Conveners' Committee

Date of Meeting	**31 August 2026**
Paper No.	**CC1-M**
Agenda Item	**3.3**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Marcus Walker** **Associate Director of Governance and Risk**
Date of production	**14 August 2026**
Action	**For Discussion**

1. Recommendations

1.1. To discuss the Risk Management Action Plan (MAP) reported to the Committee, agreeing to recommend any changes to the Board of Management for final approval.

2. Consultation

2.1. All strategic risk owners were consulted during the latest quarterly review.

3. Key Insights

2026-27 Quarter 1 Update

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 MAP related to SR5 *'Failure to realise planned benefits of Regionalisation'* is enclosed for the Committee's consideration. There is no proposed change to the risk scoring for SR5 in Quarter 1 2026/27.

SR5 Review and Proposed Amendment

3.4. As part of a light-touch refresh of the Strategic Risk Register, it is proposed that Strategic Risk SR5 be updated to better reflect the evolving external environment and the College's role within wider tertiary education reform.

3.5. The current risk, *"Failure to realise planned benefits of Regionalisation"*, was developed in the context of changes to the regional governance landscape following the dissolution of the Glasgow Colleges Regional Board (GCRB). Since then, the strategic environment has evolved, with increased focus on tertiary education reform, funding reform and wider sector restructuring. As a result, the current risk is now considered too narrow and no longer fully reflects the range of external strategic developments that may affect the College.

3.6. It is therefore proposed that the risk title be revised to *"Failure to Influence and Respond to Regionalisation and Sector Reform"*. The proposed risk description is:

"There is a risk that changes to regional governance, funding arrangements or sector structures negatively impact the College's strategic position, autonomy or ability to deliver objectives. The College actively participates in regional and national forums and maintains effective engagement with sector stakeholders to influence and respond to change."

3.7. The revised title and description broaden the scope of the risk beyond regional governance arrangements to encompass wider changes in regional governance, funding models, tertiary education reform, and future sector structures.

3.8. The proposed wording adopts a more strategic perspective, consistent with the purpose of the Strategic Risk Register, by focusing on the College's ability to influence, anticipate and respond to significant external developments that may affect its strategic position, autonomy, funding and long-term objectives. This includes ongoing reform of Scotland's post-school education landscape, the development of a more integrated tertiary system, and wider sector transformation activity. It also better reflects the College's active participation in regional and national forums and its role in helping to shape emerging policy and sector developments.

3.9. No change is proposed to the current risk score, as the amendment is intended to improve strategic alignment and clarity rather than reflect a change in the underlying level of risk.

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.

5. Appendices

Appendix 1: Strategic Risk Register
Appendix 2: Risk Management Action Plan (SR6)

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

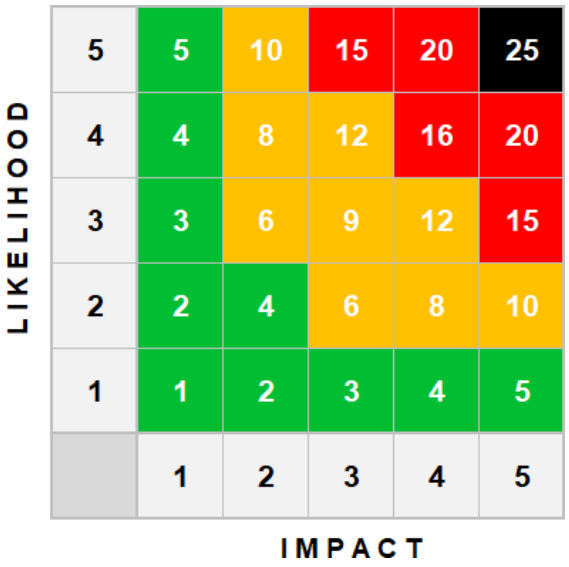
Score	Impact	Probability
1	**Insignificant:** the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	**Highly Unlikely:** the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of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

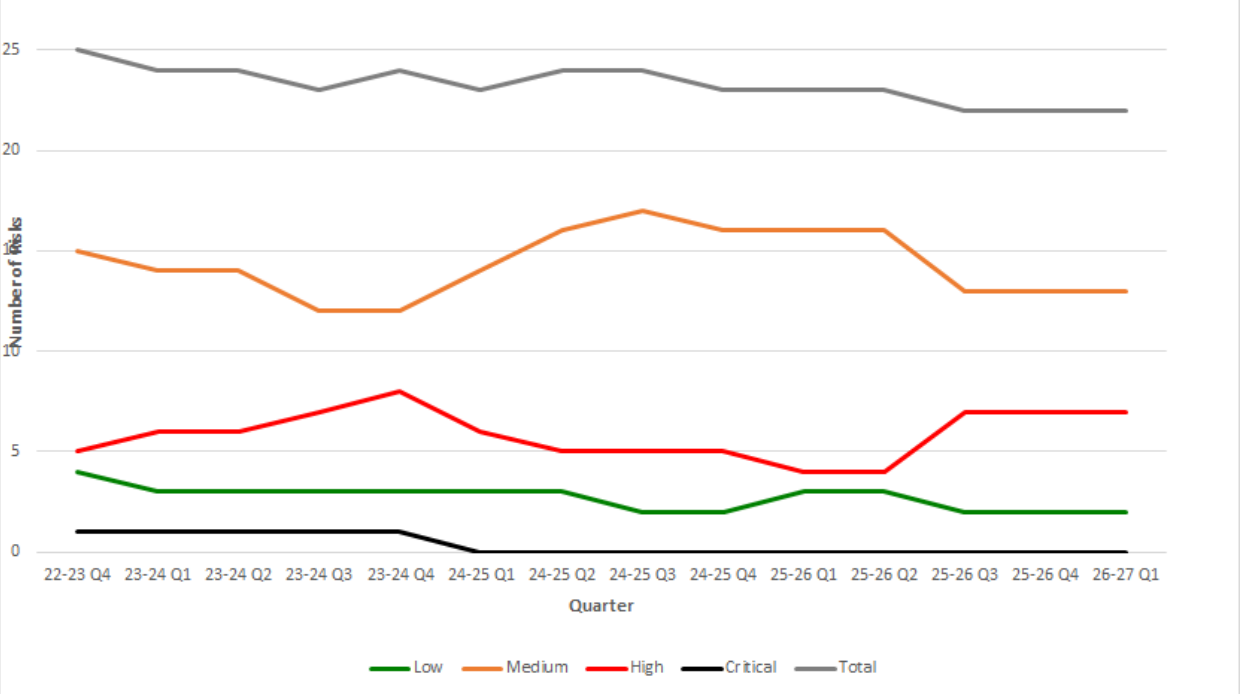


Low (1-5) Acceptable level of risk subject to periodic review
Medium (6-12) Moderate level of risk subject to regular monitoring and mitigating actions and plans being in place
High (15-20) Unacceptable level of risk requiring immediate actions and plans to prevent or mitigate
Critical (25) Critical 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
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.