

Board of Management

Learning, Teaching & Student Experience Committee

Date of Meeting	Tuesday 19 May 2026
Paper No.	LTSEC4-J
Agenda Item	3.8
Subject of Paper	Strategic Risk Review
FOISA Status	Disclosable
Primary Contact	Marcus Walker Associate Director of Governance & Risk
Date of production	11 May 2026
Action	For Discussion

1. Recommendations

- 1.1. To discuss the Strategic Risk Register for risks reported to the Committee and recommend any changes to the Board of Management for final approval.
- 1.2. To note the Risk Management Action Plans (MAPs) for risks reported to the Committee.

2. Consultation

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

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 attached for the Committee's consideration.
- 3.4. Four strategic risks are reported to the Committee. No changes to risk scores are proposed in this review, however, at the request of the Committee, *'Risk / Treatment Description'* for SR27 has been updated (see below).
- 3.5. At its last meeting, the LTSE Committee requested a revision to the *'Risk / Treatment Description'* for SR27 (*'Failure to prepare for the impact and harness the capabilities of AI'*) in relation to student and staff use of AI, with reference to transparency, feedback quality and good practice. Further to this, the Description has been updated to:

"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".

- 3.6. 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.

4. Impact and Implications

- 4.1. The effective management, control, and mitigation of risks remain essential to the College's institutional and financial sustainability, regulatory compliance, reputation and long-term strategic development.

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
SR17	Negative impact of industrial action	VPPCS	4	5	20	↔	Apr '26	People
SR23	Failure to secure a sustainable model/level of funding	CFO	4	5	20	↔	Apr '26	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	5	20	↔	Apr '26	Finance
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Apr '26	People
SR19	Failure to achieve operating surplus	CFO	4	4	16	↔	Apr '26	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	4	4	16	↔	Apr '26	Development
SR18	Failure of IT system security	DIT	5	3	15	↔	Apr '26	People
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	DPr CFO	4	3	12	↔	Apr '26	Development
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	Apr '26	Learning
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Apr '26	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↔	Apr '26	Audit
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Apr '26	Learning
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Apr '26	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Apr '26	Audit
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Apr '26	Learning
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Apr '26	Development
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Apr '26	Development
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Apr '26	Audit
SR16	Failure of business continuity	ADGR	4	2	8	↔	Apr '26	Audit
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	2	6	↔	Apr '26	Conveners'
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Apr '26	Audit
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Apr '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

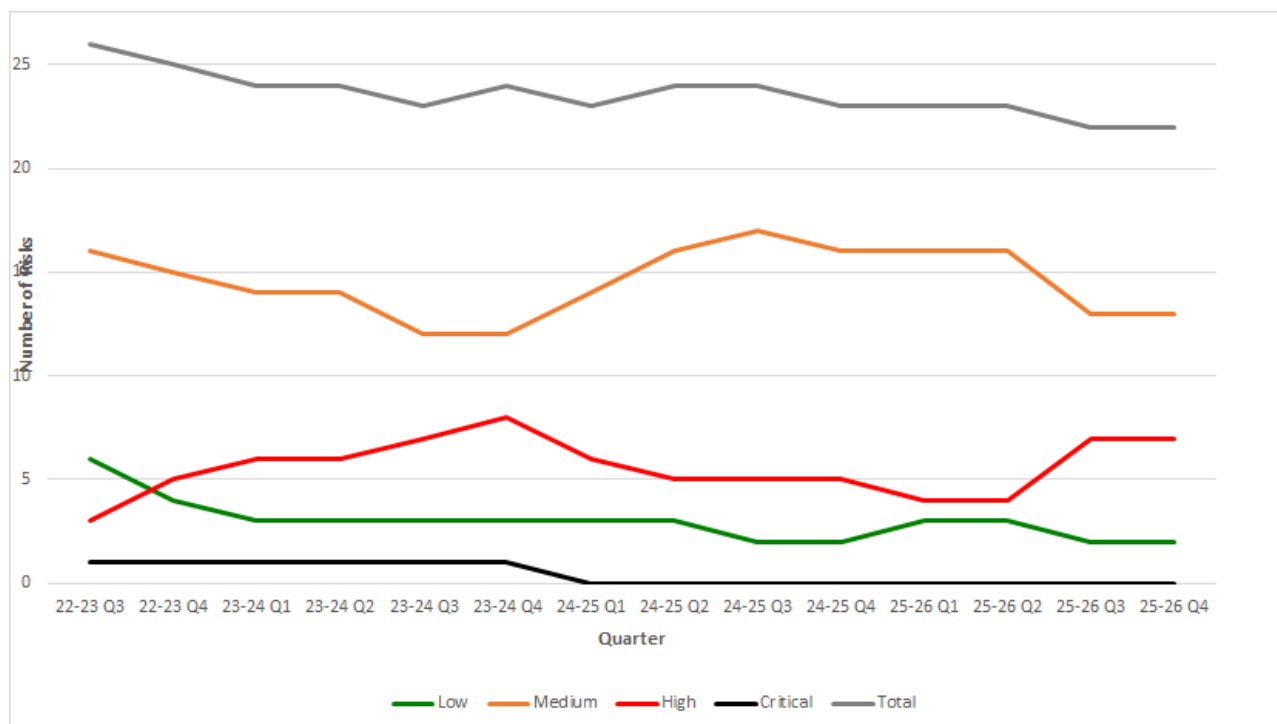
	5	5	10	15	20	25
LIKELIHOOD	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

- 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.

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Net Score				Gross Score			Changes		
						Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
SR1	Failure to support successful student outcomes and progression	VPSE	<p>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.</p> <p>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.</p>	<p>Apr '26: Further withdrawal increased to 11.3%.</p> <p>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.</p> <p>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.</p>	Hungry	5	2	10	5	5	5	25	↔	Apr '26	<p>Jan '26: Risk / Treatment Description updated</p> <p>Sept' 24: Score decreased from 20 to 10.</p> <p>Sept '23: SR1 and SR3 merged. Score increased from 5 to 20.</p>
SR4	Failure of the College's duty of care to students	VPSE	<p>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).</p> <p>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.</p>	<p>Apr '25: There is no update since Jan 2026. Substantive update on Corporate Care Duties on the business schedule for the first LTSE Committee meeting in AY2026/27.</p> <p>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.</p> <p>Oct '25: There is no update since Aug 2025.</p> <p>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.</p>	Averse	5	2	10	5	5	4	20	↔	Apr '26	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '20: Score increased from 5 to 10.</p>

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	<p>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.</p> <p>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.</p>	<p>Apr '26: New Academic Integrity Procedure to be considered and approved by the Quality Assurance & Enhancement Committee. Part of this procedures will create an AI Advisory Group to provide guidance matter surrounding AI usage and implementation.</p> <p>Jan '26: No further changes from October update.</p> <p>Oct '25: No further changes from August update.</p> <p>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.</p>	Hungry	3	3	9	6	4	4	16	↔	Apr '26	May '24: New risk added. Net score set at 3 x 3 (9).
SR2	Failure to establish an optimal pedagogical model	VPSE	<p>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.</p>	<p>Apr '26: As per January 2026 update, the LTA continues to improve and support the embedding of the ABC pedagogical model.</p> <p>Jan '26: As per October 2025 update, the LTA continues to improve and support the embedding of the ABC pedagogical model.</p> <p>Oct '25: As per August 2025 update, the LTA is continues to improve and support the embedding of the ABC pedagogical model. The LTA is also working to support faculties to develop inclusive L&T practices.</p> <p>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.</p>	Hungry	5	1	5	5	5	4	20	↔	Apr '26	Aug '23: Edited for transfer to new MAP.