Board of Management

Date of Meeting	Wednesday 17 June 2026
Paper No.	BoM4 -J
Agenda Item	3.5
Subject of Paper	Review of the Strategic Risk Register
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	08 June 2026
Action	For Discussion

1. Recommendations

1.1. To consider and endorse 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 (MAPs).

2. Consultation

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

2.2. Following feedback from Board members, the MAPs are now presented in order of highest to lowest net risk score rather than by Strategic Risk ID.

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 MAPs are enclosed for the Board's consideration and final approval. Following discussion at the Board's committees, the following change is proposed for Quarter 4 (2025/26):

No.	Risk Title	Previous Score	Proposed Score
SR19	Failure to achieve operation surplus	🔴 16 (4 x 4)	🔴 20 (4 x 5)

3.4. The probability for SR19 (*Failure to achieve operating surplus*) has been increased from 4 to 5 to reflect the heightened likelihood of the risk materialising based on the most recent financial outturn and forward projections. The Q3 forecast confirms a £0.8m in-year deficit, representing an adverse movement against the original budget, alongside continued volatility in key income streams. This position is further reinforced by the 2026/27 draft budget, which has been set on a prudent basis and projects a £1.48m deficit, prior to the delivery of any unconfirmed income or savings measures. Taken together, these factors demonstrate an increased likelihood of not achieving an operating surplus in the short to medium term.

3.5. The impact score for SR19 remains unchanged, as the College continues to actively manage the situation through strengthened financial controls, prudent budgeting assumptions and ongoing mitigation activity, as evidenced within the 2026/27 Draft Budget presented to the Board. While the financial challenge is significant, existing controls and management actions provide a degree of containment, meaning the severity of impact has not increased, even though the probability of occurrence has now risen.

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
SR23	Failure to secure a sustainable model/level of funding	CFO	4	5	20	↔	Apr '26	Finance
SR17	Negative impact of industrial action	VPPCS	4	5	20	↔	Apr '26	People
SR24	Failure to secure sufficient capital investment	CFO	4	5	20	↔	Apr '26	Finance
SR19	Failure to achieve operating surplus	CFO	4	5	20	↗	Apr '26	Finance
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Apr '26	People
SR20	Failure to maximise income via diversification	CFO VPCDI	4	4	16	↔	Apr '26	Development
SR18	Failure of IT system security	DIT	5	3	15	↔	Apr '26	People
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	DPr CFO	4	3	12	↔	Apr '26	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Apr '26	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Apr '26	Audit
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Apr '26	Audit
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Apr '26	Learning
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	Apr '26	Learning
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↔	Apr '26	Audit
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Apr '26	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Apr' 26	Development
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Apr '26	Learning
SR16	Failure of business continuity	ADGR	4	2	8	↔	Apr '26	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Apr '26	Audit

SR5	Failure to realise planned benefits of Regionalisation	Pr D Pr	3	2	6	↔	Apr '26	Conveners'
SR15	Failure of corporate governance	Pr AD GR	5	1	5	↔	Apr '26	Audit
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Apr '26	Learning

APPENDIX 1

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

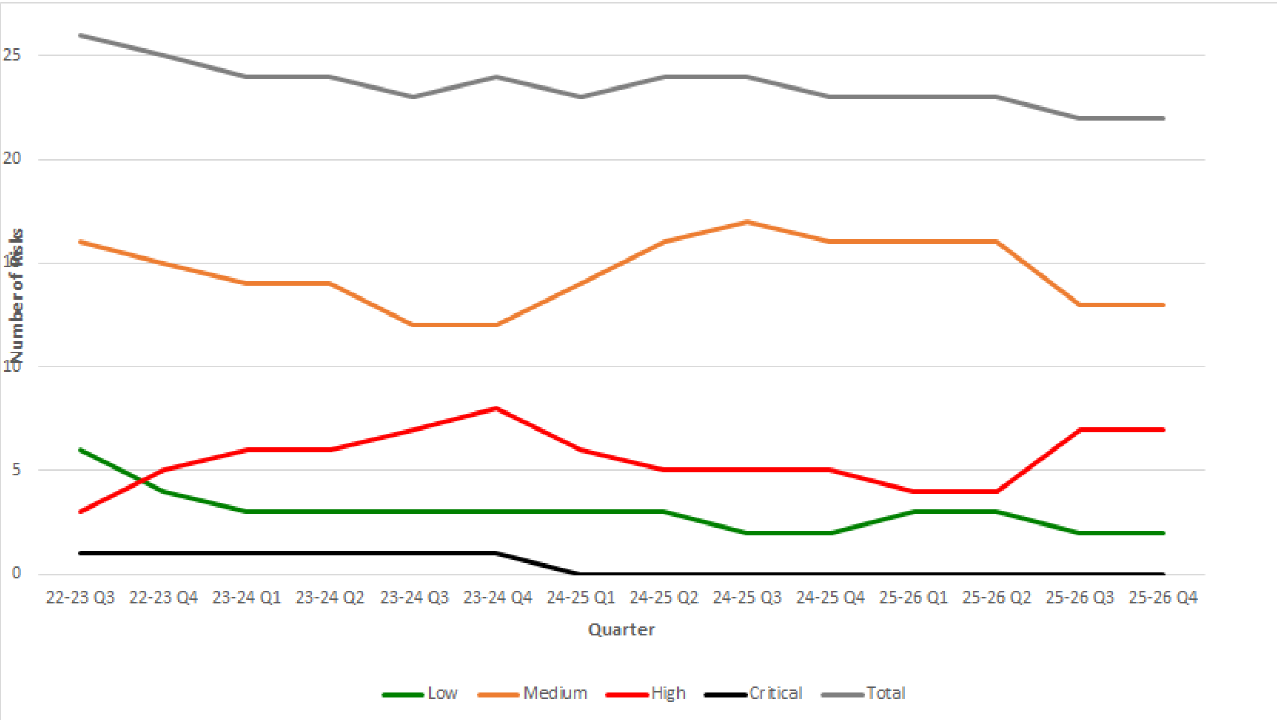
IMPACT

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



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

						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
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.	Apr' 26: Industrial relations with EIS-FELA remain challenging, with several new grievances and disputes raised. The current HSE-related dispute has escalated, with strike action ongoing in March and April and with potential continuation into May. The College is actively engaging with EIS full-time officers and the General Secretary to seek resolution; however, it remains the view that the matter has escalated unnecessarily, with perception outweighing established facts. While the direct impact on learning and teaching is currently limited, there is an ongoing risk that external narratives may not fully reflect the underlying position, potentially amplifying the impact of strike action. Jan '26: Industrial relations with EIS-FELA remain challenging, with several new grievances and disputes raised. The current dispute relating to HSE matters has escalated, and strike action is now confirmed.	Averse	4	5	20	4	5	5	**25**	↔	Apr '26	Jan' 26: Score increased from 5 to 20. Aug '25: Score decreased from 10 to 5. Sept '24: Score decreased from 20 to 10. Oct '23: Score increased from 16 to 20.

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 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.	Apr'26: Indicative funding announced in March was a 7.9% increase (£3.6m) in funding for 206/27, although welcome does not reinstate the 20% cut over last few years . SFC attended Finance Committee to give overview of current funding model. SFC have indicated that there will be a fundamental review of funding model with the aim of a new funding model being in place for 2028/29. Jan 26: Position remains the same as in October. Budget announced in January included a 9.3% increase in budgeted revenue, no detail is yet available on impact on CoGC in 2026/27. Oct'25 : Position remains the same as in August . Finance Committee have requested SFC attend a future meeting to explain the funding model.	Cautious	4	5	20	5	5	5	**25**	↔	Apr '26	Aug '25: Score increased from 16 to 20. Jan '24: Score 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 is now unable to seek assistance from the College Foundation for capital for asset replacement as funds have now been fully withdrawn.	Apr'26: Indicative funding announcement for 2026/27 was no increase in capital maintenance budget at £1.37m. Finance Committee have approved capital expenditure for 2026/27, however there is a significant shortfall in required funds. Jan 26 : Position remains the same as in October. Budget announced in January included a 24% increase for capital maintenance, no detail is yet available on impact on CoGC in 26/27. Oct'25 : Position remains the same as at Aug '25.	Cautious	4	5	20	3	5	4	20	↔	Apr '26	Dec '25: Score increased form 16 to 20. Oct '23: Score increased from 12 to 16. Aug '23: Edited for transfer to new MAP.

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.	Apr' 26: The college still has a small number of supernumerary staff, and continues to carry the cost of those individuals. There are currently no plans to engage in organisational change for those individuals. An Audit has recently been undertaken in relation to recruitment and retention, the outcome of that audit is expected May 2026, initial indications indicate this will be a positive audit. Jan '26: Still have a small number of supernumerary staff - carrying the cost of those individuals. Indicative budget allocations will not be confirmed until 26 February. Expect positive movement (to be confirmed), but still need to be prudent.	Open	4	4	16	3	5	4	20	↔	Apr '26	Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 16.

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 may fail to achieve an operating surplus due to pressures on income and increased expenditure. To mitigate this, the College maintains robust financial management, including meeting credit targets to secure SFC funding, close monitoring of course fees and non-SFC income, and the control of staff and operating costs. Inflation and energy cost impacts are also proactively managed. There is also a related risk of cashflow pressure or reduced liquidity headroom arising from operating deficits, timing differences in income, or cost commitments. Reduced liquidity may limit the College's ability to meet short-term obligations or respond quickly to financial pressures. Cashflow will be monitored regularly, with mitigations applied as needed to maintain stability.	Apr'26 : Q3 forecast confirms £0.8m in-year deficit. As 3 months of the year remain, there are a number of sensitives within 2025/26 which may bring additional income and reduce that deficit to nearer break even. The Draft Budget for 2026/27, for Board approval, projects a £1.48m deficit on a deliberately prudent basis, excluding any unconfirmed income or savings opportunities. Jan'26: 2024/25 achieved a final operating surplus of £59k, significant improvement on budgeted deficit of £500k. Q1 Forecast for 2025/26 was a £874k deficit against original budgeted deficit of £172k.	Cautious	4	5	20	5	5	5	25	↗	Apr '26	Apr '26: Score increased from 16 to 20 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.

SR20	Failure to maximise income via diversification	CFO VP CDI	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.	Apr ’26: Forecast combined commercial and international income for 2025/26 is £5.65m against a £7.17m budget, reflecting shortfall in income primarily within Nautical and STEM. International income is performing strongly and provides some diversification benefit, but overall performance highlights the need to further broaden and balance the income portfolio. Mitigations include more disciplined pipeline management, market and sector prioritisation, strengthened partnership governance and improved evidence based target setting. Jan '26: The projected 2025/26 commercial and international income is £6.1m against a target of £7.2m, a shortfall of 15%, primarily within Nautical and STEM due to speculative programmes not progressing to delivery.	Cautious	4	4	**16**	**9**	5	5	**25**	↔	Apr '26	Jan '26: Score increased from 12 to 16 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
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 occurring 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 defence and response capabilities within the College will be upheld to proactively address emerging threats.	Apr '26: Limited Capital availability materially increases cyber risk & restricts vulnerability remediation and makes achievement of Cyber Essentials in May 26 unlikely, elevating risk to the College. Jan '26: The GLQ project continues to progress well and remains on track for completion by the end Apr 26. Technical issues have arisen but are being effectively managed, and the project is delivering the required network security separation. Work is underway on the £3m Network Transformation Project to strengthen network security, performance, and resilience. Sector-wide ransomware and credential-harvesting attacks on UK colleges are increasing, with ageing infrastructure exposed by capital funding gaps. Threat actors are increasingly using generative AI for phishing and deepfake fraud.	Averse	5	3	**15**	**5**	5	5	**25**	↔	Apr '26	Jan '26: Score increased from 10 to15. Aug '23: Edited for transfer to new MAP.

SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	D Pr C F O	There is a risk that the College fails to manage its high-value strategic, physical and digital assets effectively. This could potentially lead to financial costs, disrupted operations, legal liabilities, reduced competitive advantage, reputational damage and missed opportunities. To treat this risk, the College has implemented and will maintain a robust asset and estate management framework that includes regular audits of both physical and digital assets. A Digital Strategy and encrypted digital storage and back-up solutions are in place. An Estates Masterplan to progress the development of the Charles Oakley Building and the new Innovation Centre at the Riverside campus. As per SR24, a Capital Asset Replacement Plan is also in place to ensure renewal and maintenance of critical assets.	Apr' 26: Riverside Innovation Centre and Accommodation Business Case to be socialised with key stakeholders prior to its review by the Development Committee in October 2026. The College is progressing key elements of its Estates Masterplan to strengthen management of high value assets, with work focused on mitigating rising costs at the Charles Oakley Building and exploring income generating opportunities. Appeals have been submitted against increased non domestic rates, while a structural feasibility study is underway to assess a short term advertising proposal. Jan' 26 : Riverside Innovation Centre and Accommodation business case will be reviewed again by the Development Committee in Feb 2025.	Open	4	3	12	8	4	5	20	↔	Apr '26	Oct '24: Risk entry created and score set to 12.

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 not deliver positive student outcomes — including retention, achievement, progression, and successful destinations — due to curriculum design issues, limited industry engagement, and insufficient articulation arrangements. This could lower completion and progression rates, harming financial stability, reputation, and future recruitment. To mitigate this, the College undertakes regular performance reviews, self-evaluation, and a quality cycle monitoring key outcome indicators. Curriculum planning prioritises performance measures, supported by the Student Academic Experience Strategy to enhance learning. Ongoing collaboration with HEIs strengthens articulation links and supports smooth student transitions.	Apr '26: Further withdrawal rates have increased to 11.3%, indicating continued pressure on retention and progression outcomes and reinforcing the residual risk position. Evidence from the CitySA survey provides additional context on underlying factors, suggesting that transport costs and wider cost-of-living pressures may be contributing to challenges in student engagement. There are indications of students missing classes, reducing attendance, and, in some cases, considering withdrawal, with potential implications for retention, achievement, and successful destinations. Jan '26: Early withdrawal 3.8%. Further withdrawal increased to 7.9%. Risk description updated by VPSE to be more outcome focussed, as per request of the LTSEC.	Hungry	5	2	10	5	5	5	**25**	↔	Apr '26	Jan '26: Risk / Treatment Description updated Sept' 24: Score decreased from 20 to 10. Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.

SR12	Negative impact of statutory compliance failure	DPr AD GR	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.	Apr '26: As highlighted in a recent Outreach Internal Audit, uncertainty over UKVI student sponsor compliance responsibilities on ESOL learners may result in inconsistencies in the assessment of learner eligibility for course enrolment and increased administrative burden on teaching staff for learners who do not require these checks to be performed, such as New Scots, asylum seekers or refugees. Jan '26: The new Contract Management Manual is now in active use, improving consistency and strengthening first line controls. All actions from the March 2025 internal audits are now complete with no high-risk findings, and non-compliant spend remains at 0%. Procurement staff continue to monitor relevant legislation, and no breaches of procurement law, SPPNs or internal policy were identified.	Averse	5	2	10	5	5	5	**25**	↔	Apr '26	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.	Apr' 26: Final draft of the Sustainability Action Plan (SAP) scheduled for review by the People & Culture Committee in May 2026. Staff capability is increasing through climate-awareness and advanced sustainability training, and work continues on the Green Travel Plan, supported by the re-established ESWG. However, delivery risks remain due to limited specialist sustainability resources, funding pressures, and new requirements for enhanced end-of-year sustainability reporting and alignment of budgets with net-zero priorities. Jan '26: A first draft SAP was endorsed by the People & Culture Committee in Oct 2025. To support organisational capability and awareness in relation to sustainability, a Procurement Climate Change Awareness module has been included, and completed by 235 employees.	Averse	5	2	10	5	5	5	**25**	↔	Apr '26	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.

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). 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.	Apr '25. There is no update since Jan 2026. Substantive update on Corporate Care Duties on the business schedule for the first LTSE Committee meeting in AY2026/27. Jan '26: All Managers with Police Scotland is planned for 30 January. The College has made two referrals recently to Prevent and will continued to work with Police Scotland and multi-agency partners. Review of Corporate Caring Duties 2024-25 reviewed by LTSEC on 11 November. Oct '25: There is no update since Aug 2025. 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.	Averse	5	2	10	5	5	4	20	↔	Apr '26	Aug '23: Edited for transfer to new MAP. Oct '20: Score increased from 5 to 10.

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.	Apr '26: CGI Ltd. remains in controlled dormant / hold position. CGI Ltd. Board continues to actively manage governance responsibilities. Jan '26: In light of the existing c£100k deficit and audit recommendation, CGI Ltd. remains in a controlled dormant / hold position to contain financial, reputational and industrial relations risks whilst preserving future strategic potential. No staffing or delivery activity will be progressed without confirmed, profitable income, with a formal review of the company's viability with the agreed two-year audit timeframe. Oct '25: An audit has been undertaken by Henderson Loggie with the overall assurance being 'requires improvement', with an action plan now in place.	Open	5	2	10	5	5	5	**25**	↔	Apr '26	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 centres to ensure overall performance improvement and sustainability.	Apr '26: The risk of ineffective performance management remains low, supported by improved retention and a sector-leading 65% student satisfaction survey response rate. These indicators strengthen assurance around learner engagement and service delivery. External performance and compliance risks remain low following Qualification Scotland's Highly Effective audit outcome, with internal quality cycle activity and QAA preparations progressing to plan. This is reinforced by strong survey engagement and national recognition, including shortlisting for three Herald Higher Education Awards. Jan '26: Risk remains low. Positive end of year academic performance has been supported by a continued decline in FT early withdrawals.	Open	5	2	10	5	5	4	20	↔	Apr '26	Aug '25: Score decreased from 15 to 10. Jan '25: Score decreased from 20 to 15. Aug '24: Score increased from 15 to 20. Apr '24: Score increased from 10 to 15.

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 may not fully prepare for or respond effectively to the challenges and opportunities presented by AI. Rapid developments in AI could affect curriculum design, academic integrity, ethical standards, and staff and student performance, particularly if transparency, responsible use, and feedback quality are not consistently maintained. To mitigate this risk, the College has established AI guidance for both staff and students, which will be regularly reviewed to ensure clarity, transparency, and alignment with good practice. Ongoing training will continue to build capability and confidence in the ethical and effective use of AI. The College will monitor sector developments, engage with stakeholders, and share emerging practice to support continuous improvement. All AI-related projects will be subject to appropriate oversight by SMT, with clear reporting to the Board to	Apr' 26: New Academic Integrity Procedure to be considered and approved by the Quality Assurance & Enhancement Committee. Part of this procedures will create an AI Advisory Group to provide guidance matter surrounding AI usage and implementation. Jan '26: No further changes from October update. Oct '25: No further changes from August update. 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.	Hungry	3	3	9	6	4	4	16	↔	Apr '26	May '24: New risk added. Net score set at 3 x 3 (9).

			ensure responsible governance.												
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	Apr' 26 Despite isolated industrial action, there has been no discernible negative impact on CoGC's reputation. Social media metrics and sentiment remain consistently strong, reflecting sustained positive engagement across key markets. Jan '26: CoGC's global social media audience has grown to 96.2k, reflecting continued momentum across all platforms, with LinkedIn leading growth during the period. Audience sentiment remains exceptionally strong overall positive sentiment stands at 80.5%, demonstrating sustained confidence in the College's brand, content and engagement activity. Our social media reach continues to be international in profile, with the UK, USA, Brazil, India and Singapore now	Moderate	3	3	9	5	5	5	**25**	↔	Apr '26	Oct '23: Score reduced from 12 to 9. Aug '23: Edited for transfer to new MAP.

			policies/legal requirements. Management monitoring is supported through internal/external auditors. The College emphasises values and behaviours, supported by robust policies and procedures.	representing our largest audience markets, reinforcing the College's growing global visibility.											

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
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 expects robust policies, procedures and notices to be in place. Annual mandatory e-learning to be undertaken, and Regular GDPR compliance reports to be provided to ELT/Audit & Assurance Committee (AAC) allowing senior level oversight. The DPO (from Thorntons) manages the day-to-day data protection function and progresses work on the College's compliance against the ICO framework and data protection legislation.	Apr '26: Good level of assurance provided to the Audit & Assurance Committee in Feb 2026 through the Data Protection Internal Audit. IA Report acknowledged that the College has a robust data protection compliance framework in place. Jan '26: Data Protection Internal Audit currently in progress. Oct '25:A new workflow is under development to build a process for managing the recording of data subject access requests (DSAR) and an accessible online form for data subjects to make requests. This is designed to streamline the DSAR process and create a more efficient, centralised method of recording requests received. This work shall progress into 2026.	Averse	4	2	8	5	5	5	**25**	↔	Apr '26	Aug '23: Edited for transfer to new MAP. May '21: Score decreased from 12 to 8.

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.	Apr '26: An unannounced business continuity exercise was delivered in April. The College responded well to the test scenario and we are awaiting a report from Ashton Resilience. The report will be presented to the Audit & Assurance Committee and any lessons learnt will be incorporated into the next iteration of the Incident Management Plan before the end of the academic year. Jan '26: Incident Management Plan reviewed, updated, and disseminated in Dec 2025. Aug '25: All recommendations from the exercise in May have been completed.	Averse	4	2	8	4	5	5	**25**	↔	Apr '26	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
SR5	Failure to realise planned benefits of Regionalisation	PrDPr	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 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.	Apr '26: Dialogue continues to being maintained with the Scottish Funding Council, the Scottish Government, and Glasgow Colleges Leadership Group (which meet bi-monthly), ensuring the College remains fully engaged in regional developments and aligned with emerging expectations. The Chair, the Principal, and senior staff are actively involved in regional strategic groups, contributing to decision-making processes and helping to shape the evolving regional model. This engagement supports the College's ability to influence, adapt to, and benefit from the Regionalisation Agenda, while safeguarding the interests of the College and its stakeholders. Jan '26: GCLG remit approved and circulated to the Board. Proposal for GCLG agendas and minutes to be made available to relevant Regional Boards.	Open	3	2	6	3	5	4	20	↔	Apr '26	Aug '25: Score decreased from 9 to 6. Aug '23: Edited for transfer to new MAP.

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.	Jan 26 : Application for £1.3m for capital expenditure was approved and will be drawn down over 25/26 and 26/27 leaving a small balance in Foundation. As no funds will be held no longer a strategic risk. Oct '25: Application for £1.3m for capital expenditure has been submitted and meeting is planned for 13 October. 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. 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.	Cautious	4	3	12	3	5	4	20	↔	Jan '26	Jan '26: Removed. Aug '23: Edited for transfer to new MAP. June '23: Score increased from 4 to 12.

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 AD GR	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.	Apr' 26: A successful non-executive recruitment round concluded in April 2026, leading to two new appointments with relevant skills and experience. The non-executive membership of the Board is now at full capacity. Jan '26: New ADGR and Corporate Governance Officer both in post and meeting regularly with the Regional Chair. Oct '25: New ADGR appointed. Assumes roles from Oct 2025. 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.	Averse	5	1	5	5	5	5	**25**	↔	Apr '26	Sept '23: Score decreased from 10 to 5. Aug '23: Edited for transfer to new MAP. April '23: Score increased from 5 to 10.

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.	Apr '26: As per January 2026 update, the LTA continues to improve and support the embedding of the ABC pedagogical model. Jan '26: As per October 2025 update, the LTA continues to improve and support the embedding of the ABC pedagogical model. Oct '25: As per August 2025 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. Aug '25: 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.	Hungry	5	1	5	5	5	4	20	↔	Apr '26	Aug '23: Edited for transfer to new MAP.