Board of Management

Date of Meeting	25 March 2026
Paper No.	BoM3-G
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	17 March 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 changes are proposed in this quarterly review:

No.	Risk Title	Previous Score	Proposed Score
SR17	Negative impact of industrial action	5 (5 x 1)	20 (4 x 5)
SR18	Failure of IT System Security	10 (5 x 2)	15 (5 x 3)
SR20	Failure to maximise income via diversification	12 (4 x 3)	16 (4 x 4)
SR21	Failure to obtain funds from the Foundation for the College's priorities.	12 (4 x 3)	Removed.

3.4. The ongoing dispute relating to Health & Safety matters in the Nautical and STEM workshops has escalated, with EIS-FELA confirming strike action for 20, 23, 24, 25, 30 and 31 March, and 1 and 2 April 2026. While the direct impact on learning and teaching remains minimal at present, there is a continued possibility that external narratives may not fully reflect the underlying facts, which could lead to reputational implications for the College. As a result, the risk score for SR17 has been increased.

3.5. Work has now commenced on a £3m Network Transformation Project, which will further enhance network security, performance, and resilience. While this represents a positive development for the College, significant challenges around IT system security remain. Sector-wide ransomware and credential-harvesting attacks on UK colleges continue to increase, and ageing infrastructure across the sector remains particularly vulnerable due to prolonged capital funding constraints. For these reasons, the risk score for SR18 has been increased.

3.6. The net risk score for SR20 has increased due to projected 2025/26 commercial and international income of £6.1m against a target of £7.2m, representing a 15% shortfall. This gap is primarily driven by speculative programmes in Nautical and STEM that have not progressed to delivery. Although four months remain in the financial year, there is an ongoing risk that the shortfall will not be fully recovered. Mitigating actions include strengthening pipeline management, improving target-setting and monitoring with faculties, diversifying the commercial portfolio, and reducing reliance on single high-risk income streams.

3.7. The Finance Committee endorsed the Chief Financial Officer's recommendation to remove risk SR21 (Failure to obtain funds from the Foundation for the College's priorities) from the Strategic Risk Register. This followed approval of a £1.3m drawdown from the Foundation for capital expenditure, leaving only a small remaining balance. The Committee concluded that SR21 was no longer strategically material and that any residual dependence on Foundation funds could be managed through normal financial processes. Accordingly, the risk was retired from the Strategic Risk Register.

3.8. At the Board of Management meeting on 10 December 2025, members noted a potential risk arising from the Scottish Government's expectations under the Withers Review reforms, particularly around skills forecasting and increased pressure on colleges to align provision with labour market intelligence (LMI). Without a coherent regional approach to interpreting LMI and managing competing priorities, there remains a risk of misalignment between provision and employer needs, with possible reputational implications for the College and sector. Following review, the Vice Principal Student Experience confirmed that this emerging risk did not require inclusion in the Strategic Risk Register at present, but it would continue to be monitored as national policy develops.

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.

4.2. The Associate Director of Governance & Risk will commence an annual review of the College's risk management policy, procedures, and associated sources of assurance, with findings to be reported to the Board's Audit & Assurance Committee. This review will also begin to assess the effectiveness of the wider risk management framework, including roles and responsibilities, reporting and escalation pathways, and alignment with recognised good practice. Engagement will be undertaken with SMT, ELT, and members of the Board with relevant risk and assurance expertise to ensure that any proposed enhancements strengthen governance and support informed decision-making across the College.

Appendix 1: Strategic Risk Register
Appendix 2: Risk Management Action Plans

Strategic Risk Register

The Risk			Assessment			Changes		Board
ID	Risk Title	Owner	Impact	Prob.	Net Score	Trend	Updated	Committee
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	Jan '26	Learning
SR2	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Jan '26	People
SR4	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '26	Audit
SR5	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↔	Jan '26	Audit
SR6	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '26	Audit
SR7	Failure of corporate governance	Pr ADGR	5	1	5	↔	Jan '26	Audit
SR8	Failure of business continuity	ADGR	4	2	8	↔	Jan '26	Audit
SR9	Negative impact of industrial action	VPPCS	4	5	20	↗	Jan '26	People
SR10	Failure of IT system security	DIT	5	3	15	↗	Jan '26	People
SR12	Failure to achieve operating surplus	CFO	4	4	16	↔	Jan '26	Finance
SR13	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Jan '26	Learning
SR14	Failure to maximise income via diversification	CFO VPCDI	4	4	16	↗	Jan '26	Development
SR15	Failure to secure a sustainable model/level of funding	CFO	4	5	20	↔	Jan '26	Finance
SR16	Failure to secure sufficient capital investment	CFO	4	5	20	↔	Jan '26	Finance
SR17	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Jan '26	Learning
SR18	Failure to manage strategic, physical and digital assets and infrastructure effectively	DPr CFO	4	3	12	↔	Jan '26	Development
SR19	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Jan '26	Learning
SR20	Failure to realise planned benefits of Regionalisation	Pr DPr	3	2	6	↔	Jan '26	Conveners'
SR21	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Jan '26	Development
SR23	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Jan '26	Development
SR27	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Jan '26	Development
SR28	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Jan '26	Audit

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

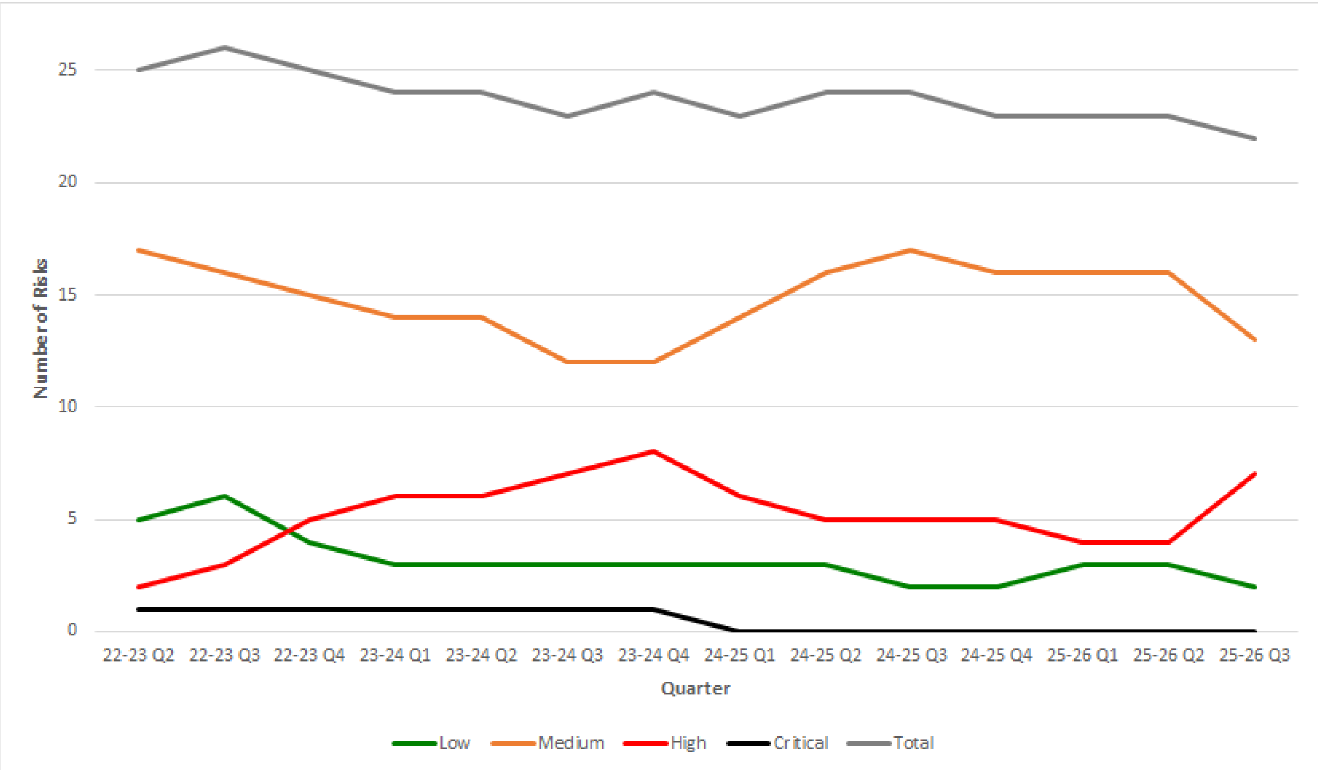
IMPACT

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.

Risk Management Action Plans

The Risk						Net Score				Gross Score			Changes		
ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR17	Negative impact of industrial action	VPPCS	There is a risk of service disruption and a negative impact on the College's reputation resulting from industrial action. To respond to this risk, the College has two established negotiating forums for lecturing and support staff, with the frequency of meetings based on the Recognition & Procedure Agreement and current requirements. The College has also signed the National Recognition & Procedure Agreement and is a member of College Employers Scotland. All "in scope" pay and terms and conditions negotiations now take place at the National Joint Negotiating Committee.	Jan '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 for 20, 23, 24, 25, 30, 31 March and 1, 2 April. While the direct impact on learning and teaching is currently minimal, there is a continued risk that external narratives may not fully reflect the underlying facts, potentially amplifying the impact of the strike action. Oct '25: Locally the College has received a dispute from EIS FELA regarding associate trainers. Potential to escalate to strike action in the lead up to the Scottish Government election.	Averse	4	5	20	4	5	5	**25**	↗	Jan '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.	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. Aug '25: The financial position reported in May 2025 remains unchanged. The new SFC funding model does not materially benefit the College in the way that we hoped. Our price per credit remains the lowest in the sector.	Cautious	4	5	20	5	5	5	**25**	↔	Jan '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 also plans to seek assistance from the College Foundation and enhance financial performance to allocate more funds for asset replacement.	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. Aug '25: In June 2025, the Finance Committee approved capital expenditure for 2025-26. SFC have confirmed the £1.37m grant; however, the College's maintenance needs continue to outstrip the funding provided by the SFC, emphasising the importance of phasing and prioritising expenditure in this way. As outlined in SR21, the Foundation funds will be used to fund capital expenditure in the next two years but it has a diminishing balance.	Cautious	4	5	20	3	5	4	20	↔	Jan '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.	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. Oct '25: A small number of staff remain supernumerary. The Sept '25 Financial Sustainability Colleges SFC report and the Oct '25 Scotland Colleges Audit Scotland report evidence the significant financial pressures facing Colleges. The College will not be financially able to fund the upskilling and growth of staff to deliver courses.	Open	4	4	16	3	5	4	20	↔	Jan '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	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. Oct'25 : Q4 forecasted year end position was a surplus of £55k, there has been a £600k improvement from original budget. This is subject to audit. Aug' 25 : The updated forecast at Q3 was a deficit of £68k. The improved forecast from £500k budgeted deficit has continued. The Q4 year-end forecast will be reported to the Finance Committee in September 2025.	Cautious	4	4	**16**	**5**	5	5	**25**	↔	Jan '26	Nov '24: Score increased from 12 to 16. Sept '24: Score decreased from 20 to 12. Aug '24: Score decreased from 25 to 20. Aug '23: Edited for transfer to new MAP. Sept '22: Score increased from 20 to 25. Feb '22: Score
SR20	Failure to maximise income via diversification	CFO VPCDI		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. While six months remain in the financial year, there is ongoing risk that the shortfall will not be fully recovered. Mitigating actions focus on strengthened pipeline management, improved target-setting and monitoring with faculties, diversification of the commercial portfolio, and reducing reliance on single high-risk income streams. Oct '25: The unaudited commercial income is £5.28m against a budget of £6.43m which is an 18% shortfall. The reason for this is due to an over ambitious cadet recruitment within the faculty of Nautical and STEM.	Cautious	4	4	**16**	**9**	5	5	**25**	↗	Jan '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 defense and response capabilities within the College will be upheld to proactively address emerging threats.	Jan 26: The GLQ project continues to progress well and remains on track for completion by the end of March 2026. Technical issues have arisen but are being effectively managed, and the project is delivering the required network security separation. Work is now 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 rising, with ageing infrastructure exposed due to significant capital funding gaps. Threat actors are increasingly using generative AI for phishing and deepfake fraud. Cyber/security teams remain under staffing pressure, which constrains some activity, though core work and major projects continue to progress.	Averse	5	3	15	5	5	5	**25**	↗	Jan '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.	Jan 26 : Riverside Innovation Centre and Accommodation business case will be reviewed again by the Development Committee in Feb 2025. Oct '25:Riverside Innovation Centre & Accommodation business case was presented to the Development Committee on the 23 October '25. An update on COB was also presented at this meeting. It was agreed further discussions and work needs to be carried out before future use of the site can be considered. Updates on both will be tabled at the next Committee meeting and a consideration of the risk rating in Q3's review should be considered depending on the outcome of the developments.	Open	4	3	12	8	4	5	20	↔	Jan '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.	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. Oct '25 MSE survey results. Responses = 66% Overall Satisfaction = 96% Enrolment against target - 94% Enrolment against projection 100% Early withdrawal 2.5% Further withdrawal 1.9% The College are currently looking at where additional credits can be delivered.	Hungry	5	2	10	5	5	5	**25**	↔	Jan '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. Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.
SR12	Negative impact of statutory compliance failure	DPr ADGR	There is a risk of negative consequences resulting from failures to comply with statutory legislation and regulations, potentially leading to a negative impact on staff/students, legal action, reputational damage, and financial implications. To treat this risk, the College expects robust policies, procedures and training to be in place to support staff meet the College's statutory obligations, with key staff (e.g. health and safety, HR, finance, procurement, DPO and senior managers) able to advise as appropriate. The College's risk management approach, Assurance Framework, three lines of defence, Compliance Auditor role and regular internal audits are also measures that are in place to treat this risk.	Jan '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. An anonymous concern about H&S arrangements at the Riverside Campus led to an HSE visit in December, resulting in a letter of contravention relating to information, instruction, and training, with a Fee for Intervention expected. The visit aligned with issues already under internal review and has prompted a wider look at Faculty arrangements for staff using high-risk equipment. The matter has also triggered an ongoing EIS dispute and may lead to personal injury claims, with a full report currently with solicitors.	Averse	5	2	10	5	5	5	**25**	↔	Jan '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.	Jan '26: With guidance from the EAUC, a first draft Sustainability Action Plan was endorsed (subject to additional work) 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. In addition, advanced sustainability training delivered by the Scottish Government has been completed by both procurement and facilities staff. Work is continuing on the development of the Green Travel Plan. The Environment and Sustainable Working Group (ESWG) was re-established in Oct 2025, with revised terms of reference, to provide oversight and support for this activity.	Averse	5	2	10	5	5	5	**25**	↔	Jan '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.	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 25. The Corporate Care Report is on the agenda at the next LTSEC. 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**	↔	Jan '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.	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**	↔	Jan '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 centers to ensure overall performance improvement and sustainability.	Jan '26: Risk remains low. Positive end of year academic performance has been supported by a continued decline in FT early withdrawals. We achieved a record response rate (66%) to our internal student survey - 6501 students compared to 5516 student for the previous year, more than double the number of students responding in AY23/24 (3174). All Faculties managed to improve their response rates and the overall satisfaction rate was a high of 96%. All end of year quality reporting was completed and portfolio decisions reached. The SEAP was reviewed, refreshed, submitted deadline. This followed a successful installation of the ILQR process which reviewed the Curriculum areas of Engineering and Sport & Fitness.	Open	5	2	10	5	5	4	**20**	↔	Jan '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. Aug '23: Edited for transfer to new MAP. Jan '23: Risks merged and score set to 10.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	There is a risk that the College fails to prepare for the negative impact and harness the capabilities of AI. The exponential development of AI could disrupt the College's curriculum, pose a risk to academic integrity, present ethical concerns and result in productivity/performance challenges. To treat this risk, the College has guidance on AI in place for staff and students, which will be continuously reviewed, and will continue to facilitate appropriate training. We will continue to monitor AI developments and engage with key stakeholders to learn and share best practice. In doing so, the College will adopt an open attitude to AI - preparing for the risks and opportunities. Any AI projects within the College will have effective oversight from SMT and reportage to the Board in place.	Jan '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. May '25: We have updated our guidance for staff and students on ethical use of AI, consulted students on their use during class rep meetings and included questions in our Jisc Digital Experience Insights surveys.	Hungry	3	3	9	6	4	4	16	↔	Jan '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,	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 representing our largest audience markets, reinforcing the College's growing global visibility across education, maritime, and STEM audiences. Oct '25: Social media audience has grown to 96.2k (+3.5k), a 3.8% increase, with the positive sentiment increased to 76.6% up from 75%.	Moderate	3	3	9	5	5	5	**25**	↔	Jan '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.	Jan '26: We have embedded sector-led engagement plans and clearer account ownership for priority employers, government bodies and international partners, supported by strengthened pipeline governance and commercial review. This is improving bid selectivity, conversion rates and confidence in delivery while reducing pressure on staff capacity. Oct '25: The unaudited figures for October '25 for combined commercial, international student and international project income is £7.4m against a budget of £8.1m, an 8% shortfall, however we have reduced the shortfall position predicted at the start of the year by 5%. This is due to the performance of the international student fee income.	Open	3	3	9	**5**	5	5	**25**	↔	Jan '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.	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. Aug '25: In the 2024-25 academic year, the College recorded 11 data breaches. 1 data breach was reported to the Information Commissioner's Office; however, the ICO did not take action on the basis that it was satisfied with the steps the College had taken to resolve the matter.	Averse	4	2	8	**5**	5	5	**25**	↔	Jan '26	Aug '23: Edited for transfer to new MAP. May '21: Score decreased from 12 to 8.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
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.	Jan '26: Incident Management Plan reviewed, updated, and disseminated in Dec 2025. Aug '25: All recommendations from the exercise in May have been completed. May '25: An unannounced business continuity exercise was delivered in May. The College responded well to the test scenario and we are awaiting a report from Ashton Resilience, which will be included in the paper tabled at the Audit & Assurance Committee in June.	Averse	4	2	8	4	5	5	**25**	↔	Jan '26	Jan '25: Score decreased from 12 to 8. Aug '23: Edited for transfer to new MAP.
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.	Jan '26: Glasgow Leadership Group remit approved and circualted to the Board. Proposal for GLG agendas and minutes to be made available to relevant Regional Boards. Oct '25: The Glasgow Leadership Group is now fully established and meets bi-monthly. Aug '25: The GCRB is now dissolved and the College has direct relationship with the SFC and Scottish Government as a regional college with an Minister appointed Chair. The College will continue to engage with our partner colleges through the Glasgow Leadership Group, and other forums, regularly to coordinate our work together. We are also engaging with our Relationship Manager at the SFC.	Open	3	2	6	3	5	4	**20**	↔	Jan '26	Aug '25: Score decreased from 9 to 6. Aug '23: Edited for transfer to new MAP.

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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.	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	↔	Jan '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.	Jan '26: As per October 25 update, the LTA continues to improve and support the embedding of the ABC pedagogical model. Oct '25: As per August 25 update, the LTA is continues to improve and support the embedding of the ABC pedagogical model. The LTA is also working to support faculties to develop inclusive L&T practices. 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	↔	Jan '26	Aug '23: Edited for transfer to new MAP.