Board of Management

Date of Meeting	**26 March 2025**
Paper No.	**BoM3-H**
Agenda Item	**3.1**
Subject of Paper	**Review of the Strategic Risk Register**
FOISA Status	**Disclosable**
Primary Contact	**Drew McGowan** **Associate Director of Governance and Risk**
Date of production	**13 March 2025**
Action	**For Decision**

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. Consultation

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

3. Key Insights

3.1. 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.

3.2. 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.

3.3. 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
SR9	Failure to manage performance and achieve improved performance	🔴 20 (5 x 4)	🔴 15 (5 x 3)
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	🟢 5 (5 x 1)	🟡 10 (5 x 2)
SR16	Failure of business continuity	🟡 12 (4 x 3)	🟡 8 (4 x 2)

3.4. SR9 has been reduced following the College's completion of the first cycle of the new Tertiary Quality Enhancement Framework and submission of the first Self-Evaluation Action Plan. The College's collaboration with the Environmental Association of Colleges and Universities (EAUC) identified strengths and areas for improvement in sustainability, leading to an adjustment in the score of SR13. SR16 has been reduced following the completion of the review of business continuity and the launch of the new Incident Management Plan.

4. Impact and Implications

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

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	↔	Jan '25	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	↔	Sept '24	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	3	9	↔	Jan '25	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Jan '25	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Jan '25	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Jan '25	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	3	15	↘	Jan '25	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Jan '25	People
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '25	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↗	Jan '25	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '25	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Mar '25	Audit
SR16	Failure of business continuity	ADGR	4	2	8	↘	Feb '25	Audit
SR17	Negative impact of industrial action	VPPCS	5	2	10	↔	Jan '25	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Jan '25	People
SR19	Failure to achieve operating surplus	CFO	4	4	16	↔	Jan '25	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	4	3	12	↔	Jan '25	Development
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	4	3	12	↔	Mar '25	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	4	16	↔	Jan '25	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	4	16	↔	Jan '25	Finance
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	5	2	10	↔	Jan '25	Conveners'
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Jan '25	Learning
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	VPCDI CFO	4	3	12	↔	Jan '25	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

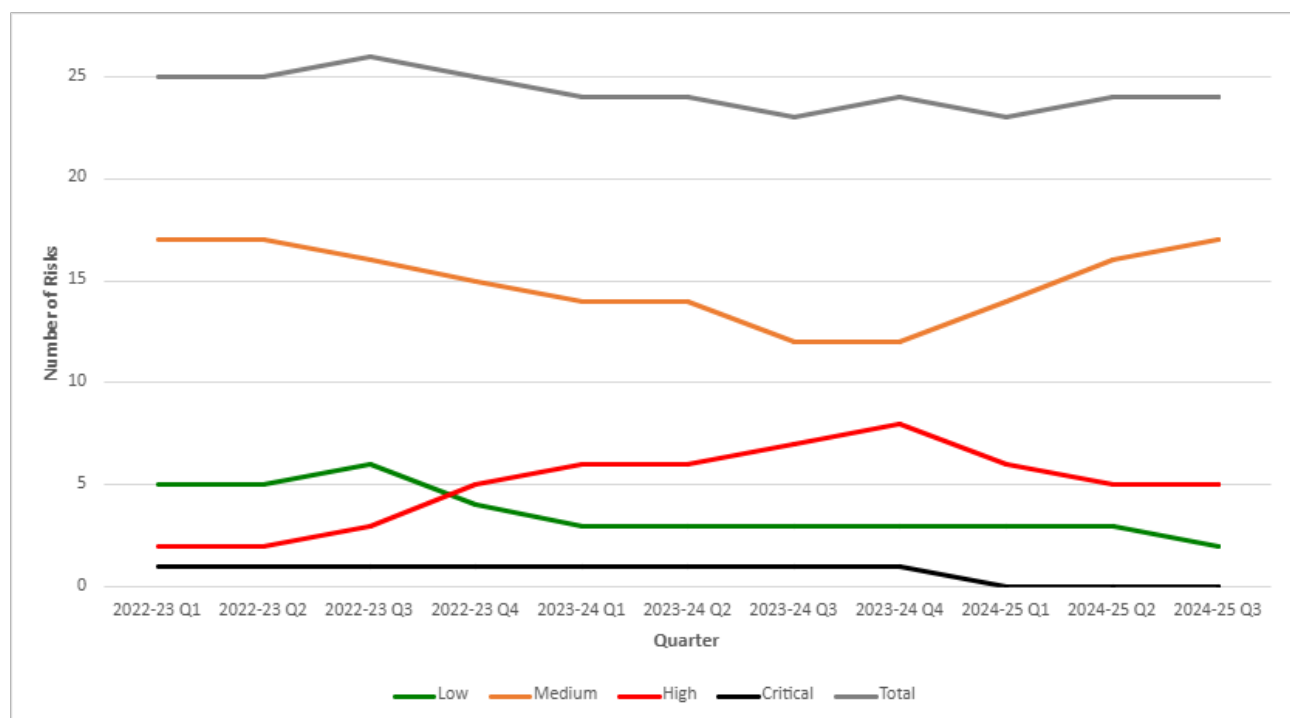| LIKELIHOOD					
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

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

Risk Management Action Plans

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Net Score				Gross Score			Changes		
						Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR1	Failure to support successful student outcomes and progression	VPSE	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. 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.	Jan '25: This is the first academic year with no interruptions to learning and teaching at the College in several years, allowing for the full delivery of classes and an improved student experience as measured by the My Student Experience Survey. The Student Academic Experience Strategy is being progressed. The Student Success Framework was reviewed by LTSEC in November and we have secured funding for full implementation of City Attributes across all levels and courses. These are two key parts of the SAES. 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.	Hungry	5	2	10	5	5	5	25	↔	Jan '25	Sept' 24: Score decreased from 20 to 10. Sept '23: SR1 and SR3 merged. Score increased from 5 to 20. Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged. Aug '22: Score decreased from 10 to 5.
SR2	Failure to establish an optimal pedagogical model	VPSE	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.	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. 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. 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.	Hungry	5	1	5	5	5	4	20	↔	Oct '24	Aug '23: Edited for transfer to new MAP.

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	There is a risk that the College may fail in its statutory duty of care to students in the following areas: Safeguaring (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: ADGR). 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.	Sept '25: The Learning, Teaching & Student Experience Committee received the annual report on the College's Corporate Caring Duties for 2023-24 at its meeting in September 2024 from DSE. 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. Sept '23: DSE provided a report on Corproate Caring Duties to the Learning, Teaching & Student Experience Committee.	Averse	5	2	10	5	5	4	20	↔	Sept '24	Aug '23: Edited for transfer to new MAP. Oct '20: Score increased from 5 to 10.
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	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. 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.	Jan '25: The Minister has announced that the GCRB will be dissolved on 31 July 2025. After this date, the College will be classified as a 'regional college' and report to the Scottish Funding Council. The SFC is leading on the transition on the College will work with GCRB, SFC and sister institutions to progress this. 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. Aug '24: Proposals for the dissolution of GCRB 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.	Open	3	3	9	3	5	4	20	↔	Jan '25	Aug '23: Edited for transfer to new MAP.

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	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. To treat this risk, the College maintains regular communication with staff, students and stakeholders through internal/external channels and receives monitoring and advice 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.	Jan '25: The College is hosting our annual, sold out Learning & Teaching Conference at City campus in January 2025, welcoming leaders and professionals across the UK to discuss how to build a more inclusive educational landscape. 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: - 49.9% Positive - 21.9% Semi Positive - 18.7% Neutral - 6.8% Semi Negative	Moderate	3	3	9	5	5	5	25	↔	Jan '25	Oct '23: Score reduced from 12 to 9. Aug '23: Edited for transfer to new MAP.
SR7	Failure to achieve improved business development with stakeholders	VPCDI	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. 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.	Jan '25: Since the conclusion of industrial action at the beginning of the academic year, the College has been able to collaborate with key stakeholders uninterrupted with delivery on and off campus. 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. 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.	Open	3	3	9	5	5	5	25	↔	Jan '25	Oct '23: Score reduced from 20 to 9. Aug '23: Edited for transfer to new MAP. Nov '20: Score decreased from 25 to 20.

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	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. 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.	Jan '25: The new Business Plan has been prepared and approved by the CGI Ltd Board of Directors. The College's Board of Management agreed to a seed funding request in December 2024. Recruitment for a new Sales Manager will commence in January 2025 to take forward the approved Business Plan.	Open	5	2	10	5	5	5	25	↔	Jan '25	Aug '23: Edited for transfer to new MAP. Oct '22: New risk added and score set to 10.
SR9	Failure to manage performance and achieve improved performance	DE	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. 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.	Jan '25: Risk declining following the completion of the first cycle of reporting as part of the TQEF and the submission of the College SEAP. The Board also approved the College's annual Self-Evaluation report to the Scottish Funding Council. Planning is ongoing in support of the new quality arrangements and a presentation by the SFC is planned at a future SMT. A new Quality manager is in place to support the annual programme of external verification visits from the SQA and other awarding bodies. They will also lead on the continued efforts to improve centralised reporting of internal assessment verification, again, to ensure compliance with awarding body requirements. The College successfully retained the BSI ISO9001 standard.	Open	5	3	15	5	5	4	20	↘	Jan '25	Jan '25: Score decreased from 20 to 15. Aug '24: Score increased from 15 to 20. Apr '24: Score increased from 10 to 15. Aug '23: Edited for transfer to new MAP. Jan '23: Risks merged and score set to 10.

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	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. 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.	Jan '25: Further to the update below, one supernumerary staff member left the College on VS. The approval for the VS scheme ends in 31 July. Decisions on further utilisation will be required by Easter. 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.	Open	4	4	16	3	5	4	20	↔	Jan '25	Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 16.
SR12	Negative impact of statutory compliance failure	DPr ADGR	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. 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.	Jan '25: Fire evacuation drills completed across all campuses in December. Fire risk assessments presented by external consultant in October, with an agreed action plan in place. Health & Safety audits finalised in October, with action plans now standing items for H&S Committee. Collaboration with OD underway to enhance mandatory H&S module, ensuring tailored, compliant training. Live modules include: Risk Awareness and DSE Awareness. Modules in progress include: COSHH, Roles & Responsibilities, Fire Safety and Manual Handling. Completion of modules due in April. Benchmarking with colleges across the UK shows the College's incident rate was 10 per 1,000 students in 2023-24, compared to the national average of 41 per 1,000.	Averse	5	2	10	5	5	5	25	↔	Jan '25	Aug '23: Edited for transfer to new MAP.

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.	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. 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.	Jan '25: The College has engaged with the EAUC to advance our sustainability work. The EAUC report, to be tabled for discussion at the next meeting of the People & Culture Committee, identified the following areas of strength: Statutory reporting aligns with best practices; Emissions reductions since 2015-16 are strong: 36.8% (Scope 1) and 54% (Scope 2); and exemplary procurement processes are. Areas to address include: updating communications; the development of a Climate Action Plan and Sustainable Travel Policy; determining pathways to achieving net zero; and undertaking a statutory assessment of future climatic risk. The report also highlighted that there is a significant lack of sustainability staffing at the College, compared to the rest of the sector, may hinder strategic progress.	Averse	5	2	10	5	5	5	25	↗	Jan '25	Jan '25: Score increased from 5 to 10. Aug '23: Edited for transfer to new MAP. Jan '23: New risk added and score set to 5.
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	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. 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.	Jan '25: The College was advised of a third party data breach that may have included CoGC staff accounts and passwords with the third party. Staff have been advised to change their password and be alert to suspicious activity. The DPO investigated and no further action was required from the College. 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 AAC received an update in September and will be kept apprised if there are further developments. 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 AAC.	Averse	4	2	8	5	5	5	25	↔	Jan '25	Aug '23: Edited for transfer to new MAP. May '21: Score decreased from 12 to 8.

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	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. 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.	Mar '25: The internal auditors' report on the FM breach was reviewed by the Audit & Assurance Committee at its meeting in March. The review found the breach was a result of isolated human error and made recommendations to avoid this happening again, which will be implemented by the end of March. The Principal has updated the GCRB. Feb '25: GCRB and SFC notified the College of a potential breach of the Financial Memorandum on 30 January 2025. The Principal has engaged with the GCRB Interim Chief Officer, informed the Chair and Audit Convener, and immediately commissioned an independent review by our internal auditors.	Averse	5	1	5	5	5	5	25	↔	Mar '25	Sept '23: Score decreased from 10 to 5. Aug '23: Edited for transfer to new MAP. April '23: Score increased from 5 to 10.
SR16	Failure of business continuity	ADGR	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. To mitigate this risk, the College has an Incident Management Plan and 16 Business Recovery Plans in place to ensure the College's readiness to effectively respond to unforeseen events and maintain its operations with minimal disruption. The College also undertakes regular testing with third party support.	Feb '25: The College responded well to Storm Eowyn, aided by the new Incident Management Plan. Campuses closed on 24 January, with staff/students working from home, and re-opened on 27 January. Minor damage to campsues. Post-incident review carried out, with action implementation tracked by the Compliance Auditor and reported to AAC. Progress report on incident management and business continuity to be tabled at the AAC in May. Jan '25: Review of Incident Management and Business Continuity completed. A new Incident Management Plan has been drafted in consultation with more than 50 key staff across the College. SMT approved a new plan in January 2025, to be launched and training to be provided in February and March 2025.	Averse	4	2	8	4	5	5	25	↘	Feb '25	Jan '25: Score decreased from 12 to 8. Aug '23: Edited for transfer to new MAP.

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	There is a risk of service disruption and a negative impact on the College's reputation resulting from industrial action. 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.	Jan '24: Further to the Oct '24 update, the College continues to be focussed on progressing Fair Work; however, there is still disagreement from EIS-FELA. A recent offer from the College to increase facility time was declined due to the perception that it was conditional. 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.	Averse	5	2	10	4	5	5	25	↔	Jan '25	Sept '24: Score decreased from 20 to 10. Oct '23: Score increased from 16 to 20. Aug '23: Edited for transfer to new MAP. June '23: Score increased from 12 to 16.
SR18	Failure of IT system security	DIT	There is a risk of a failure of the College's IT system security resulting from potential breaches occuring through cybercrime and other emergency circumstances. 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.	Jan '25 Ongoing continuous monitoring of our IT systems for unusual activity and potential threats, which included out-of-hours support over the Christmas break. 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. 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	Averse	5	2	10	5	5	5	25	↔	Jan '25	Aug '23: Edited for transfer to new MAP.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR19	Failure to achieve operating surplus	CFO	There is a risk that the College fails to achieve an operating surplus through the control of costs and achievement of income targets. 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.	Jan '25: The College is still forecasting a small deficit for 2024-25, which is reflected in the current score. The forecast for Q2 is scheduled for the end of January and will be tabled at the next meeting of the Finance Committee. 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. 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.	Cautious	4	4	16	5	5	5	25	↔	Jan '25	Nov '24: Score increased from 12 to 16. Sept '24: Score decreased from 20 to 12. Aug '24: Score decreased from 25 to 20. Aug '23: Edited for transfer to new MAP. Sept '22: Score increased from 20 to 25. Feb '22: Score increased from 12 to 20.
SR20	Failure to maximise income via diversification	CFO VPCDI	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. 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.	Jan '25: The College has a target to achieve £6.37 million non-public funds in 2024-25 and is currently on track to deliver this. As outlined in SR7, in the first year in several academic years, the College is able to collaborate with stakeholders uninterrupted by industrial action. 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.	Cautious	4	3	12	9	5	5	25	↔	Jan '25	Oct '24: Score reduced from 20 to 12 Aug '23: Edited for transfer to new MAP. May '21: Score decreased from 25 to 20.

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	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. 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.	Mar '25: As reported to the Finance Committee, the CFO has been tasked with developing an investment strategy for the College which will consider future options for an arms-length foundation. Jan '25: £900k remains in the ALF after the two applications referenced below were successful. The College's plan is to make applications for capital projects in 2024-25 and 2025-26, adhering strictly to the TOR. As discussed at a recent meeting of the Finance Committee, with the balance diminishing, the College should soon consider future options. Oct '24: Applications for City Attributes (£100k) and contribution towards Capital Expenditure (£300k) was approved, leaving c. £900k in the ALF.	Cautious	4	3	12	3	5	4	20	↔	Mar '25	Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 12.
SR23	Failure to secure a sustainable model/level of funding	CFO	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. 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.	Jan '25: The Scottish Government's Draft Budget announced in Dec '24 indicated a 1.8% increase in revenue funding and a 4.9% increase in capital funding. Given the current rate of inflation at circa 3%, this is a further real-terms cut. Colleges Scotland is engaging with Scottish Government and the SFC to undertake a review of the funding model for colleges. 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. 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.	Cautious	4	4	16	5	5	5	25	↔	Jan '25	Jan '24: Increased from 12 to 16. Aug '23: Edited for transfer to new MAP.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR24	Failure to secure sufficient capital investment	CFO	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. 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.	Jan '25: As referenced in SR23, the Draft Budget included a 4.9% increase in capital funding. For the College, this equates to a £60k increase and brings the total grant to £1.37m. 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. 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.	Cautious	4	4	16	3	5	4	20	↔	Jan '25	Oct '23: Score increased from 12 to 16. Aug '23: Edited for transfer to new MAP.
SR26	Failure to prepare and respond to emerging public health incidents and crises	DPr	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. 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.	Jan '25: As outlined in SR16, a new Incident Management Plan has been drafted and approved to enhance the College's preparedness for incidents and crises. 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.	Averse	5	2	10	5	5	5	25	↔	Jan '25	Aug '23: New risk added to replace SR25.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	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. 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.	Jan '25: The Learning & Teaching Academy will be updating the College's guidance on AI for staff and students. The Digital Transformation Group will explore a more comprehensive use of AI across the College to improve our processes, achieve efficiencies and free time for staff to focus on more quality aspects of the staff and student experience. 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.	Hungry	3	3	9	6	4	4	16	↔	Jan '25	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	There is a risk that the College fails to manage its high-value strategic, physcial and digital assets effectively. This could potentially lead to financial costs, disrupted operations, legal liabilities, reduced competitive advantage, reputational damange and missed opportunities. 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 Planis also in place to ensure renewal and maintenance of critical assets.	Jan '25: Plans for the Riverside Innovation Centre and Accommodation are progressing. A procurement exercise was recently completed and consultants were appointed to assist in the development of the business case. The College continues to investigate options for the future of the Charles Oakley Building, bearing in mind its listed status. Oct '24: 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.	Open	4	3	12	8	4	5	20	↔	Jan '25	Oct '24: Risk entry created and score set to 12.