# Board of Management

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| Date of Meeting | Wednesday 1 October 2025 |
| Paper No. | BoM1 - D |
| Agenda Item | 2.6 |
| Subject of Paper | Review of the Strategic Risk Register |
| FOISA Status | Disclosable |
| Primary Contact | Karen Acheson<br>Compliance Auditor |
| Date of production | 18 September 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 |
|---|---|---|---|
| SR5 | Failure to realise planned benefits of Regionalisation | 9 (3 x 3) | 6 (3 x 2) |
| SR9 | Failure to manage performance and achieve improved performance | 15 (5 x 3) | 10 (5 x 2) |
| SR23 | Failure to secure a sustainable model / level of funding | 16 (4 x 4) | 20 (4 x 5) |

**3.4.** SR5 has been reduced following GCRBs dissolve and the College now having a direct relationship with the Scottish Funding Council (SFC) and Scottish Government. The College has reinforced Self-Evaluation Action Plans (SEAP,) and annual review meetings with the Quality Assurance Agency Scotland (QAA) and SFC have been held with no issues reported, leading to a reduced score for SR9. SR23 has been increased as the financial position remains unchanged, and the new SFC funding model does not materially benefit the College.

## 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 | ↔ | Aug '25 | Learning |
| SR2 | Failure to establish an optimal pedagogical model | VPSE | 5 | 1 | 5 | ↔ | Aug '25 | Learning |
| SR4 | Failure of the College's duty of care to students | VPSE | 5 | 2 | 10 | ↔ | Aug '25 | Learning |
| SR5 | Failure to realise planned benefits of Regionalisation | Pr<br>DPr | 3 | 2 | 6 | ↘ | Aug '25 | Conveners' |
| SR6 | Negative impact upon the College's reputation | VPCDI | 3 | 3 | 9 | ↔ | Aug '25 | Development |
| SR7 | Failure to achieve improved business development with stakeholders | VPCDI | 3 | 3 | 9 | ↔ | Aug '25 | Development |
| SR8 | Failure to manage strategic risks associated with CGI Ltd | VPCDI | 5 | 2 | 10 | ↔ | Aug '25 | Development |
| SR9 | Failure to manage performance and achieve improved performance | DE | 5 | 2 | 10 | ↘ | Aug '25 | Audit |
| SR10 | Failure to attract, engage, and retain suitable staff | VPPCS | 4 | 4 | 16 | ↔ | Aug '25 | People |
| SR12 | Negative impact of statutory compliance failure | DPr<br>ADGR | 5 | 2 | 10 | ↔ | Aug '25 | Audit |
| SR13 | Failure of compliance with Environmental Social and Governance (ESG) duties | DPr<br>ADGR | 5 | 2 | 10 | ↔ | Aug '25 | Audit |
| SR14 | Failure of compliance with the General Data Protection Regulations (GDPR) | DPr | 4 | 2 | 8 | ↔ | Aug '25 | Audit |
| SR15 | Failure of corporate governance | Pr<br>ADGR | 5 | 1 | 5 | ↔ | Aug '25 | Audit |
| SR16 | Failure of business continuity | ADGR | 4 | 2 | 8 | ↔ | Aug '25 | Audit |
| SR17 | Negative impact of industrial action | VPPCS | 5 | 1 | 5 | ↘ | Aug '25 | People |
| SR18 | Failure of IT system security | DIT | 5 | 2 | 10 | ↔ | Aug '25 | People |
| SR19 | Failure to achieve operating surplus | CFO | 4 | 4 | 16 | ↔ | Aug '25 | Finance |
| SR20 | Failure to maximise income via diversification | CFO<br>VPCDI | 4 | 3 | 12 | ↔ | Aug '25 | Development |
| SR21 | Failure to obtain funds from the Foundation for the College's priorities | CFO | 4 | 3 | 12 | ↔ | Aug '25 | Finance |
| SR23 | Failure to secure a sustainable model/level of funding | CFO | 4 | 5 | 20 | ↗ | Aug '25 | Finance |
| SR24 | Failure to secure sufficient capital investment | CFO | 4 | 4 | 16 | ↔ | Aug '25 | Finance |
| SR27 | Failure to prepare for the impact and harness the capabilities of AI | VPSE | 3 | 3 | 9 | ↔ | Aug '25 | Learning |
| SR28 | Failure to manage strategic, physical and digital assets and infrastructure effectively | DPr<br>CFO | 4 | 3 | 12 | ↔ | Aug '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

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|---|---|
| **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 |

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|---|---|
| ↗ | 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 |

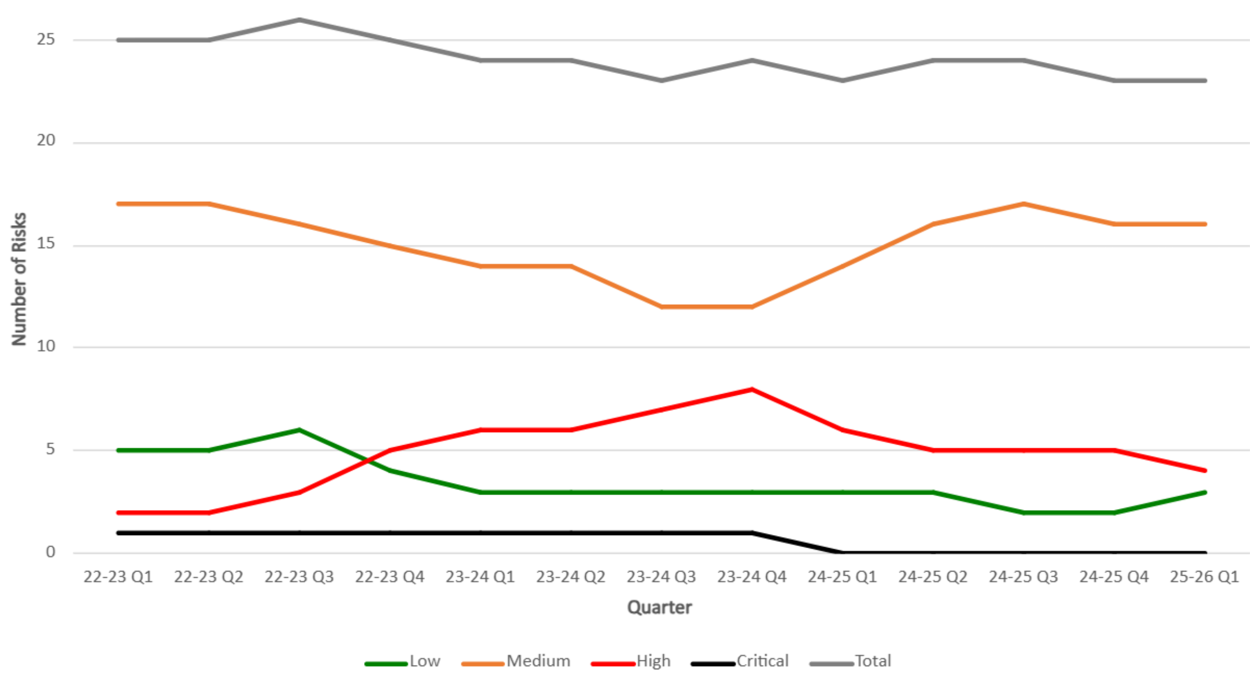
IMPACT

| | |
|---|---|
| **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<br>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

| 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 | 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.<br><br>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. | Aug '25: Student satisfaction has reached a record 93% and positive destinations are at 97%. So far in 2025-26, 96% of enrolment targets have been achieved. However, second-year enrolments remain below projections, necessitating a review of forecast figures. Comprehensive induction and Freshers activities are planned and being delivered for the start of the academic year. Successful completion rates for 2024-25 are being finalised and will be confirmed by November.<br><br>May '25: Student withdrawals have decreased by 7% in 2024-25 and the College is projecting an increase in successful completions. Student mental health and wellbeing continues to be a challenge and an area of priority for the College to support students. | Hungry | 5 | 2 | 10 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Sept' 24: Score decreased from 20 to 10.<br><br>Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.<br><br>Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.<br><br>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. | Aug '25: As per May 25 update, the LTA is continues to improve and support the embedding of the ABC pedagogical model. The LTA is also working to support faculties to develop inclusive L&T practices.<br><br>May '25: The Learning and Teaching Academy (LTA) are making progress towards a comprehensive ABC pedagolgical model. This is embedded in the LTA's operational and strategic priorities for 25/26.<br><br>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. | Hungry | 5 | 1 | 5 | 5 | 5 | 4 | 20 | ↔ | Aug '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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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: Safeguarding (Lead: DSE); Corporate Parenting (Lead: DSE); PVG Scheme/Disclosure (Lead: VPPCS); and Prevent (Lead: ADGR).<br><br>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. | Aug '25: In the second half of the previous AY, ahead of the new AY, the Safeguarding and Vulnerable Adults Procedure was updated. Following specific safeguarding cases the College has developed stronger working relationships with sector agencies.<br><br>May '25: New 'Prevent Explained' internal comms have been developed for staff and a session at All Managers with Police Scotland is planned for the end of May. The College has also made one referral recently to Prevent and will continue to work with Police Scotland and multi-agency partners.<br><br>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. | Averse | 5 | 2 | 10 | 5 | 5 | 4 | 20 | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: The GCRB is now dissolved and the College has direct relationship with the SFC and Scottish Government as a regional college. The College will continue to engage with our sister colleges through the Glasgow Leadership Group, and other forums, reguarly to coordinate our work together. We are also engaging with our Relationship Manager at the SFC.<br><br>May '25: The GCRB will be dissolved on 31 July 2025, with the College reporting directly to the SFC from the new academic year. The College continues to engage with our sister institutions at all levels to prepare for this and collaborate. We are also engaging with the SFC to develop our new relationship. | Open | 3 | 2 | 6 | 3 | 5 | 4 | 20 | ↘ | Aug '25 | Aug '25: Score decreased from 9 to 6.<br><br>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.<br><br>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. | Aug '25: From January to June 2025, our global social media presence grew in both reach and engagement, underpinned by highly positive audience sentiment and strong participation in engagement activities and open days for prospective students. Our social media audience grew to 92.7k (+3.4k), with 75%+ positive sentiment and LinkedIn leading at 90%+. Facebook and Instagram delivered the highest reach, with top audiences in the UK, USA, Singapore, Sweden, and Italy.<br><br>May '25: A recent internal audit identified the key strengths of the College's external communications, marketing and stakeholder engagement, with one minor area for development. | Moderate | 3 | 3 | 9 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Oct '23: Score reduced from 12 to 9.<br><br>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.<br><br>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. | Aug '25: We have strengthened our approach by strategically reviewing tenders based on their likelihood of success, ensuring alignment with our core strengths and prioritising opportunities with larger companies and government-funded projects. We have also developed a Boston Matrix for International Strategic Growth to identify priority countries, markets, and thematic areas for targeted engagement. In addition, we are trialling HubSpot, enabling enhanced engagement, tracking, and relationship management with stakeholders.<br><br>June '25: Two internal audits were recently undertaken in research/innovation and strategic partnerships which identified several key areas of strength and made only two low level recommendations for improvement. | Open | 3 | 3 | 9 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Oct '23: Score reduced from 20 to 9.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: While recruitment for the Sales Manager has concluded, the successful applicant is currently in an interim faculty role until the substantive position is filled. As a result, there is still a lack of progress in operational delivery. The Business Plan is under review, and an internal audit is underway to assess current performance, governance, and future viability.<br><br>May '25: The recruitment of the new Sales Manager for CGI has not been progressed to date. With the changes to the Executive Leadership Team, the Interim Vice Principal of Corporate Development & Innovation is now in post and there will be a handover between her and the Depute Principal. | Open | 5 | 2 | 10 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug' '25: This risk and score is declining. Self-Evaluation Action Plans (SEAP)arrangements are being reinforced ahead of Portfolio Review with a College SEAP planning day to be introduced; the VPSE will also review SEAP progress with Deans. Arrangements for ILQR's are in place and dates confirmed for the two meetings planned this year. Annual review meetings with the QAA and SFC have been held with no issues reported. Student performance outcomes have improved across the learner journey, although we await to see how much student attainment has improved in this non-strike year. Issues with quality assurance continue, especially in relation to malpractice cases, with malpractice training to be rolled out this AY. | Open | 5 | 2 | 10 | 5 | 5 | 4 | **20** | ↘ | Aug '25 | Aug '25: Score decreased from 15 to 10.<br><br>Jan '25: Score decreased from 20 to 15.<br><br>Aug '24: Score increased from 15 to 20.<br><br>Apr '24: Score increased from 10 to 15.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: Further to the update at the end of the last academic year, a small number of staff remain supernumerary. Following Board approval in June 2025, the SFC has now approved the Voluntary Severance (VS) scheme. The scheme will remain open for two years should the College need to utilise it.<br><br>May '25: The College is considering the implications of the SFC's indicative funding allocation for 2025–26 and our needs for a Voluntary Severance scheme, noting the dissolution of GCRB by 31 July 2025. We have a policy of no compulsory redundancies for this academic year. A small group of staff remain supernumerary. The College is now focused on renewal and building morale, with a One City event being hosted, the Robertson Cooper action plan being progressed, and long service awards reintroduced. | Open | 4 | 4 | 16 | 3 | 5 | 4 | 20 | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: Non-compliant expenditure remains at 0%. Internal audits of contract management and asset management were completed in 2024–25, both receiving satisfactory assurance, confirming that controls are in place and effective. Planned work includes rollout of the new Contract Management Framework; review of procurement standardised documentation to ensure ongoing compliance with Scottish regulations; and continued awareness of the UK Procurement Act 2023, which, while not applicable in Scotland, may affect contracts awarded through UK-wide frameworks. The College is participating in a UK-wide health and safety benchmarking exercise. The last exercise, in 2023–24, showed the College's incident rate at 10 per 1,000 students, compared with the national average of 41 per 1,000. | Averse | 5 | 2 | 10 | 5 | 5 | 5 | **25** | ↔ | Aug '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.<br><br>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. | Aug '25: The College continues to work with EAUC on sustainability. The A900 Rocket Composter is back in use, processing food waste at source and reducing carbon emissions. Power BI reports detail Scope 3 supply chain emissions and business travel survey (3,954.8 $tCO_2e$). Work continues on the Climate Action Plan, Sustainable Travel Policy, and statutory climate risk assessments. Collaboration with OCS through Building Management Systems aims to reduce utilities. However, the lack of dedicated staffing compared with sector peers may hinder progress in environment and sustainability work. | Averse | 5 | 2 | 10 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Jan '25: Score increased from 5 to 10.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: In the 2024-25 academic year, the College recorded 11 data breaches. 1 data breach was reported to the Information Commissioner's Office; however, the ICO did not take action on the basis that it was satisfied with the steps the College had taken to resolve the matter.<br><br>April '25: As reported to the Audit & Assurance Committee in March, all data protection health checks with faculties and directorates has now been completed.<br><br>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. | Averse | 4 | 2 | 8 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: As reported by correspondence, a delay in the Scottish Government appointing a new Chair meant the Board was not properly constituted from 30 July to 14 August. All corrective actions within the College's control were taken, and the matter was resolved within the review window and before it had a material impact, so the risk score remains unchanged. Three new non-executive members joined in July, while two resigned on health grounds. Work to comply with the Charities (Regulation & Administration) (Scotland) Act 2023 regarding the trustee register and automatic disqualification has been completed. The annual Board Self-Evaluation Report and Development Plan have been completed. Recruitment for new ADGR is underway with interim cover and a comprehensive handover planned. | Averse | 5 | 1 | 5 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Sept '23: Score decreased from 10 to 5.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: All recommendations from the exercise in May have been completed.<br><br>May '25: An unannounced business continuity exercise was delivered in May. The College responded well to the test scenario and we are awaiting a report from from Ashton Resillience, which will be included in the paper tabled at the Audit & Assurance Committee in June.<br><br>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 June. | Averse | 4 | 2 | 8 | 4 | 5 | 5 | **25** | ↔ | Aug '25 | Jan '25: Score decreased from 12 to 8.<br><br>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 |
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| 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.<br><br>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. | Aug '25: The national pay deal for lecturing staff secured last year covers the 2025–26 academic year. National negotiations with support staff trade unions are progressing well and nearing conclusion. National industrial action is considered highly unlikely, and local strike action is also unlikely. The risk score is therefore recommended for reduction.<br><br>May '25: Negotiations on pay for support staff is ongoing at a national level and appear to be progressing well; however, the sector still operates in a challenging financial environment. Industrial action is not anticipated at this stage. | Averse | 5 | 1 | 5 | 4 | 5 | 5 | **25** | ↘ | Aug '25 | Aug '25: Score decreased from 10 to 5.<br><br>Sept '24: Score decreased from 20 to 10.<br><br>Oct '23: Score increased from 16 to 20.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>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. | Aug '25: The College has achieved Cyber Essentials, though several barriers remain to attaining the Plus standard. These are being addressed; however, we expect to resit Cyber Essentials before progression due to the three-month compliance upgrade window. To further strengthen cyber resilience, the College has joined HEFESTIS, enabling sector-wide benchmarking and external review of our security posture. Cyber insurance was renewed in August 2025.<br><br>April '25 Our Cyber Essentials accreditation has lapsed and whilst we are in the process of re-accreditation, there is a strong likelihood that we will not meet the current requirements due to infrastructure items that are end-of-support. Network Replacement Project will mitigate the key barriers. | Averse | 5 | 2 | 10 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP. |

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| 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.<br><br>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. | Aug' 25 : The updated forecast at Q3 was a deficit of £68k. The improved forecast from £500k budgeted deficit has continued. The Q4 year-end forecast will be reported to the Finance Committee in September 2025.<br><br>May '25: The updated forecast at Q2 showed a £300k deficit. There has been a continual improvement since the budget was approved. An updated position at Q3 will be provided to the Finance Committee's next meeting in June 2025.<br><br>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. | Cautious | 4 | 4 | 16 | 5 | 5 | 5 | **25** | ↔ | Aug '25 | Nov '24: Score increased from 12 to 16.<br><br>Sept '24: Score decreased from 20 to 12.<br><br>Aug '24: Score decreased from 25 to 20.<br><br>Aug '23: Edited for transfer to new MAP.<br><br>Sept '22: Score increased from 20 to 25.<br><br>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.<br><br>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. | Aug '25: At August 2025 the income projection reduced slightly by 2% from the April forecast (£6.69m to £6.54m). This remains an increase on the January projection (£6.37m). Final figures from Finance are still awaited.<br><br>April '25: The College is now projecting to achieve £6.692 million in non-public funds in 2024/25, up from a previous projection of £6.37 million in January 2025, an increase of approximately 5%. This upward revision reflects continued momentum in income diversification and the success of our commercial initiatives. We remain focused on capitalising on our existing stakeholder partnerships while pursuing new opportunities to enhance financial sustainability. | Cautious | 4 | 3 | 12 | 9 | 5 | 5 | **25** | ↔ | Aug '25 | Oct '24: Score reduced from 20 to 12<br><br>Aug '23: Edited for transfer to new MAP.<br><br>May '21: Score decreased from 25 to 20. |

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| 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.<br><br>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. | Aug' 25: £1.3m remains in Foundation and the College's plan is to make applications to draw down all funds for capital expenditure in 2025-26 and 2026-27.<br><br>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 arms-length foundation.<br><br>Jan '25: 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. | Cautious | 4 | 3 | 12 | 3 | 5 | 4 | 20 | ↔ | Aug '25 | Aug '23: Edited for transfer to new MAP.<br><br>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.<br><br>To manage this risk, the College focuses on robust curriculum planning and maintains close collaboration with other Glasgow colleges. It actively engages in transparent discussions with the SFC to communicate funding needs effectively. Proactive planning and adaptability are emphasised, allowing the College to navigate changing funding scenarios. | Aug '25: The financial position reported in May 2025 remains unchanged. The new SFC funding model does not materially benefit the College in the way that we hoped. Our price per credit remains the lowest in the sector.<br><br>May '25: Despite the draft budget 1.8%, the SFC's indicative funding increase was to fund pension cost and lecturer pay rises. Therefore this an actual reduction in funding of 0.2%. The SFC has proposed a new funding model and the College is in discussions with them regarding this to understand long-term implications.<br><br>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. | Cautious | 4 | 5 | 20 | 5 | 5 | 5 | 25 | ↗ | Aug '25 | Aug '25: Score increased from 16 to 20.<br><br>Jan '24: Score increased from 12 to 16.<br><br>Aug '23: Edited for transfer to new MAP. |

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| 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.<br><br>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. | Aug '25: In June 2025, the Finance Committee approved capital expenditure for 2025-26. SFC have confirmed the £1.37m grant; however, 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. As outlined in SR21, the Foundation funds will be used to fund capital expenditure in the next two years but it has a diminishing balance.<br><br>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. | Cautious | 4 | 4 | 16 | 3 | 5 | 4 | 20 | ↔ | Aug '25 | Oct '23: Score increased from 12 to 16.<br><br>Aug '23: Edited for transfer to new MAP. |
| 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.<br><br>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. | Aug '25:Updated resources are now available to support responsible AI use across the College. Available to both staff and students there is refreshed Learning and Teaching Academy guidance for staff and students on using AI to enhance L&T. There is also updated SQA guidance on student use of generative AI for 2025–26 which acknowledges the realistic use of AI by students.<br><br>May '25: We have updated our guidance for staff and students on ethical use of AI, consulted students on their use during class rep meetings and included questions in our Jisc Digital Experience Insights surveys. We will be offering development sessions and engaging colleagues in capturing use cases to highlight existing and embedded good practice. | Hungry | 3 | 3 | 9 | 6 | 4 | 4 | 16 | ↔ | Aug '25 | May '24: New risk added. Net score set at 3 x 3 (9). |

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| SR28 | Failure to manage strategic, physical and digital assets and infrastructure effectively | DPr 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.<br><br>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. | Aug '25: Riverside Innovation Centre and Accomodation business case to be tabled at the Development Committee in October ahead of being recommended to the Board for final approval in December. In May, the Committee requested that the Depute Principal and CFO develop a detailed business case for the COB, informed by pre-application discussions, change of use considerations, and an assessment of feasible future uses for the site. This will also be tabled in October.<br><br>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 COB, bearing in mind its listed status. | Open | 4 | 3 | 12 | 8 | 4 | 5 | 20 | ↔ | Aug '25 | Oct '24: Risk entry created and score set to 12. |