Risk ID	Level	Risk Owner	Likelihood	Impact	Net Risk Score	Risk tolerance	Target Risk Score	Risk Movement
All	Student support funds	Reputation, Education & student experience	0011	1	ICO	3	3	9	1	1	0
All	College governance and management	Reputation, Compliance	0006	1	ICO	2	3	6	1	1	0
All	Quality of GCRB governance	Reputation	0008	1	IC	2	3	6	1	1	0
All	Staff confidence in key change activities	People and culture	0009	1	ICO	2	2	4	2	2	0
All	Fully operational fundable body status	Reputation, Compliance	0003	1	ICO	1	3	3	1	1	0
High quality and efficient learning	Student success	Education & student experience	0005	1	ICO	1	3	3	4	3	0
All	Recruitment of new members for board of GCRB	Reputation, Compliance	0001	1	IC	1	2	2	1	1	0
All	SFC financial decisions	Financial	0002	1	ICO	1	2	2	3	3	0
All	Consensus across region on key issues	Reputation, financial	0004	1	ICO	1	2	2	1	1	0
All	Stakeholder relations	Reputation	0007	1	ICO	1	2	2	1	1	0
All	New estates developments	Major change activities	0010	1	ICO	1	2	2	2	2	0

RISK DETAIL						CURRENT EVALUATION OF RISK (after treatment)				AIM and PROGRESS	
Outcome	Risk Name	Tolerance types	Risk ID	Level	Risk Owner	Likelihood	Impact	Net Risk Score	Risk tolerance	Target Risk Score	Risk Movement
								0			0
								0			0

Key:

IC = Interim Chair

ED = Executive Director

Proposed movement or change

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Recruitment of new members for board of GCRB	
Risk ID: 0001	
Owned by: Interim Chair	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
<p>Full Description:</p> <p>Risk that: Media coverage of governance issues in Glasgow region discourages suitable candidates from applying for vacancies</p> <p>Treatment:</p> <ul style="list-style-type: none"> • Wide promotion of the vacancies • Close liaison with Scottish Government over timing of promotion • Targeted direct promotion of relevant organisations 	
<p>Commentary (Update):</p>	
<p>Gross risk score: (assuming no treatment):</p> <p>Likelihood – 2 Impact – 3 Gross score - 6</p> <p>Risk tolerance score: Reputation / Compliance - 1</p> <p>Target risk score: 1</p>	<p>Previous net Risk Score (as previously reported to Board):</p> <p style="text-align: center;">N/A</p> <p>Current net Risk Score (after treatment): Likelihood – 1 Impact – 2 Net score - 2</p>

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: SFC financial decisions	
Risk ID: 0002	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
<p>Full Description:</p> <p>Risk that: If SFC is unable to allocate adequate resources to Glasgow, delivery of the Regional Outcome Agreement will be put in jeopardy</p> <p>Treatment:</p> <ul style="list-style-type: none"> • Reporting to Performance & Resources Committee of financial position of assigned colleges • Reporting to SFC any aspects of 2015-16 ROA which may be at risk due to financial constraints • Preparation of 2016-17 ROA integrated with financial planning • Targeted direct promotion of relevant organisations 	
<p>Commentary (Update):</p>	
<p>Gross risk score: (assuming no treatment):</p> <p>Likelihood – 2 Impact – 3 Gross score - 6</p> <p>Risk tolerance score: Financial - 3</p> <p>Target risk score: 3</p>	<p>Previous net Risk Score (as previously reported to Board):</p> <p style="text-align: center;">N/A</p> <p>Current net Risk Score (after treatment): Likelihood – 1 Impact – 2 Net score - 2</p>

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Fully operational fundable body status	
Risk ID: 0003	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If SFC is not satisfied with how GCRB has responded to its requirements for fully-operational fundable body status, achievement of that status will be delayed.	
Treatment:	
<ul style="list-style-type: none"> • Reporting to Performance & Resources Committee of progress against plan • Minimum of monthly meetings with SFC to review progress 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 1 Impact – 3 Gross score - 3 Risk tolerance score: Reputation / Compliance - 1 Target risk score: 1	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 1 Impact – 3 Net score - 3

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Consensus across region on key issues	
Risk ID: 0004	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If there is a lack of consensus across the region on most key issues, creation and delivery of an effective ROA will be difficult.	
Treatment:	
<ul style="list-style-type: none"> • Regular engagement by the Interim Chair and Interim Chief Officer with senior officers in the assigned colleges • Plan for development of ROA maximises involvement of assigned colleges • Plan for development of ROA ensures integration with financial planning 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Reputation / Financial - 1 Target risk score: 1	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 1 Impact – 2 Net score - 2

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Student success	
Risk ID: 0005	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If there is breakdown in academic quality management arrangements in the assigned colleges, student success will fall below the target levels in the ROA.	
Treatment:	
<ul style="list-style-type: none"> • Reporting to each meeting of the Performance & Resources Committee of progress against the ROA • Reporting to the Board of progress in implementation of actions agreed between a college and SFC • Provision of annual assurance by each assigned college board of adequacy of academic quality arrangements 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Education & student experience - 4 Target risk score: 3	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 1 Impact – 3 Net score - 3

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: College governance and management	
Risk ID: 0006	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If the quality of governors or senior personnel at one of the assigned colleges falls below the required level, the strategic and operational effectiveness of the college will be impaired.	
Treatment:	
<ul style="list-style-type: none"> • Working with the assigned colleges to enhance board member recruitment arrangements • Oversight by the Nominations & Remuneration Committee of board member recruitment • Institution of arrangements with SFC to share monitoring information • Regular engagement by the Interim Chair and Interim Chief Officer with senior officers in the assigned colleges 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Reputation / compliance - 1 Target risk score: 1	Previous net Risk Score (as previously reported to Board): <p style="text-align: center;">N/A</p> Current net Risk Score (after treatment): Likelihood – 2 Impact – 3 Net score - 6

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Stakeholder relations	
Risk ID: 0007	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If key stakeholders lose confidence in GCRB, leverage of necessary partnership resources for delivery of the ROA will be impaired.	
Treatment:	
<ul style="list-style-type: none"> • Programme of engagement between key stakeholders, the Interim Chair and Interim Chief Officer • Regular engagement by the Interim Chair and Interim Chief Officer with senior officers in the assigned colleges 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Reputation - 1 Target risk score: 1	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 1 Impact – 2 Net score - 2

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Quality of GCRB governance	
Risk ID: 0008	
Owned by: Interim Chair	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If the assigned colleges lack confidence in the quality of GCRB's governance, effective collaboration across the region will be impaired..	
Treatment:	
<ul style="list-style-type: none"> • Involvement of senior officers in board and committee meetings of GCRB. • Institution of continuous development programme for board members of GCRB. • Programme of engagement between key stakeholders, the Interim Chair and Interim Chief Officer • Regular engagement by the Interim Chair and Interim Chief Officer with senior officers in the assigned colleges 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Reputation - 1 Target risk score: 1	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 2 Impact – 3 Net score - 6

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Staff confidence in key change activities	
Risk ID: 0009	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If staff across the region lack confidence in regional co-ordination of key change activities, collaboration will be ineffective.	
Treatment:	
<ul style="list-style-type: none"> • Development of forum with staff trade unions • Plan for development of ROA maximises involvement of assigned colleges • Plan for development of ROA ensures integration with financial planning • Programme of engagement between key stakeholders, the Interim Chair and Interim Chief Officer • Regular engagement by the Interim Chair and Interim Chief Officer with senior officers in the assigned colleges 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: People and culture - 2 Target risk score: 2	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 2 Impact – 2 Net score - 4

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: New estates developments	
Risk ID: 0010	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
Full Description:	
Risk that: If there is a significant delay to the availability of the new facilities for City of Glasgow College, course provision for students will be reduced.	
Treatment:	
<ul style="list-style-type: none"> • Regular liaison with senior City of Glasgow College officers to receive updates on progress and contingency planning • City of Glasgow College risk register shared with GCRB 	
Commentary (Update):	
Gross risk score: (assuming no treatment): Likelihood – 2 Impact – 3 Gross score - 6 Risk tolerance score: Major change activities - 2 Target risk score: 2	Previous net Risk Score (as previously reported to Board): N/A Current net Risk Score (after treatment): Likelihood – 1 Impact – 2 Net score - 2

Glasgow Colleges' Regional Board

Risk Management Action Plan	
Risk Description: Student support funds	
Risk ID: 0011	
Owned by: Interim Chief Officer	Date of this review: 31 July 2015
	Date of next review: 27 October 2015

Update	
<p>Full Description:</p> <p>Risk that: If there is insufficient non-advanced student support funds, students will be unable to take up places offered and activity targets will not be met.</p> <p>Treatment:</p> <ul style="list-style-type: none"> • Regular reporting to SFC and Scottish Government of projected regional spend compared to available funding • Sharing of projected spend information across the region and consideration of re-allocation of available budget 	
<p>Commentary (Update):</p>	
<p>Gross risk score: (assuming no treatment):</p> <p>Likelihood – 3 Impact – 3 Gross score - 9</p> <p>Risk tolerance score: Reputation / Education & student experience - 1</p> <p>Target risk score: 1</p>	<p>Previous net Risk Score (as previously reported to Board):</p> <p style="text-align: center;">N/A</p> <p>Current net Risk Score (after treatment):</p> <p>Likelihood – 3 Impact – 3 Net score - 9</p>