Board of Management

Date of Meeting	**23 September 2026**
Paper No.	**BoM1-M**
Agenda Item	**4.4**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker** **Associate Director of Governance & Risk**
Date of production	**14 September 2026**
Action	**For Approval**

1. Recommendations

1.1. To consider and approve the Strategic Risk Register, having regard to changes in the strategic operating environment and their implications for delivery of the Strategic Plan.

1.2. To consider the implications of changes in the strategic operating environment on delivery of the Strategic Plan and the College's outlook.

1.3. To note the Risk Management Action Plans (MAPs).

2. Consultation

2.1. Strategic risk owners completed the latest quarterly review of risks prior to consideration by the relevant Board committees. Where appropriate, committee recommendations inform the version of the Strategic Risk Register presented to the Board.

2.2. Following feedback from Board members, particular consideration has been given to strategic risk interdependencies and whether the current risks continue to reflect the College's key strategic challenges and opportunities

3. Key Insights

Strategic Performance and Outlook

3.1. The Strategic Risk Register is presented to support consideration of the College's strategic performance and outlook and the principal uncertainties that could impact delivery of the Strategic Plan. Whilst no changes to risk scores are proposed, several developments have altered the context and outlook within which existing strategic risks are being managed. The latest review highlights several developments that continue to shape the College's operating environment and strategic trajectory.

3.2. The strategic outlook remains driven more by changes in the external environment than by changes to individual risk scores. Financial sustainability, workforce relations, regulatory change and capital investment continue to present the most significant sources of uncertainty over the medium term.

3.3. Against this backdrop, key performance indicators relating to student outcomes continue to improve and provide increasing assurance regarding delivery of the College's core mission. Internal performance data indicates improvements in both FE and HE complete success rates, reductions in student withdrawals and continued strengthening of quality assurance arrangements. These positive indicators support confidence in the College's strategic direction and ability to deliver improved outcomes for learners despite ongoing external challenges.

Financial Sustainability and Growth

3.4. The 2026/27 funding settlement provides some improvement in the College's immediate financial position; however, uncertainty regarding future funding methodologies, continued cost pressures and planned operating deficits mean financial sustainability remains a significant strategic challenge. These pressures continue to influence several areas of the Strategic Risk Register, including sustainable funding, operating performance, income diversification and capital investment.

3.5. Changes to UK Visas and Immigration (UKVI) sponsorship requirements have increased regulatory risk associated with international student recruitment and international income generation. As international activity continues to support the College's growth and diversification ambitions, maintaining compliance with evolving regulatory requirements becomes increasingly important.

Workforce and Culture

3.6. Industrial relations remain an important area of focus following the emergence of a new dispute relating to management culture, staff wellbeing and Fair Work arrangements. While operational disruption has remained limited, the issue highlights the close relationship between workforce engagement, organisational culture, service delivery and reputation.

Infrastructure, Technology and Resilience

3.7. Capital investment constraints continue to present a significant strategic challenge. Funding available for estate development, asset replacement and infrastructure renewal remains materially below estimated requirements. This has implications not only for the physical estate, but also for digital infrastructure, cyber resilience, AI readiness, and the delivery of sustainability ambitions.

Strategic Risk Profile and Interdependencies

3.8. Management's view is that the Strategic Risk Register continues to reflect the College's principal strategic risks. However, several risks are becoming increasingly interconnected and are converging around a smaller number of strategic themes, particularly financial sustainability, workforce sustainability, infrastructure resilience and growth through diversification.

3.9. The interdependencies between risks are becoming more pronounced. Financial sustainability is increasingly the dominant driver across the College's strategic risk profile, influencing the College's ability to invest in people, infrastructure, cyber resilience,

sustainability initiatives and future growth opportunities. Consequently, changes in the College's financial position are likely to have a disproportionate impact across the wider strategic risk profile.

4. Impact and Implications

4.1. Effective management of strategic risk remains fundamental to the delivery of the Strategic Plan, the achievement of sustainable financial performance and the protection of the College's reputation, assets and long-term sustainability.

4.2. The Strategic Risk Register demonstrates that many of the College's principal strategic risks are increasingly interconnected. Financial sustainability remains a common influencing factor across funding, capital investment, workforce planning, digital resilience and long-term strategic development. Understanding these interdependencies supports more informed strategic decision-making and helps focus Board attention on the issues most likely to influence future performance and delivery of the Strategic Plan.

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	↔	Aug '26	Finance
SR17	Negative impact of industrial action	VPPCS	4	5	20	↔	Aug '26	People
SR24	Failure to secure sufficient capital investment	CFO	4	5	20	↔	Aug '26	Finance
SR19	Failure to achieve operating surplus	CFO	4	5	20	↔	Aug '26	Finance
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Aug '26	People
SR20	Failure to maximise income via diversification	CFO VPCDI	4	4	16	↔	Aug '26	Development
SR18	Failure of IT system security	DIT	5	3	15	↔	Aug '26	People
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	DPr CFO	4	3	12	↔	Aug '26	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Aug '26	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Aug '26	Audit
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Aug '26	Audit
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Aug '26	Learning
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	aUG '26	Learning
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↔	Aug '26	Audit
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Aug '26	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Aug '26	Development
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Aug '26	Learning
SR16	Failure of business continuity	ADGR	4	2	8	↔	Aug '26	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Aug '26	Audit
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	2	6	↔	Aug '26	Conveners'
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Aug '26	Audit
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Aug '26	Learning

Impact and Probability Criteria

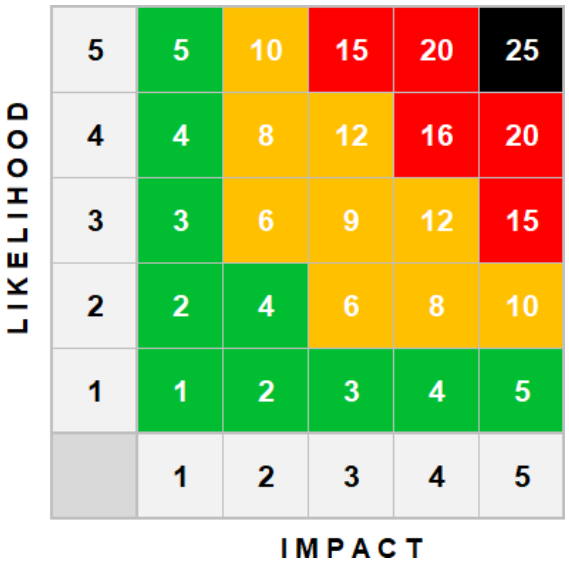
Score	Impact	Probability
1	**Insignificant:** the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Highly Unlikely:** the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of 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

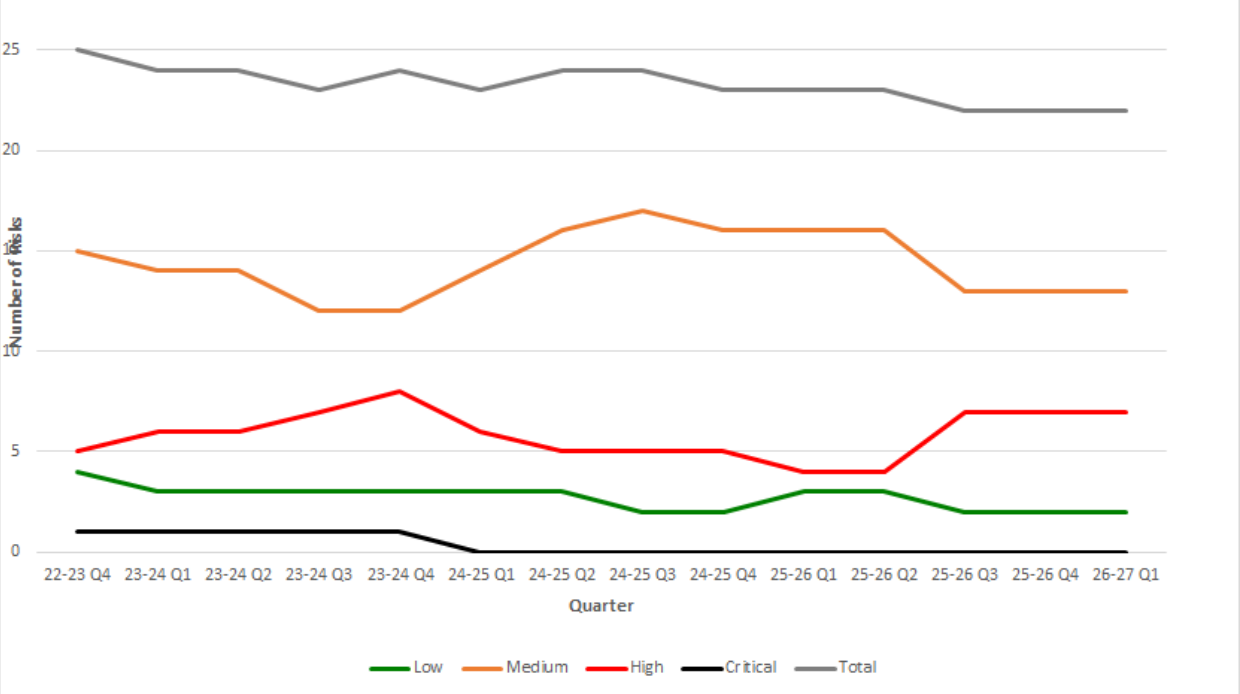


Low (1-5) Acceptable level of risk subject to periodic review
Medium (6-12) Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place
High (15-20) Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate
Critical (25) Critical 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.	Aug '26: Employment relations with EIS-FELA remain challenging inclusive of the relationship between the College's and EIS executive leadership. While the Health and Safety Executive concluded its investigation into the welding and fabrication concerns and confirmed compliance with relevant requirements, a new dispute has subsequently been lodged by EIS relating to wider concerns regarding management culture, staff wellbeing and Fair Work arrangements. The College considers the original health and safety matter to be closed and continues to engage with local and national EIS representatives regarding the newly raised concerns. While operational impact on learning and teaching has remained limited, there remains a risk of further industrial relations activity, service disruption and associated reputational impacts.	Averse	4	5	20	4	5	5	**25**	↔	Aug '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.	Aug '26 The SFC funding settlement for 2026/27 confirmed an uplift in core teaching funding, providing a more positive position than recent years; however, funding remains insufficient to fully offset cumulative reductions experienced over previous years and increasing cost pressures. The College continued to engage closely with the SFC regarding the ongoing review of the funding methodology, with a revised sector funding model anticipated for 2028/29. While the additional allocation improves financial resilience, continued uncertainty regarding long-term funding arrangements and absence of funded activity growth mean the strategic risk remains unchanged.	Cautious	4	5	20	5	5	5	**25**	↔	Aug '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.	Aug '26: The approved 2026/27 capital programme continues to be constrained by the gap between annual capital investment requirements and available funding. The 2026/27 budget assumes capital and maintenance funding of approximately £1.4m, which remains significantly below the estimated annual requirements to maintain and replace critical assets and infrastructure. Although previously approved Foundation funding supports priority investment activity, capital funding constraints across the sector remain a significant challenge. The College will continue to prioritise expenditure, explore external funding opportunities and engage with the SFC regarding future capital requirements.	Cautious	4	5	20	3	5	4	20	↔	Aug '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.	Aug '26: The College continues to carry a small number of supernumerary staff and there are currently no plans to undertake organisational change in relation to those individuals. A recent recruitment and retention audit provided positive assurance regarding the College's arrangements in these areas. Improved staff turnover over the last reporting period, suggesting greater workforce stability, although staff absence levels and employee relations activity continue to place pressure on managers and support services. The College continues to progress key People & Culture initiatives, including implementation of the new integrated HR and payroll system, workforce planning activity and ongoing wellbeing support for staff.	Open	4	4	16	3	5	4	20	↔	Aug '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.	Aug '26: Final year-end monitoring for 2025/26 indicates a forecast operating deficit of £0.8m, although a number of income and expenditure sensitives remain under review. The approved 2026/27 budget projects a prudent deficit position of £1.48m, excluding several identified income opportunities and potential savings measures. Management continues to focus on expenditure control, vacancy management, commercial income generation, international recruitment and the delivery of identified efficiencies. Financial performance and cashflow will remain subject to close monitoring throughout the year given ongoing sector-wide cost and funding pressures.	Cautious	4	5	20	5	5	5	**25**	↔	Aug '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 VPCDI	There is a risk that the College may not effectively maximise income by capitalising on opportunities within current and potential markets and partnerships, hindering the diversification of revenue streams. To treat this risk, the College has developed a Corporate Development Plan aligned with the College Corporate Development Strategy. The plan will be diligently managed and monitored to ensure its successful implementation. The Commercial and International Teams, along with Faculties, will conduct regular reviews of income diversification efforts, progress, and targets. Moreover, growth and development, in relation to these targets, will be consistently reported to the Development Committee.	Aug '26: Budget planning for 2026/27 has adopted a cautious approach to non-core income recognition, particularly within Nautical activities, following recruitment and delivery challenges experienced in 2025/26. Opportunities remain through international activity, commercial training provision, the Defence Technical Excellence College (DTEC) initiative, Clyde Transformation opportunities and potential SFC transformation funding. A formal opportunities log is in place within Nautical to strengthen governance and oversight of prospective income streams. Continued focus is being placed on growing sustainable and diversified income sources while reducing reliance on traditional funding channels.	Cautious	4	4	16	9	5	5	**25**	↔	Aug '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.	Aug '26: The College continues to strengthen its cyber security posture through the Network Transformation Project, delivering improvements to network security, resilience and infrastructure lifecycle management. Internal audit activity has identified opportunities to further enhance cyber governance, risk management and staff awareness, with improvement actions now being progressed. The external cyber threat environment remains elevated, including increased ransomware, credential theft, AI-enabled phishing and social engineering attacks across the education sector. Continued capital investment is required to address legacy technology risks, support Cyber Essentials Plus accreditation and enhance long-term cyber resilience. The College continues to work with HEFESTIS in support of the Cyber Assessment Framework (CAF) review and the ongoing development of its cyber maturity. No change to risk scoring is proposed.	Averse	5	3	15	5	5	5	**25**	↔	Aug '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	DPr CFO	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.	Aug '26: Delivery of the Estates Masterplan continues alongside development of the Riverside Innovation Centre and associated accommodation proposals. Financial pressures associated with maintaining the estate remain a key consideration, particularly given ongoing capital funding constraints. Work continues to identify opportunities to optimise asset utilisation, generate additional income from the estate and prioritise investment in critical infrastructure. Capital planning for 2026/27 has been aligned to the College's highest-priority asset replacement and maintenance requirements; however, funding limitations continue to present a strategic challenge.	Open	4	3	12	8	4	5	20	↔	Aug '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.	Aug '26: Internal performance data for AY2025/26 indicates continued improvement across key student outcome measures. Full-time HE complete success has increased to 74.3%, compared with 72.3% in AY2024/25, while early withdrawals have reduced to 2.3% (from 3.1%) and further withdrawals have reduced to 12.6% (from 13.9%). Full-time FE complete success has also improved to 68.8%, compared with 63.5% in AY2024/25, while further withdrawals have reduced to 18.5% (from 19.4%). While the data remains provisional and subject to final verification, the positive trend provides increasing assurance regarding student retention, achievement and progression. The College will continue to monitor performance closely and implement targeted interventions to support further improvements in student outcomes and successful destinations.	Hungry	5	2	10	5	5	5	**25**	↔	aUG '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 ADGR	There is a risk of negative consequences resulting from failures to comply with statutory legislation and regulations, potentially leading to a negative impact on staff/students, legal action, reputational damage, and financial implications. To treat this risk, the College expects robust policies, procedures and training to be in place to support staff meet the College's statutory obligations, with key staff (e.g. health and safety, HR, finance, procurement, DPO and senior managers) able to advise as appropriate. The College's risk management approach, Assurance Framework, three lines of defence, Compliance Auditor role and regular internal audits are also measures that are in place to treat this risk.	Aug '26: Compliance arrangements remain effective overall; however, changes to UK Visas and Immigration (UKVI) sponsorship requirements have increased regulatory risk in relation to international student recruitment. The tightening of the Basic Compliance Assessment thresholds and introduction of a published Red-Amber-Green (RAG) rating framework increase the potential risk of restrictions being placed on the College's sponsorship licence should compliance requirements not be met. Such restrictions could adversely impact international student recruitment, overseas fee and international project income, currently valued at more than £1m and forecast to grow to approximately £1.4m, as well as causing significant operational and reputational consequences. The College continues to monitor compliance closely and review international recruitment, admissions and sponsorship processes to ensure ongoing compliance with UKVI requirements.	Averse	5	2	10	5	5	5	**25**	↔	Aug '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.	Aug '26: The Sustainability Action Plan (SAP) 2026-2031 was approved by the People & Culture Committee in May 2026 and implementation is now underway. Organisational capability and awareness continue to develop through sustainability training and engagement activities, supported by strengthened governance, oversight and performance monitoring through the Sustainability Working Group (SWG). Progress is being made across a number of priority actions; however, key delivery risks remain, including the absence of dedicated environmental sustainability specialist resource, ongoing funding pressures, and the scale of investment required to deliver estates decarbonisation and meet the College's net-zero ambitions. New sustainability reporting requirements will also require closer alignment between sustainability objectives, financial planning and future investment decisions.	Averse	5	2	10	5	5	5	**25**	↔	Aug '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.	Aug '26: Safeguarding, Prevent and Corporate Parenting arrangements remain under regular review, with no significant changes since April 2026 business continuity exercise are being incorporated into incident management and emergency response planning. Preparatory work is also underway to support compliance with the Terrorism (Protection of Premises) Act 2025, including consideration of security-related planning, communication arrangements and response procedures to further strengthen the College's duty of care responsibilities. Apr '26. 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.	Averse	5	2	10	5	5	4	**20**	↔	Aug '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.	Aug '26: CGI Ltd remained in an inactive state throughout AY2025/26, with no trading activity, staffing or income generation. Commercial, international and innovation opportunities continued to be identified and progressed through existing College structures, with CGI Ltd retained as a potential future delivery vehicle where a robust and fully costed business case demonstrates added value. The CGI Ltd Board continues to keep the company's future operating model under review, with any decision to activate or resource the company subject to an approved business plan and clear evidence of strategic and financial benefit to the College.	Open	5	2	10	5	5	5	**25**	↔	Aug '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.	Aug '26: Student outcomes are expected to improve further in 2025/26, with student satisfaction remaining high following a record survey response rate. Internal quality assurance indicators have also strengthened, including improvements in the recording of internal verification activity and the successful completion of Qualification Scotland's annual external verification processes. The College also successfully completed its annual QAA Institutional Liaison Review, providing additional assurance regarding the effectiveness of quality arrangements. The introduction of Course Assessment Boards has further strengthened academic governance and consistency of assessment decisions. For the first time, curriculum teams formally moderated results and students received official transcripts of their outcomes. A total of 363 out of 386 full-time courses (94%) completed Course Assessment Board meetings, with 6,988 students receiving their results reports by 7 July. These developments provide increased assurance over performance management, quality enhancement and student outcomes.	Open	5	2	10	5	5	4	**20**	↔	Aug '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 ensure responsible governance.	Aug '26: Position remains largely unchanged from April 2026. The new Academic Integrity Procedure was approved during the period, replacing the previous Assessment Malpractice Procedure and providing a clearer framework for managing academic misconduct, including the ethical and transparent use of AI. An AI Advisory Group has also been established to provide ongoing oversight, guidance and sector benchmarking in relation to AI use across the College. These arrangements strengthen the College's governance and preparedness in responding to the opportunities and risks associated with AI. Apr' 26: New Academic Integrity Procedure to be considered and approved by the Quality Assurance & Enhancement Committee. This procedure will create an AI Advisory Group to provide guidance matter surrounding AI usage and implementation.	Hungry	3	3	9	6	4	4	16	↔	Aug '26	May '24: New risk added. Net score set at 3 x 3 (9).
SR6	Negative impact upon the College's reputation	VPCDI	There is a risk of a negative impact upon the College's reputation due to several factors, including failure to protect and maintain our brand, complaints upheld by the SPSO, significant breaches of College policies and procedures, and instances of gross misconduct by staff members. To treat this risk, the College maintains regular communication with staff, students and stakeholders through internal/external channels and receives monitoring and advice from a public affairs consultancy. The College ensures the availability and communication of the Complaints Procedure to employees, conducts training on policies/legal requirements. Management monitoring is supported through internal/external auditors. The College emphasises values and behaviours, supported by robust policies and procedures.	Aug '26: The College's reputation remains strong, with no discernible negative impact identified during the reporting period. Social media sentiment remains highly positive at 89%, with the College's audience growing to 107.7k followers, driven by continued growth across LinkedIn and Instagram. The College also continues to demonstrate significant international reach, with the UK, USA, Vietnam, Singapore and Brazil among its largest audience markets. Current reputation monitoring is largely informed by social media analytics; however, the planned implementation of Vuelio will enhance assurance by providing broader monitoring and intelligence across print, broadcast and digital media channels. These indicators provide continued assurance regarding the strength and visibility of the College's reputation.	Moderate	3	3	9	5	5	5	**25**	↔	Aug '26	Oct '23: Score reduced from 12 to 9. 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
SR7	Failure to achieve improved business development with stakeholders	VPCDI	There is a risk of failure to achieve improved business development with stakeholders, leading to the loss of effective partnerships, reputational risks, and potential negative impacts on staff health and well-being. To address this risk, the College manages employer relationships and business engagement through the Corporate Development team, following the agreed Business Development Process Map. The Corporate Development Strategy focusses on brand, global ambition, innovation/research, workforce planning, industry academies, partnerships/developments and CGI Ltd.	Aug '26: International and priority partnership activity continues to strengthen the College's strategic positioning and growth ambitions. New and existing partnerships have been progressed across the UK, North America and Asia, while innovation activity has expanded, with the development pipeline now valued at more than £550k. International income continues to perform strongly and exceed budget, although some commercial activity remains affected by challenging market conditions and delivery constraints. In response, the College has implemented strengthened pipeline management, enhanced partnership governance and a more evidence-based approach to target setting to support sustainable growth and income diversification in 2026/27.	Open	3	3	9	5	5	5	**25**	↔	Aug '26	Oct '23: Score reduced from 20 to 9. Aug '23: Edited for transfer to new MAP. Nov '20: Score decreased from 25 to 20.
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.	Aug '26: The College continues to maintain a robust data protection compliance framework, supported by ongoing oversight from the Audit & Assurance Committee and the Data Protection Officer. Recent DPO reporting highlighted proactive work to address identified compliance gaps, with new improvement actions being progressed through the College's data protection compliance programme. Continued investment in data protection arrangements, supported by senior management oversight, remains important to mitigate financial, legal, regulatory and reputational risks associated with non-compliance. No significant data protection issues have been reported during the period and no change to risk scoring is proposed.	Averse	4	2	8	5	5	5	**25**	↔	Aug '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.	Aug '26: The College continues to maintain and test its incident management and business continuity arrangements. An unannounced business continuity exercise was undertaken in April 2026, simulating a major security-related incident affecting both campuses. The exercise provided positive assurance regarding the effectiveness of the Incident Management Plan and supporting Business Recovery Plans, with all exercise objectives achieved and strong engagement demonstrated by senior leaders. A small number of improvement actions were identified, including enhancing incident management arrangements in preparation for the Terrorism (Protection of Premises) Act 2025 (Martyn's Law). The Incident Management Plan will be updated to incorporate lessons learned from the exercise, while all 16 Business Recovery Plans were reviewed and updated during 2025/26. These activities provide continued assurance regarding the College's preparedness, resilience and ability to respond effectively to disruptive incidents.	Averse	4	2	8	4	5	5	**25**	↔	Aug '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	Pr DPr	There is a risk that the College may fail to realise the planned benefits of Regionalisation, leading to a negative impact on our position within the Regionalisation Agenda. There is a further risk that the College fails to manage changes to governance arising from regionalisation to the benefit of the College and our stakeholders. To treat this risk, the College will maintain effective dialogue with the 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 '26: The College continues to engage actively with regional and national stakeholders, including SFC, Scottish Government and GCLG. Senior Leaders remain involved in sector discussions related to tertiary education reform and future direction of the college sector, helping to ensure the College remains well positioned to influence and respond to emerging developments. Apr '26: Dialogue continues to being maintained with the SFC, the Scottish Government, and Glasgow Colleges Leadership Group (GCLG), 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.	Open	3	2	6	3	5	4	20	↔	Aug '26	Aug '25: Score decreased from 9 to 6. Aug '23: Edited for transfer to new MAP.
SR15	Failure of corporate governance	Pr ADGR	There is a risk of a corporate governance failure due to potential breaches of the Standing Orders, Scheme of Delegation, Code of Conduct, Code of Good Governance, Financial Memorandum and other relevant legislation, regulations and duties. This can result from lapses policy and procedure compliance and breakdowns in relationships within the Board and with the ELT/SMT. To treat this risk, the College will maintain and monitor sound governance procedures. ADGR in place to support and advise the Board, overseeing regular meetings of the Board and its committees, annual Board self-evaluation, triennial external review and Board Development Plan. Other measures include the Audit & Assurance Committee, the role of Senior Independent Member and internal/external auditors.	Aug '26: The College continues to demonstrate strong corporate governance arrangements, supported by effective Board oversight, ongoing development activity and a commitment to continuous improvement. A successful non-executive recruitment exercise concluded in May 2026, resulting in the appointment of two members with significant expertise in ESG, organisational transformation and governance, further strengthening the Board's collective capability. The Board Development Plan continues to be delivered effectively, with progress focused on governance effectiveness, strategic oversight, member development and enhanced committee reporting. Annual Board and Committee evaluation activity has been undertaken and will be reported to the next meeting of the Board of Management. In June 2026, the Audit & Assurance Committee completed a review of the Assurance Framework, strengthening alignment between the Strategic Plan, Strategic Risk Register and sources of assurance. These developments provide continued assurance regarding the effectiveness of the College's governance arrangements.	Averse	5	1	5	5	5	5	**25**	↔	Aug '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.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
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 '26: The position remains unchanged from April 2026. The Learning and Teaching Academy (LTA) continues to support the embedding and enhancement of the ABC pedagogical model across the College, alongside ongoing work to promote inclusive learning and teaching practices. Apr '26: As per January 2026 update, the LTA continues to improve and support the embedding of the ABC pedagogical model.	Hungry	5	1	5	5	5	4	20	↔	Aug '26	Aug '23: Edited for transfer to new MAP.