

Board of Management

Date of Meeting	Wednesday 11 December 2024
Paper No.	BoM2-F
Agenda Item	3.6
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Drew McGowan Associate Director of Governance and Risk
Date of production	29 November 2024
Action	For Approval

1. Recommendations

- 1.1. To approve the Strategic Risk Register following the latest quarterly review by risk owners and consideration of the Board's committees.
- 1.2. To note the Risk Management Action Plans.

2. Purpose

- 2.1. To provide the Board with an update on the most recent quarterly review of the College's strategic risks and seek final approval for this edition of the Strategic Risk Register.

3. Consultation

- 3.1. All strategic risk owners were consulted during the latest quarterly review before risks were reported to their respective committees.

4. Key Insights

- 4.1. Risk management is a key component of the College's internal control and governance arrangements and, as such, is an important responsibility of the Board of Management, the Executive Leadership Team (ELT) and the Senior Management Team (SMT). Final approval of the Strategic Risk register is reserved to the Board and the Audit & Assurance Committee has oversight over the College's risk management approach.
- 4.2. ELT and SMT members are invited to review the risks they own on a quarterly basis. This is to ensure that the College, our Board and its committees, remain aware of any changes in the risk environment and that our risk management plans remain up-to-date and effective. Committees review the risks that are within their remit and recommend any changes to the Board for final approval.
- 4.3. The Strategic Risk Register and the Management Action Plans (MAPs) are enclosed for the Board's consideration and final approval. Following discussion at the Board's committees, the following changes are proposed in this quarterly review:

No.	Risk Title	Previous Score	Proposed Score
SR19	Failure to achieve an operating surplus	● 12 (4 x 3)	● 16 (4 x 4)
SR20	Failure to maximise income via diversification	● 20 (5 x 4)	● 12 (4 x 3)
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	New Risk	● 12 (4 x 3)

5. Impact and Implications

- 5.1. The effective management, control and mitigation of risks are essential to the College's institutional and financial sustainability, compliance, reputation and future growth.

Appendices:

Appendix 1: Strategic Risk Register

Appendix 2: Risk Management Action Plans

Strategic Risk Register

The Risk			Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	Oct '24	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Oct '24	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Aug '24	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	Oct '24	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Aug '24	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Aug '24	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Aug '24	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	4	20	↔	Oct '24	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Oct '24	People
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Oct '24	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	1	5	↔	Oct '24	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Sept '24	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Oct '24	Audit
SR16	Failure of business continuity	ADGR	4	3	12	↔	Aug '24	Audit
SR17	Negative impact of industrial action	VPPCS	5	2	10	↔	Oct '24	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Oct '24	People
SR19	Failure to achieve operating surplus	CFO	4	4	16	↗	Nov '24	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	4	3	12	↘	Oct '24	Development
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	4	3	12	↔	Oct '24	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	4	16	↔	Oct '24	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↔	Oct '24	Finance
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↔	Aug '24	Conveners'
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Oct '24	Learning
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	VPCDI CFO	4	3	12	↗	Oct '24	Development

Impact and Probability Criteria

Score	Impact	Probability
1	Insignificant: the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Highly Unlikely: the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of happening.
2	Minor: the risk may cause slight disruption or impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Unlikely: the likelihood of the risk occurring is unlikely but still possible. It would be estimated that the risk has a 6-25% chance of happening.
3	Moderate: the risk has a noticeable impact or disruption, affecting the College's operations, objectives, reputation, stakeholders or financial sustainability.	Possible: the likelihood of the risk occurring is reasonable. It would be estimated that the risk has a 26-50% chance of happening.
4	Major: the risk has a substantial impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	Likely: the likelihood of the risk occurring is probable. It would be estimated that the risk has a 51-75% chance of happening.
5	Critical: the risk is a severe threat to the College's operations, objectives, reputation, stakeholders or financial sustainability.	Almost Certain: the likelihood of the risk occurring is highly likely. It would be estimated that the risk has more than a 75% chance of happening.

Key

Pr	Principal & CEO
DPr	Depute Principal & COO
CFO	Chief Financial Officer
VPSE	Vice Principal Student Experience
VPCDI	Vice Principal Corporate Development
VPPCS	Vice Principal People & Corporate Services
ADGR	Associate Director of Governance & Risk
DE	Director of Excellence
DCS	Director of Corporate Support
DSE	Director of Student Experience
DIT	Director of IT

- ↗ New risk or existing risk score has increased since the previous review.
- ↘ Risk score has decreased since the previous review.
- ↔ Risk score has not changed since the previous review.

Risk Matrix

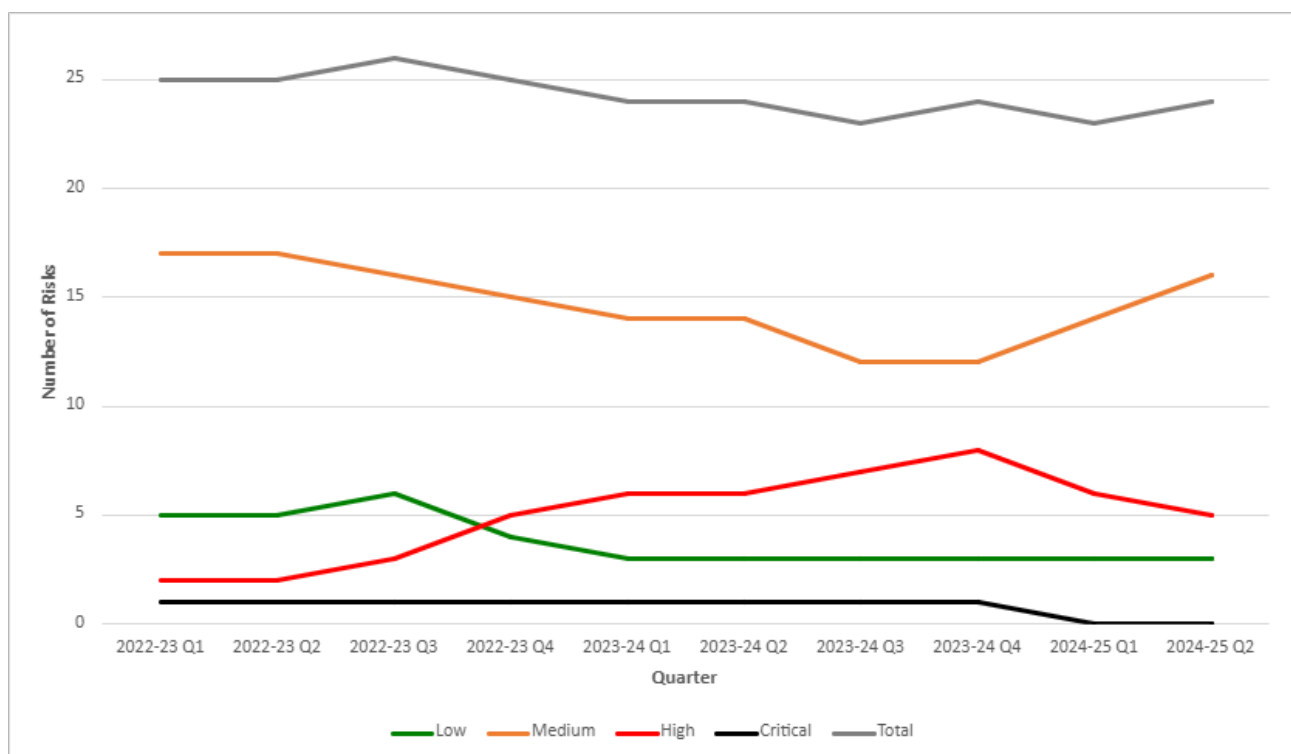
	5	5	10	15	20	25
LIKELIHOOD	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

- Low (1-5)** Acceptable level of risk subject to periodic review
- Medium (6-12)** Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place
- High (15-20)** Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate
- Critical (25)** Critical level of risk requiring urgent attention and actions to prevent or mitigate

Risk Appetite

Risk Appetite ¹	Risk Categories
Avoid: The College avoids any form of risk, striving to maintain an entirely risk-free approach.	Preparedness
Averse: The College prefers to accept minimal risk, prioritising safe decision-making while recognising potential limitations on innovation and opportunities.	Compliance and Governance
Cautious: The College is willing to accept some low risks while primarily favouring safe decision-making, acknowledging the potential for restricted innovation and limited outcomes.	Financial
Moderate: The College tends to expose itself to moderate levels of risk, aiming for acceptable, though not overly ambitious, outcomes.	Reputation
Open: The College is open to innovative decisions and strategic implementations, prioritising productive outcomes even when accompanied by elevated risk levels.	Change and Development People and Culture
Hungry: The College actively seeks pioneering decisions and strategic implementations, embracing substantial risk to secure highly successful outcomes and benefits.	Education and Student Experience

Score Trend Chart



¹ Full risk appetite statements for each risk category are outlined in the Risk Management Policy.

Risk Management Action Plans

Risk Management Action Plans																
The Risk					Net Score				Gross Score			Changes				
ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History	
SR1	Failure to support successful student outcomes and progression	VPSE	<p>There is a risk that the College may fail to support successful student outcomes due to curriculum issues, ineffective industry connections and inadequate articulation arrangements. This could lead to students leaving without completing their courses, resulting in financial and reputational damage, as well as affecting student recruitment.</p> <p>To address this risk, the College employs performance reviews, self-evaluation, and quality cycles to monitor and improve outcomes. Curriculum planning prioritises performance indicators, and a Student Academic Experience Strategy is implemented for a positive learning environment. The College maintains ongoing collaboration with HEIs to foster articulation links for smooth student transitions.</p>	<p>Oct '24: Now that industrial action has been 'resolved' and all staff are back at work and fulfilling contractual duties, there is renewed concentration and focus on attainment and improving student outcomes utilising portfolio review and the new TQEF methodology.</p> <p>Sept '24: Sept '24: CES and EIS-FELA formally ratified a four-year pay award for lecturers, ending the long-running national dispute and industrial action. 2.3% of results outstanding and no students have been prevented from progressing within the College.</p>	Hungry	5	2	10	5	5	5	5	25	↔	Oct '24	<p>Sept' 24: Score decreased from 20 to 10.</p> <p>Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.</p> <p>Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.</p> <p>Aug '22: Score decreased from 10 to 5.</p>
SR2	Failure to establish an optimal pedagogical model	VPSE	<p>There is a risk that the learning and teaching approaches at the College may not adequately cater to the needs of learners and stakeholders, including employers. The absence of a robust evidence base for "sector-leading" practices may hinder the effectiveness of the pedagogical model. To address this risk, the College implements several measures built around the Student Academic Experience Strategy which incorporates our City Learning approach which is Active, Blended and Connected. Students are co-creators of their own learning, challenged with real-life problems fostering a dynamic and industry-relevant learning environment. Faculty Operational Planning also plays a vital role in overseeing the execution of these strategies to optimise the pedagogical model.</p>	<p>Oct 24: The Head of the Learning & Teaching Academy has been appointed and will re-energise work in enhancing the pedagogical model (Active, Blended and Connected) and associated staff development.</p> <p>Aug '24: The College is currently undertaking recruitment for a new Head of the Learning & Teaching Academy. With this appointment, the LTA structure will be completed as planned.</p> <p>May '24: The Learning & Teaching Academy continues to offer training and development for all lecturing staff. This has culminated in the annual Learning & Teaching Conference, which is supported and delivered by our own staff, where innovative learning and teaching practice is shared with colleagues across the tertiary sector.</p>	Hungry	5	1	5	5	5	4	20	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p>	

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR4	Failure of the College's duty of care to students	VPSE	<p>There is a risk that the College may fail in its statutory duty of care to students in the following areas: Safeguarding (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: ADGR).</p> <p>To mitigate this risk, the College has the policies, procedures and designated leads in place for each duty. Regular training, facilitated through Organisational Development, is available for staff to raise awareness and understanding across the College. To fulfil its duties, the College collaborates with a range of external partners, e.g. other colleges, Corporate Parents, forums at a sector/national level and Police Scotland. By working together, they can share best practices and support each other in fulfilling their duty of care effectively.</p>	<p>Aug '24: The Learning, Teaching & Student Experience Committee will receive the annual report on the College's Corporate Caring Duties for 2023-24 at its meeting in September 2024 from DSE.</p> <p>May '24: The College has been working closely with Police Scotland and Glasgow City Council on a Prevent referral during 2022-23 and 2023-24. Recently, due to positive progress, this case was successfully closed and is now subject to periodic reviews.</p> <p>Sept '23: DSE provided a report on Corporate Caring Duties to the Learning, Teaching & Student Experience Committee.</p>	Averse	5	2	10	5	5	4	20	↔	Aug '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '20: Score increased from 5 to 10.</p>
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	<p>There is a risk that the College may fail to realise the planned benefits of Regionalisation, leading to a negative impact on our position within the Regionalisation Agenda. There is a further risk that the College fails to manage changes to governance arising from regionalisation to the benefit of the College and our stakeholders.</p> <p>To treat this risk, the College will maintain effective dialogue with the GCRB, SFC, Scottish Government and other colleges. Additionally, the involvement of college senior staff in regional strategic groups will be ensured to actively participate in decision-making processes, enabling the College to adapt and align with the regional agenda effectively.</p>	<p>Oct '24: The College submitted a response, as well as a joint response our sister Glasgow colleges, to the Scottish Government's consultation on the review of RSBs. We are awaiting further announcements from the Minister.</p> <p>Aug '24: Proposals for the dissolution of GCRB and to ensure the subsequent co-operation of the Glasgow colleges have been published and are out for consultation. The College, and our sister institutions in the city, will respond to the Scottish Government's consultation.</p> <p>April '24: Recent discussions with the Minister for Veterans and the Minister for Higher and Further Education suggest that a decision regarding GCRB may be on the horizon.</p>	Open	3	3	9	3	5	4	20	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR6	Negative impact upon the College's reputation	VPCDI	<p>There is a risk of a negative impact upon the College's reputation due to several factors, including failure to protect and maintain our brand, complaints upheld by the SPSO, significant breaches of College policies and procedures, and instances of gross misconduct by staff members.</p> <p>To treat this risk, the College maintains regular communication with staff, students and stakeholders through internal/external channels and receives monitoring and advise from a public affairs consultancy. The College ensures the availability and communication of the Complaints Procedure to employees, conducts training on policies/legal requirements. Management monitoring is supported through internal/external auditors. The College emphasises values and behaviours, supported by robust policies and procedures.</p>	<p>Aug '24: The College has recently concluded unprecedented organisational change and continues to be impacted by ongoing national industrial action. However, sentiment analysis and stakeholder engagement strongly indicate that the College's reputation continues to be positive overall. The College has a strong following and presence on several social media channels. The latest Brand sentiment (inbound public comments/mentions or private/direct messages) is as follows:</p> <ul style="list-style-type: none"> - 49.9% Positive - 21.9% Semi Positive - 18.7% Neutral - 6.8% Semi Negative - 2.8% Negative 	Moderate	3	3	9	5	5	5	25	↔	Aug '24	<p>Oct '23: Score reduced from 12 to 9.</p> <p>Aug '23: Edited for transfer to new MAP.</p>
SR7	Failure to achieve improved business development with stakeholders	VPCDI	<p>There is a risk of failure to achieve improved business development with stakeholders, leading to the loss of effective partnerships, reputational risks, and potential negative impacts on staff health and well-being.</p> <p>To address this risk, the College manages employer relationships and business engagement through the Corporate Development team, following the agreed Business Development Process Map. The Corporate Development Strategy focusses on brand, global ambition, innovation/research, workforce planning, industry academies, partnerships/developments and CGI Ltd.</p>	<p>Aug '24: While facing significant challenges, including the removal of FWDF and ongoing industrial action, the College continued to perform well - exceeding its target for AY 2023-24.</p> <p>Jan '24: The Corporate Development team continue to work with the Faculties in procuring new business as well as sourcing sustainable and reputable opportunities for additional non-government income. However, it should be noted that the recent announcement in late December, that the removal of FWDF funding for AY23/24 & 24/25 will impact on activity. The estimated income that the College was expecting to receive was approx £700k.</p>	Open	3	3	9	5	5	5	25	↔	Aug '24	<p>Oct '23: Score reduced from 20 to 9.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>Nov '20: Score decreased from 25 to 20.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	<p>There is a risk that the College may not effectively manage the strategic risks associated with CGI Ltd, leading to a failure to maximise income opportunities in existing and potential markets and partnerships to the benefit of the College.</p> <p>To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.</p>	<p>Aug '24: In addition to the new Board members, a refreshed business plan has been drafted over the summer of 2024. The plan highlights the Director's commitment to for the company to carry out training, consultancy and business services. It also sets out in more detail the working relationship between the College and details the markets it will target in the first two years of trading. A new member of staff will be procured in the coming months who will be expected to drive forward sales and explore new market opportunities.</p> <p>Working with colleagues in Finance, a revised financial plan has also been included with a recommendation for seed funding expected to go to the Development Committee in October 2024.</p>	Open	5	2	10	5	5	5	25	↔	Aug '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '22: New risk added and score set to 10.</p>
SR9	Failure to manage performance and achieve improved performance	DE	<p>There is a risk that the College may fail to manage performance effectively, resulting in subpar achievements and the inability to sustain high performance levels across all areas of service delivery.</p> <p>To address this risk, the College will implement a revised performance and enhancement process, incorporating Curriculum Planning. Operational Plans, aligned with Balanced Scorecards, will be developed and agreed upon as part of an annual planning framework. Faculty improvement plans will be supported to prioritize addressing underperformance with specific actions. Additionally, robust quality arrangements will be established for both credit-rated activities and overseas centers to ensure overall performance improvement and sustainability.</p>	<p>Oct '24: Risk level maintained reflecting the work undertaken and ongoing to raise awareness of the new TQEF, mapping its responsibilities across the College and embedding its principles within our annual quality reporting. At the commencement of the new academic year, we have held workshops with academic staff to help explain awarding body expectations on quality essentials – this includes launching a new Staff Handbook and cohering all quality assurance materials in one place for staff. We have secured a year long interim post to support the scoping of all international provision to ensure robust quality assurance of overseas centres. SMT has also recently approved a rebalancing of responsibilities over the management of examinations which will also support greater assurance over the process.</p>	Open	5	4	20	5	5	4	20	↔	Oct '24	<p>Aug '24: Score increased from 15 to 20.</p> <p>Apr '24: Score increased from 10 to 15.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>Jan '23: Risks merged and score set to 10.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	<p>There is a risk that the College might fail to attract, engage, and retain suitable staff due to issues like recruitment challenges, staff development gaps, and insufficient training strategies.</p> <p>To treat this risk, the College will implement a People & Culture Strategy. This strategy, spanning 2021-2030, is built on four key aims: develop a comprehensive workforce plan; offer collaborative support to our people; establish a new world of work; and enhance employment relations through culture.</p>	<p>Oct '24: Of the small number of supernumerary employees, more than two-thirds have accepted voluntary severance. For those staff whose roles have ceased or diminished, we are actively exploring alternative employment opportunities to keep them engaged in meaningful work. While the College's budget outlook is positive, some staff remain in roles that have ceased or diminished. We are continuing to work with our trade unions on Fair Work and with our wider staff to develop an action plan around our recent staff survey.</p> <p>Aug 24: The current phase of organisational change has concluded with a guarantee of no compulsory redundancies in AY 2024-25.</p>	Open	4	4	16	3	5	4	20	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 4 to 16.</p>
SR12	Negative impact of statutory compliance failure	DPr ADGR	<p>There is a risk of negative consequences resulting from failures to comply with statutory legislation and regulations, potentially leading to a negative impact on staff/students, legal action, reputational damage, and financial implications.</p> <p>To treat this risk, the College expects robust policies, procedures and training to be in place to support staff meet the College's statutory obligations, with key staff (e.g. health and safety, HR, finance, procurement, DPO and senior managers) able to advise as appropriate. The College's risk management approach, Assurance Framework, three lines of defence, Compliance Auditor role and regular internal audits are also measures that are in place to treat this risk.</p>	<p>Oct '24: The PMO is supporting HR in prioritising and RAG rating policies, with plans for consultation with trade unions. Procurement has retained a 94% Gold Status in the Procurement and Commercial Improvement Programme assessment. The Health and Safety team completed audits for three faculties, with the remaining faculty engagement scheduled after the October break, and conducted Fire Risk Assessments. Recent announced and unannounced fire drills have ensured compliance with the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006. The College has also increased its compliance rate for Freedom of Information (Scotland) Act 2002 requests to 99% in 2023-24 from 97% in 2022-23, despite a 183% rise in volume from 2021-22 and a further 16% increase in 2023-24.</p>	Averse	5	2	10	5	5	5	25	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	<p>There is a risk that the College may not comply with ESG principles, encompassing carbon reduction, inclusivity and ethical governance. This could result in financial penalties, legal action, reputational damage, and loss of stakeholder trust, impacting staff, students, and the environment.</p> <p>To treat this risk, ESG principles are reflected in the College's Strategic Plan and are also linked to the existing compliance (SR12) and corporate governance (SR15) entries on the Strategic Risk Register. The College's commitment to environmental sustainability is also outlined in the Sustainability Strategy, which includes aims to reduce emissions of all greenhouse gasses by 75% by 2030 and cut carbon emissions by 60% against 1990 baseline data by AY 2023/24.</p>	<p>Oct '24: The College is recommissioning the Rocket Composter following ELT approval. This innovative solution enables on-site food waste processing, enhancing our position in the Waste Hierarchy and reducing our carbon footprint and disposal costs. In partnership with Recycle Scotland, we promote the reuse of office furniture and assets.</p> <p>Aug '24: The College is currently considering options for the future staff resourcing of sustainability work. Preparations are being made to bring the Rocket Composter back into service in 2024 to reduce carbon emissions. Staff have also introduced measures to increase rainwater harvesting at City campus that is used for toilet flushing. Climate change and sustainability content has been introduced into the procurement awareness training module.</p>	Averse	5	1	5	5	5	5	25	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Jan '23: New risk added and score set to 5.</p>
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	<p>There is a risk that the College may fail to comply with GDPR, which was introduced in May 2018. Non-compliance could result in substantial fines, increased potential for private claims from individuals, and reputational damage among external stakeholders, staff, and students.</p> <p>To treat this risk, the College initiated a comprehensive implementation project and a tailored training programme for staff to raise awareness of responsibilities and ensure compliance. Thorntons have also been appointed to provide the College's Data Protection Officer (DPO). The DPO manages the day-to-day data protection function and progresses work on the College's compliance against the ICO framework and data protection legislation.</p>	<p>Sept '24: Data breach identified and reported to ICO, who deemed that no further action was necessary. IT has put mitigation measures in place, as per SR18. An investigation was undertaken and a report was produced. The Audit & Assurance Committee received an update in September and will be kept apprised if there are further developments.</p> <p>Aug '24: The DPO continues to make good progress in ensuring full compliance with the requirements of GDPR and other DP legislation. Regular reports are provided to the Audit & Assurance Committee</p> <p>Jan '24: the RoPA for Education & Humanities is complete and will serve as a template for the other faculties. Nautical & STEM will need to make the most additions to this proforma in order to cover their wider range of processing activities.</p>	Averse	4	2	8	5	5	5	25	↔	Sept '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>May '21: Score decreased from 12 to 8.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR15	Failure of corporate governance	Pr ADGR	<p>There is a risk of a corporate governance failure due to potential breaches of the Standing Orders, Scheme of Delegation, Code of Conduct, Code of Good Governance, Financial Memorandum and other relevant legislation, regulations and duties. This can result from lapses policy and procedure compliance and breakdowns in relationships within the Board and with the ELT/SMT.</p> <p>To treat this risk, the College will maintain and monitor sound governance procedures. ADGR in place to support and advise the Board, overseeing regular meetings of the Board and its committees, annual Board self-evaluation, triennial external review and Board Development Plan. Other measures include the Audit & Assurance Committee, the role of Senior Independent Member and internal/external auditors.</p>	<p>Oct' 24: Board Self-Evaluation and Board Development Plan published following discussion and approval at the Board in October. The Board also appointed a new Senior Independent Member in October. Reviews of the Conflict of Interest and Public Interest Disclosure (Whistleblowing) policies and procedures were completed as scheduled. The annual Strategic Planning Day will be held in September.</p> <p>Aug '24: External Effectiveness Review, completed and approved by the Board in June, recognised "high levels of good governance" at the College. 5 new members join the Board and integration sessions are planned. The Board is now gender-balanced again. Annual self-evaluation completed with a report and new Board Development Plan being tabled at the Board in October.</p>	Averse	5	1	5	5	5	5	25	↔	Oct '24	<p>Sept '23: Score decreased from 10 to 5.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>April '23: Score increased from 5 to 10.</p>
SR16	Failure of business continuity	ADGR	<p>There is a risk of a failure of business continuity at the College as a result of potential disruption or breakdown in the essential operations and functions due to unexpected events or crises. This includes, but is not limited to, natural disasters, technological failures, cyberattacks, supply chain disruptions, or public health emergencies.</p> <p>To mitigate this risk, the College has an Incident Management Plan and 15 Business Recovery Plans in place to ensure the College's readiness to effectively respond to unforeseen events and maintain its operations with minimal disruption.</p>	<p>Aug '24: The business continuity desktop exercise was delivered in May 2024, with the findings reported to the SMT and Audit & Assurance Committee. The recommendations will be implemented as part of the planned review of business continuity, with an unannounced exercise thereafter.</p> <p>April '24: Business continuity and recovery desktop exercise scheduled for SMT in May 2024. Work will be undertaken to revise the Business Continuity Plan in the new academic year, using lessons learned from the desktop exercise.</p> <p>Jan '24: A review of all Business Recovery Plans has now been completed. Preparations are also being made to test business continuity and recovery preparedness with a desktop exercise in the Spring. This work was delayed due to organisational change.</p>	Averse	4	3	12	4	5	5	25	↔	Aug '24	<p>Aug '23: Edited for transfer to new MAP.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR17	Negative impact of industrial action	VPPCS	<p>There is a risk of service disruption and a negative impact on the College's reputation resulting from industrial action.</p> <p>To respond to this risk, the College has two established negotiating forums for lecturing and support staff, with the frequency of meetings based on the Recognition & Procedure Agreement and current requirements. The College has also signed the National Recognition & Procedure Agreement and is a member of College Employers Scotland. All "in scope" pay and terms and conditions negotiations now take place at the National Joint Negotiating Committee.</p>	<p>Oct '24: There is no immediate risk of industrial action; however, local employment relations remain fragile, with ongoing disputes, grievances, and complaints that could escalate. Additionally, nationally, we are aware that support staff trade unions are dissatisfied with the settlement agreed with EIS-FELA, and it's important to note that the Scottish Government provided extra funding only for lecturing staff, with no guarantee of similar support for a deal with support staff.</p> <p>Sept '24: CES and EIS-FELA formally ratified a four-year pay award for lecturers, ending the long-running national dispute and industrial action. Recent agreements address lecturer pay until August 2026 and support staff pay until August 2025.</p>	Averse	5	2	10	4	5	5	25	↔	Oct '24	<p>Sept '24: Score decreased from 20 to 10.</p> <p>Oct '23: Score increased from 16 to 20.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 12 to 16.</p>
SR18	Failure of IT system security	DIT	<p>There is a risk of a failure of the College's IT system security resulting from potential breaches occurring through cybercrime and other emergency circumstances.</p> <p>To manage this risk effectively, operational controls will be maintained and the Business Recovery Plan will be regularly reviewed. Robust IT Disaster Recovery plans will be developed and consistently evaluated. Rigorous testing and reviews will be conducted both locally and at the College level to ensure preparedness. The College is committed to maintaining compliance with GDPR regulations and adhering to the UK Government's Cyber Essentials Plus recommendations. Furthermore, a continual process of enhancing cyber defense and response capabilities within the College will be upheld to proactively address emerging threats.</p>	<p>Oct '24 We have undertaken an extensive Network Penetration Test and currently implementing any remediation actions. The College has also just purchased the Mimecast security suite, with installation due to be completed in November. This will further increase our cyber defence measures particularly around email.</p> <p>Aug '24: The College has recently transitioned from the Microsoft A3 license plan to the more secure A5 plan. Following a security breach impacting an individual staff member, we have tightened access controls for staff and students connecting from outside the UK. Now, staff must inform IT before international travel, providing the destination and trip length to enable access.</p>	Averse	5	2	10	5	5	5	25	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p>

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SR19	Failure to achieve operating surplus	CFO	<p>There is a risk that the College fails to achieve an operating surplus through the control of costs and achievement of income targets.</p> <p>To address this risk, the College employs a comprehensive approach to financial management. Strategies encompass securing SFC funding by meeting credit targets. Vigilant control of course fees, non-SFC fundable income, and other revenue sources are emphasised. Additionally, expenditure is carefully managed through controlling staff costs, optimising staff structures, and closely monitoring operating expenses. Potential impacts of inflation and energy costs are also proactively considered.</p>	<p>Nov '24: While welcoming the £100k improvement in the projected 2024-25 year-end position, the Finance Committee noted the £422k forecasted deficit and agreed that the risk score should be increased to more accurately reflect this.</p> <p>Sept '24: The Finance Committee welcomed the latest financial forecast at the end of Q4 in 2023-24 showing an improved position and a small surplus.</p> <p>Aug '24: The College's financial position has improved due to the measures implemented since 2021-22. Without intervention, the College forecasted a deficit of £18m. In 2023-24, with significant progress on savings achieved, the original budget was a deficit of £2 million. The latest forecast at the end of Q3 in 2023-24 shows an improved position, with a £200,000 deficit.</p>	Cautious	4	4	16	5	5	5	25	↗	Nov '24	<p>Nov '24: Score increased from 12 to 16.</p> <p>Sept '24: Score decreased from 20 to 12.</p> <p>Aug '24: Score decreased from 25 to 20.</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>Sept '22: Score increased from 20 to 25.</p> <p>Feb '22: Score increased from 12 to 20.</p>
SR20	Failure to maximise income via diversification	CFO VPCDI	<p>There is a risk that the College may not effectively maximise income by capitalising on opportunities within current and potential markets and partnerships, hindering the diversification of revenue streams.</p> <p>To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.</p>	<p>Aug '24: As referenced in SR7, the College continues to operate in a difficult environment - global market, industrial action and removal of FWDF. However, despite this, the College continues to perform well commercially. The College achieved £8.7 million in 2023-24, exceeding the £6.6 million target. As per the budget presented to and approved by the Board in June 2024, we are projecting growth in non-government funding activity - taking the target to £9.4 million. The College has also been successful in securing income from a more diverse range of funding sources.</p> <p>Oct '23: The College has continued to perform well with businesses. In AY 2022-23, the target income from Commercial & International activity was £5.585m but achieved £6.732m - exceeding the target by 21%.</p>	Cautious	4	3	12	9	5	5	25	↘	Oct '24	<p>Oct '24: Score reduced from 20 to 12</p> <p>Aug '23: Edited for transfer to new MAP.</p> <p>May '21: Score decreased from 25 to 20.</p>

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	<p>There is a risk that the College may not successfully secure funds from the CoGC Foundation for the College's current priorities and needs, resulting in inadequate resourcing for planned initiatives and improvements.</p> <p>To mitigate this risk, the Terms of Reference for the College Foundation are thoughtfully framed while respecting its independence, with external legal counsel contributing their expertise. This strategic framing enhances the potential for successful funding applications. The College ensures strict adherence to the defined Terms of Reference, guiding the preparation and management of all funding applications. This rigorous approach aims to maximise the chances of securing Foundation funds for planned initiatives, preventing the under-resourcing of crucial projects.</p>	<p>Oct '24: Applications for City Attributes (£100k) and contribution towards Capital Expenditure (£300k) was approved, leaving c. £900k in Foundation.</p> <p>Aug '24: The College is currently preparing applications for capital expenditure and City Attributes. The balance remains at £1.2 million.</p> <p>May '24: SR21 title and description amended to better reflect the risk to the College following discussions at the Finance Committee in March 2024.</p> <p>Jan '24: Balance of £1.2m remains in CoGC Foundation. The plan is still to plan to make applications for capital projects but will adhere strictly to the Terms of Reference.</p>	Cautious	4	3	12	3	5	4	20	↔	Oct '24	<p>Aug '23: Edited for transfer to new MAP.</p> <p>June '23: Score increased from 4 to 12.</p>
SR23	Failure to secure a sustainable model/level of funding	CFO	<p>There is a risk that an agreed and sustainable model of grant funding for the College may not be achieved. Uncertainties in funding methodologies (e.g., capital, national bargaining, IT) and the impact Covid-19 contribute to the risk. As the proportion of SFC income grows against non-SFC income, the impact of this risk will become greater.</p> <p>To manage this risk, the College focuses on robust curriculum planning and maintains close collaboration with the GCRB and other Glasgow colleges. It actively engages in transparent discussions with the GCRB and the SFC to communicate funding needs effectively. Proactive planning and adaptability are emphasised, allowing the College to navigate changing funding scenarios.</p>	<p>Oct '24: Colleges Scotland have prepared the sector's submission to the Scottish Government ahead of the draft budget for 2025-26, expected to be announced to the Scottish Parliament in December. However, due to significant constraints on public finances, cash-flat or less-than-cash-flat settlements are highly likely.</p> <p>Aug '24: The SFC's final allocation was confirmed in May 2024. As previously reported, the budget for the college sector in 2024-25 has been cut in real terms by 4.7%, following a 8.5% real terms reduction from 2021-22 to 2023-24.</p> <p>Apr '24: Indicative funding announced in March 24 of flat cash and removal of FWDF, together with continuing concerns over national bargaining and capital allocations.</p>	Cautious	4	4	16	5	5	5	25	↔	Oct '24	<p>Jan '24: Increased from 12 to 16.</p> <p>Aug '23: Edited for transfer to new MAP.</p>

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SR24	Failure to secure sufficient capital investment	CFO	<p>There is a risk of the College failing to secure sufficient capital investment to replace essential equipment as it reaches the end of its useful life, due to a substantial annual capital funding gap.</p> <p>To manage this risk, the College has developed a capital asset replacement plan, requiring around £3m - £4m annually. However, the current SFC Maintenance and Capital Grant is only approximately £1.3m, resulting in a significant funding gap. The College will actively engage with SFC to secure a substantial increase in annual capital funding. The College also plans to seek assistance from the College Foundation and enhance financial performance to allocate more funds for asset replacement.</p>	<p>Oct '24: The Finance Directorate are continuing to engage with faculties and directorates to prioritise capital requirements. The Capital Expenditure Plan for 2025-26 is scheduled for consideration by the Finance Committee in March 2025.</p> <p>Aug '24: A new four-year capital plan and process is in now in place. In June 2024, the Finance Committee approved capital expenditure for 2024-25. Planned expenditure will be reviewed annually. The College's maintenance needs continue to outstrip the funding provided by the SFC, emphasising the importance of phasing and prioritising expenditure in this way.</p>	Cautious	4	4	16	3	5	4	20	↔	Oct '24	<p>Oct '23: Score increased from 12 to 16.</p> <p>Aug '23: Edited for transfer to new MAP.</p>
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	<p>There is a risk that the College fails to learn the lessons of COVID-19, and is unprepared for the next pandemic or public health crisis.</p> <p>To respond to this risk, the College needs to ensure that its Business Continuity Plans adequately address the need to maintain a state of preparedness for an as yet undefined public health emergency, and must be ready to respond quickly and decisively to the first signs of an emerging issue.</p>	<p>Aug '24: As per SR16, the business continuity desktop exercise was delivered in May 2024. The recommendations will be implemented as part of the planned review of business continuity, with an unannounced exercise thereafter. The World Health Organisation has announced that the upsurge of mpox in a growing number of African countries constitutes a public health emergency of international concern. The UK Health Security Agency has said that the risk to the UK remains low. The College will continue to monitor developments.</p> <p>Jan '24: To support our preparedness and responsiveness to public health crises and incidents, as detailed in SR 16, a review of Business Recovery Plans was completed in January 2024. A desktop exercise is currently being planned for the Spring.</p>	Averse	5	2	10	5	5	5	25	↔	Aug '24	Aug '23: New risk added to replace SR25.

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SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	<p>There is a risk that the College fails to prepare for the negative impact and harness the capabilities of AI. The exponential development of AI could disrupt the College's curriculum, pose a risk to academic integrity, present ethical concerns and result in productivity/performance challenges.</p> <p>To treat this risk, the College has guidance on AI in place for staff and students, which will be continuously reviewed, and will continue to facilitate appropriate training. We will continue to monitor AI developments and engage with key stakeholders to learn and share best practice. In doing so, the College will adopt an open attitude to AI - preparing for the risks and opportunities. Any AI projects within the College will have effective oversight from SMT and reportage to the Board in place.</p>	<p>Oct '24: The College has guidance for staff and students on the use of AI in place and staff and students have also been supported through the delivery of workshops across the College. There are plans for the guidance to be reviewed by the new Head of Learning & Teaching Academy in the New Year to ensure it is up-to-date and effective.</p> <p>May '24: New risk added to the Strategic Risk Register, following a session on AI at the Board's Strategic Planning Day in November 2023 and a recent internal audit on learning technologies.</p>	Hungry	3	3	9	6	4	4	16	↔	Oct '24	May '24: New risk added. Net score set at 3 x 3 (9).
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	VPCDI CFO	<p>There is a risk that the College fails to manage its high-value strategic, physical and digital assets effectively. This could potentially lead to financial costs, disrupted operations, legal liabilities, reduced competitive advantage, reputational damage and missed opportunities.</p> <p>To treat this risk, the College has implemented and will maintain a robust asset and estate management framework that includes regular audits of both physical and digital assets. A Digital Strategy and encrypted digital storage and back-up solutions are in place. An Estates Masterplan to progress the development of the Charles Oakley Building and the new Innovation Centre at the Riverside campus. As per SR24, a Capital Asset Replacement Plan is also in place to ensure renewal and maintenance of critical assets.</p>	<p>Oct '24: New entry added to the Strategic Risk Register and MAPs following discussion at the Audit & Assurance Committee and Finance Committee meetings in September. The College's new Estates Masterplan aims to develop the Riverside and City campuses. The College has issued a tender for the Riverside Innovation Centre and Accommodation business case to progress this initiative. The review into the future development of the Charles Oakley Building remains ongoing and will be reported to the Development Committee.</p>	Open	4	3	12	8	4	5	20	↗	Oct '24	Oct '24: Risk entry created.