Board of Management

Development Committee

Date of Meeting	**Monday 6 February 2017**
Paper No.	**DC2-B**
Agenda Item	**4**
Subject of Paper	**Strategic Risk Review**
FOISA Status	**Disclosable**
Primary Contact	**Paul Clark, College Secretary/Planning**
Date of production	**31 January 2017**
Action	**For Approval**

1. Recommendations

1. To note the review of strategic risks as relevant to the Committee's remit

2. To review and approve the Risk Scores and Risk Management Action Plans associated with these risks

2. Purpose of report

2.1 The purpose of this report is to provide the Committee with an update on the Senior Management review of strategic organisational risks relating to Growth and Development, and one related Finance risk, via the Risk Management Actions Plans (MAPs) for these risks. Also included is the revised Risk Register.

3. Context

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 Senior Management Team, and the Board of Management. The current strategic risks have been identified by SMT and the Audit Committee, as the primary strategic risks currently faced by the College. The risks are aligned within the same framework of strategic themes as the College Strategic Plan. The risks included in the Risk Register have potential impacts on one or more of the College's strategic priorities.

3.2 In line with recommended good practice as identified by the Internal Audit of Risk Management in 2013/14, each Board Committee has since undertaken a regular review of the strategic risks within its remit.

3.3 The strategic risks which most closely relate to the committee's remit (with current risk scores and RAG rating) are:
- Risk 4 - Failure to realise planned benefits of Regionalisation (6/Amber)
- Risk 5 - Failure to achieve New Campus objectives (3/Green)
- Risk 6 - Negative impact upon College reputation (3/Green)
- Risk 7 - Failure to achieve improved business development performance with stakeholders (6/Amber)
- Risk 8 - Failure to achieve improved performance (3/Green)
- Risk 9 - Failure to recruit, retain, and develop suitable staff (4/Green)
- Risk 16 - Failure to maximise income via diversification (6/Amber)

3.4 The Risk Management Action Plans for the above risks are attached at Appendix 1, and provide more detailed descriptions of the risks, treatments, and commentaries.

3.5 A full review of strategic risks is currently being undertaken (January/February 2017) involving senior Risk "owners", and all updated Risk MAPs will be reported to the Audit Committee and full Board of Management in the current meeting cycle.

4. Impact and implications

4.1 The effective management and control of risks is essential to the on-going stability and future growth of the College, with clear implications in terms of potential impact upon College students and staff, as well as the College's wider reputation and legal compliance status.

4.2 Several strategic risks are financial in nature, and potentially constitute a threat to the College's stated strategic priority to "Maintain our long-term financial stability".

4.3 Regional and sectoral considerations are included in the process of risk management, and are reflected in the risk documentation.

Appendices:

Appendix 1: Risk Management Action Plans

Appendix 2: Risk Register

Risk Management Action Plan

Risk Description: Failure to realise planned benefits of Regionalisation

Risk ID: 4

Owned by: Pr/DPr   **Review Date: January 31 2017**

Update

Full Description:

1. Failure to secure a positive position for COGC in the context of the Regionalisation Agenda

2. Failure to manage changes to governance arrangements arising from Regionalisation in the best interests of the College and its stakeholders

Treatment:

Maintain effective dialogue with Regional Board, Glasgow Colleges, SFC, and Scottish Government. College senior staff involvement in regional strategic groups.
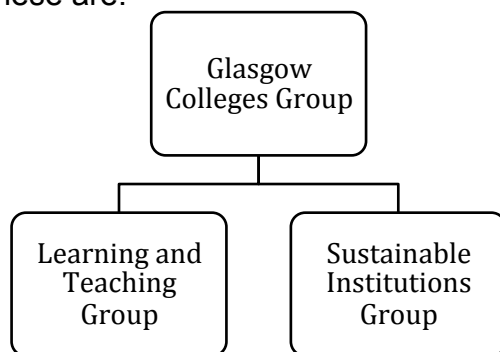
Commentary (Update):

Dialogue is being maintained with GCRB and with the Glasgow Colleges.

The Glasgow Colleges' Strategic Partnership (GCSP) produced a curriculum and estates strategy – A Vision for College Learning in Glasgow 2015-2020. An estates strategy has now been implemented.

The College is currently hosting the GCRB team at the new City Campus.

Overview of Glasgow College Operational Groups

Three college-led groups provide a forum for regional oversght of operational planning and monitoring. These are:

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        ┌─────────────────┐
        │    Glasgow      │
        │ Colleges Group  │
        └────────┬────────┘
           ┌─────┴─────┐
   ┌───────────────┐ ┌───────────────┐
   │ Learning and  │ │  Sustainable  │
   │   Teaching    │ │ Institutions  │
   │    Group      │ │    Group      │
   └───────────────┘ └───────────────┘
```

The groups generally meet at 6-week intervals. However, due to the volume of regional collaboration required to effectively plan and monitor activity, the two sub-groups are currently meeting every three weeks.

Chairs for the groups rotate annually, with the chairs for 2016/17 being:

- Glasgow Colleges Group - Paul Little, Principal and Chief Executive City of Glasgow College
- Learning and Teaching Group - Alan Inglis, Vice Principal Curriculum and Quality Glasgow Kelvin College
- Sustainable Institutions Group - Janet Thomson, Vice Principal Resources, Glasgow Clyde College

The Chairs of the Learning and Teaching Group and the Sustainable Institutions Group attend meetings of GCRB's Performance and Resources Committee.

In addition to the above groups, seven regional 'curriculum hubs' exist, formed of senior faculty managers from across the three asisgned colleges. The hub areas are based on broad economic sectors and are:
- Administration, Financial and Business Services
- Creative and Cultural Industries
- Energy, Engineering, Construction and Manufacturing Land-Based Industries
- Food, Drink, Tourism, Hospitality and Leisure
- Health, Care and Education
- Life and Chemical Sciences
- Access and Inclusion

These curriculum hubs are intended to support sharing of information within curricular areas and the development of a coherent regional curriculum, alongside providing a central point of contact for employers and other stakeholders related to areas of economic activity. Curriculum Hub activity is overseen by the regional Learning and Teaching Group.

Regional College Group Membership & Responsibilities

Glasgow Colleges Group

Membership:

- College Principals
- Chairs of regional Learning and Teaching and Sustainable Institutions sub-groups
- GCRB Executive Director

Areas of functional responsibility:

- discussion of local, regional and national issues related to the strategic and operational leadership of college delivery;
- coordinating the work of operational regional groups, including the development, delivery and monitoring of Regional Outcome Agreements;
- reporting of relevant information related to the regional and national delivery and policy context to the Glasgow Regional Board, its committees and college stakeholders; and
- liaison with local, regional and national stakeholders.

Learning and Teaching Group

Membership:

- College Senior Managers with responsibility for curriculum delivery
- GCRB Executive Director

Areas of functional responsibility:

- joint planning of portfolio across the region, supporting the development of a strategic, regional approach to portfolio review based on local, regional and national needs;
- developing, delivering and monitoring Regional Outcome Agreements and reporting progress to the Glasgow Colleges Group and the Glasgow Colleges' Regional Board;
- enhancing engagement with employers and employment support agencies;
- promoting and enhancing effective and innovative learning, teaching and assessment;
- monitoring and evaluating the quality of college delivery across the region and developing approaches to quality enhancement;
- liaising with a range of, regional and national stakeholders, including education partners, universities and local authority education services to further develop strategic approaches to partnership working; and
- facilitating effective learner pathways and progression into work and further study.

Sustainable Institutions Group

Membership:

- College Senior Managers with responsibility for finance and human resources
- GCRB Executive Director

Areas of functional responsibility:

- monitoring a range of financial performance indicators and supporting the development of a strategic, regional approach to ensuring the financial sustainability of the region's colleges, and reporting this to the Glasgow Colleges Group and the Glasgow Colleges' Regional Board;
- ensuring funds are used as economically, efficiently and effectively as possible;
- building regional capacity to assess and develop funding opportunities related to non-SFC income;
- reviewing college and regional risk management;
- supporting the delivery of an improved and fit for purpose regional estate;
- monitoring energy consumption and carbon emission measures, and coordinating actions to improve the environmental sustainability of Glasgow's colleges; and
- providing a forum for sharing human resource information and supporting the development of regional approaches to workforce development.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 3/5 Risk Score 9/25 RAG Rating: GREEN **Target Score: 3**	Likelihood 5/5 Impact 4/5 Risk Score 20/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Change and Development (4) Low **Medium** High 1 2 3 **4** 5 6

x	Likelihood				
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

Impact

Risk Management Action Plan

Risk Description: Failure to achieve New Campus Objectives

Risk ID: 5

Owned by: DPr   **Review Date: January 2017**

Update

Full Description

The New Campus Risk Register has undergone a complete review following the Practical Completion of City Campus; as a result 11 risks have been proposed for transfer to the main College Risk Register. In-turn these will be reviewed, redrafted as required and assigned to appropriate risk owners.

The transferred risks are as follows:

Ref	Description	Rationale
7	Capacity and availability of CGC project resource	
31	Maintenance and lifecycle management of legacy FF&E	
48	Changes in VAT	
72	Mechanisms used to manage accounting reclassification compromise the effective management of contractual obligations or the delivery of transition projects	
38	Utility and telecom connections	Post Practical Completion so now all College operating risks
68	Surplus Property Disposal	
56	Breach of SG Conditions for financial support	
16	Change in Policy / Law	
33	Confidential - Title Insurance procured	
26	Migration risks associated with leased equipment	
78	Group 3 risk - equipment not procured and ready on time for migration	

There are only 2 residual risks remaining to be managed that are directly attributable to the New Campus Project, these are:

Ref	Description	Assessment Score
1	The risk that the College requires changes to the brief or scope of the project which could delay the programme. Such changes would require to be funded by capital using the limited contingency fund and also lead to an increased UC (via FM and Lifecycle costs). Additional costs could be in the form of :Abortive Works :Remedial Works :Accelerated Works :Resequencing of Works to accommodate late changes	2
74	GLQ claim Relief or Compensation under NPD Project Agreement leads to delay to occupation or financial exposure (As of Sept 15 this risk is limited to City accommodation phase and City and Riverside external works)	4

Risk ID 1: is under close management to ensure that change control procedures are in place and tightly adhered to.

The remaining ID 74 is now limited to the external works at City Campus. College initiated changes will be tightly controlled in this context and limited to essential needs only.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 1/5 Impact 5/5 Risk Score 5/25 RAG Rating: GREEN **Target Score: 5**	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Change and Development/Reputation Low Medium High 1 **2** 3 4 5 6

Impact					
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5
x	Likelihood			

Risk Management Action Plan

Risk Description: **Negative impact upon College reputation**

Risk ID: 6

Owned by: DCD **Review Date: January 2017**

Update

Full Description:

1. Failure to protect and maintain the brand.
2. Complaint to Scottish Public Services Ombudsman upheld

Treatment:
1. Now that the City Campus is operational the Communications team is reviewing the mechanisms and best practice for internal and external communication. The CDD is also reviewing the structure of the team to ensure that is more relevant and fit for purpose to maintain the brand.
2. College Complaints Procedure to be available and communicated to all employees; train staff, including managers in operation of college policies & procedures, including legal requirements

Commentary (Update):

1. The College has featured in a number of press articles recently where titles have taken a negative approach. The college has embraced dialogue with journalists and is using this recent experience to strengthen areas across the team.
2. New Complaints procedure agreed and implemented in line with developments in SPSO framework for FE.
3. The College Complaints Report is now published via the College Website, in line with SPSO requirements.
4. Further staff training now in place to support implementation of SPSO model complaints handling procedure.
5. Through the Meltwater News platform the College continues to monitor its coverage, reputation and positioning within the marketplace on a weekly basis
6. Ongoing press enquiries relating to a wide range of areas are commonplace, including some relating to College operations at the City Campus. The College is also experiencing a high volume of FOISA requests at present, covering a wide range of areas from staff salaries and performance related payments, campus events, overseas expenditure, student support, budgets, industrial action information etc.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10/25 RAG Rating: AMBER **Target Score: 5**	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low　Medium　High	Category: Reputation **Low**　Medium　High **1　2**　3　4　5　6

Impact					
5	10	15	20	25	
4	8	12	16	20	
3	6	9	12	15	
2	4	6	8	10	
1	2	3	4	5	
x	Likelihood				

Risk Management Action Plan

Risk Description:
Failure to achieve improved business development performance with stakeholders

Risk ID: 7

Owned by: DCD   **Review Date: January 31 2017**

Update

Full Description:

Loss of/Failure to build effective partnerships/Reputational Risks/Staff Health and Well Being (see Level 2 Risks below).

Treatment:

Relationships are managed as detailed in the Corporate Development Plan and in line with the agreed Business Development Process Map to ensure good communications, and that any issues are dealt with timeously. The Plan has been reviewed with reference to Blue Ocean and the 8 strategic priorities. In line with Strategic Priority 8 the additional strategic planning documents are now required for:

- International/Global reach
- Commercial & Business Development
- Sponsorship
- Employer Engagement
- Corporate Communications

N.B. Associated Level 1 Risks:
- Growth and Development/College Reputation (Risk 6)
- Statutory Compliance Failure (Risk 10)
- Finance/Income Targets (Risk 15)
- Income diversification (Risk 16)

Commentary (Update):

The documents indicated above will come to the Board as part of the new Corporate Development Strategy, relating to delivery of the new College Strategic Plan 2017-25.

The Corporate Development team continue to work with the Faculties in procuring new business as well as sourcing sustainable and reputable opportunities for additional non-government income.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 5/5 Risk Score 10/25 RAG Rating: AMBER **Target Score: 5**	Likelihood 5/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Change and Development Activities Low **Medium** High 1 2 3 **4** 5 6

Impact					
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5
x	Likelihood				

Risk Management Action Plan

Risk Description: **Failure to achieve improved performance**

Risk ID: 8

Owned by: **VPSE/DirP**   **Review Date: January 31 2017**

Update

Full Description and Treatment:

1. Ensure identification, dissemination, monitoring and review of quality improvement KPIs for all areas of service delivery.

2. Work with VPs, Directors and Heads to target areas of under performance.

Commentary (Update):

Heads of Performance working with Faculty Directors to set SMART targets following Performance Review meetings, with a view to significantly improving performance.

Support Area reviews will commence in May 2016. Faculties with identified areas of under-performance are targeted for Accelerated Quality Improvement and detailed action plans have been put in place with intervention and support from Performance Team.

The Performance Review process has been further developed into a single stage process to heighten accountability and deliver targeted support. This process is delivering improvement action plans to areas that require them.

Impact score raised from 2 to 3 – in consideration of the implication of Regional Outcome Agreement potentially aligning funding to KPIs. Gross risk score increased from 6 to 9 (May 2015).

September 2016: Risk Score moved to 5x5 matrix. Student success performance indicators for 2015-16 to be confirmed.

January 2017: Performance has been retained at its current level. Action plans from Performance Review being put in place and a series of SLWG have been initiated to look at cross college activity impacting on faculty performance. A new curriculum review process is being developed for 17/18 as a replacement for Performance Review in order to improve curriculum planning so it is linked more coherently to performance of individual programmes. In turn it is anticipated that this will further improve performance.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 1/5 Impact 5/5 Risk Score 5/25 RAG Rating: GREEN **Target Score: 5**	Likelihood 4/5 Impact 5/5 Risk Score 25/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Student Experience/ Reputation **Low** Medium High 1 **2** 3 4 5 6

Impact					
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5
x	Likelihood			

Risk Management Action Plan

Risk Description: **Failure to attract, engage, and retain suitable staff**

Risk ID: 9

Owned by: VPF&HR   **Review Date: February 2017**

Update

Full Description:

1. Failure to recruit and retain staff
2. Failure to develop and motivate staff; failure to identify training and development needs and appropriate tailored development strategies.

Treatment:
- Develop and implement relevant policies
  - Employee Benefits strategy
  - Recruitment and Selection policy
  - Organisational Development policy
  - Employee Engagement & Reward strategy and procedures
- Develop and agree an organisation development strategy and operational plan.
- Develop a framework of mandatory and optional CPD (1 hours CPD time for Academic Staff on Weds).
- Review and provide training for all reviewers and reviewees for the employee Personal Development Review (PDR) process
- Implement IIP Action Plan.
- Monitor the outcome of all staff recruitment, staff absences rate and staff turnover

Commentary (Update):

Recruitment & Selection Policy & Procedure and the Employee Engagement policy are approved and in use. A People Plan (HR Strategy) is in use and operational plans are in place for Organisational Development delivery and to support the strategic plan.

CPD opportunities are highlighted during annual PDR, requested by staff or by managers, to increase the effectiveness of the College. There is an annual One City all staff development day, on-going team events and development, enhancement of qualifications, PDA & TQFE, mandatory on-line training modules, visiting industry experts, master class sessions etc to support City Learning and personal development, delivered via a blended learning approach.

There is also a dedicated 1 hour per week for CPD. There is generally an increasing volume of CDP provision and the CPD hour, while welcome, accounts for a relatively small proportion of CPD provision.

The College has invested in Coaching and Mentoring Development in 2015/16. Two initial tranches – one consisting of managers and one consisting of teaching staff

supporting World skills participants, engaged in an initial coach/mentor development training. This has led to a large number of coaching relationships and conversations within the College, as each of the cohorts are required to coach or mentor at least three others as part of the qualification.

The College aims to create an established internal coaching agenda which will help develop talent and contribute to continuity planning and retention.

The College SMT will agree a new People & Culture Strategy around April incorporating succession planning and talent management to ensure the continued success of the College.

Staff absence rate and staff turnover both remain at a low level. There continues to be a generally high demand for posts advertised; however specialist posts in the Nautical Faculty remain difficult to recruit for within the current academic pay structure.

Risk Score therefore remains at Green.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 2/5 Impact 2/5 Risk Score 4/25 RAG Rating: GREEN **Target Score: 3**	Likelihood 4/5 Impact 5/5 Risk Score 20/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low **Medium** High	Category: People and Culture **Low** Medium High 1 **2** 3 4 5 6

5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

Impact (vertical axis) — x — Likelihood

Risk Management Action Plan

Risk Description: **Failure to maximise income via diversification**

Risk ID: 16

Owned by: VPFHR/ EDCD   **Review Date: January 31 2017**

Update

Full Description:

Failure to optimise income opportunities via existing and potential markets and partners.

Treatment:

Development of Corporate Development Plan

Commentary (Update):

Commercial and International Teams, as well as Academic Faculties, have reviewed all aspects of income diversification. This is now reflected within the new Corporate Development Strategy (under review by the Development Committee, 2015-16) as well as Financial and Operational Plans. Income generation from Industry Academies included in Faculty planning.

A corporate development strategy, with business cases, was presented to the Board of Management Development Committee in April 2016, and is currently under ongoing review in the context of developing strategic priorities.

Regular reportage on growth and development in relation to targets is now a standing item on the Development Committee agenda.

The Corporate Development Team and Faculties undertake ongoing reviews of Commercial and International targets, and progress.

At January 31 2017, the first performance review of 2016-17 has been undertaken. The College is currently on target to generate a surplus of approximately 11%.

Risk Score remains at Amber until target achievement is confirmed for 2016-17.

Current Risk Score:	Gross Risk Score (assuming no treatment)
Likelihood 3/5 Impact 4/5 Risk Score 12/25 RAG Rating: AMBER **Target Score: 4**	Likelihood 5/5 Impact 4/5 Risk Score 20/25
Risk Appetite (Willing to accept):	**Risk Tolerance (Able to accept):**
Low Medium High	Category: Change and Development/ Financial Low **Medium** High 1 2 **3** 4 5 6

Impact	5	10	15	20	25
	4	8	**12**	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
x			Likelihood		

Risk Register: January 2017 (Draft)

Strategic Theme	Risk Name	Risk ID	Level	Risk Owner	Likelihood	Impact	Net Risk Score	Gross Risk Score	Target Risk Score	Risk Movement	Hyperlink to Risk Management Action Plan (MAP)	Date of last review
Students	Failure to support student success	1	1	VPSE	1	5	5	25	5		Risk 2 MAP.docx	Jan '17
Students	Failure to establish optimal pedagogical model	2	1	VPSE	2	5	10	20	5		Risk 2 MAP.docx	Jan '17
Students	Failure to achieve good student outcome/progression levels	3	1	VPSE	1	5	5	15	5		Risk 3 MAP.docx	Jan '17
Students	Failure of the College's Duty of Care to Students	21	1	VPSE	3	4	12	20	4		Risk 21 MAP.docx	Jan '17
Growth and Development	Failure to realise planned benefits of Regionalisation	4	1	Pr/DPr	3	3	9	20	3		Risk 4 MAP.docx	Jan '17
Growth and Development	Failure to achieve New Campus objectives	5	1	DPr	1	5	5	25	5		Risk 5 MAP.docx	Jan '17
Growth and Development	Negative impact upon College reputation	6	1	EDCD	2	5	10	25	5		Risk 6 MAP.docx	Jan '17
Growth and Development	Failure to achieve improved business development performance with stakeholders	7	1	EDCD	2	5	10	25	5		Risk 7 MAP.docx	Jan '17
Growth and Development	Failure to achieve improved performance	8	1	VPSE/DirP	1	5	5	20	5		Risk 8 MAP.docx	Jan '17
Growth and Development	Failure to attract, engage, and retain suitable staff	9	1	DHR	2	3	6	20	3		Risk 9 MAP.docx	Jan '17
Processes and Performance	Negative impact of statutory compliance failure	10	1	SMT/CSP	1	5	5	20	5		Risk 10 MAP.docx	Jan '17
Processes and Performance	Failure of Corporate Governance	11	1	Pr/CSP	2	5	10	20	5		Risk 11 MAP.docx	Jan '17
Processes and Performance	Failure of Business Continuity	12	1	VPI/CSP	3	4	12	25	4		Risk 12 MAP.docx	Jan '17
Processes and Performance	Failure to manage performance	13	1	VPSE/DirP	2	4	8	20	4		Risk 13 MAP.docx	Jan '17
Processes and Performance	Negative impact of Industrial Action	14	1	DHR	3	4	12	25	4	16 Red to 12 Amber (Audit 9/16)	Risk 14 MAP.docx	Jan '17
Finance	Failure to achieve operating surplus via control of costs and achievement of income targets.	15	1	VPFHR	3	2	6	25	2		Risk 15 MAP.docx	Jan '17
Finance	Failure to maximise income via diversification	16	1	VPFHR/ EDCD	3	4	12	20	4		Risk 16 MAP.docx	Jan '17
Finance	Negative impact of funding methodology within Glasgow Region	17	1	VPFHR	2	3	6	25	2		Risk 17 MAP.docx	Jan '17
Finance	Failure to agree a sustainable level of grant-funded activity within the Region	18	1	VPFHR/ VPSE	3	5	15	25	3		Risk 18 MAP.docx	Jan '17
Finance	Impact of ONS reclassification of the status of colleges	19	1	VPFHR	2	3	6	16	3		Risk 19 MAP.docx	Jan '17
Finance	Failure to obtain funds from College Foundation	20	1	VPFHR	1	4	4	20	3		Risk 20 MAP.docx	Jan '17
Finance	Negative impact of Brexit (added by Audit Committee 28 Nov 2016)	22	1	VPFHR	tbc	tbc	#VALUE!	tbc		New Risk (Audit 9/16)	Risk 22 MAP.docx	Jan '17

Recent movement or change

Key:
Pr - Principal
DPr - Depute Principal
VPSE - Vice Principal Student Experience
VPFHR - Vice Principal Finance & HR
VPI - Vice Principal Infrastructure
EDCP - Executive Director Corporate Development
FD - Faculty Director
CSP - College Secretary/Planning
DHR - Director of Human Resources
DirP - Director of Performance

x		Likelihood				
Impact	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

Tolerance vs Risk Score	Acceptable Risk Score		Acceptable Risk Score		Acceptable Risk Score	
	1-3	4-5	6-9	10-12	15-16	20-25
Risk Management Level of Tolerance (Able to Accept)	1	2	3	4	5	6
	Low		Medium		High	