

## Learning, Teaching & Student Experience Committee

<b>Date of Meeting</b>	<b>24 February 2026</b>
<b>Paper No.</b>	<b>LTSEC3-F</b>
<b>Agenda Item</b>	<b>4.6</b>
<b>Subject of Paper</b>	<b>Strategic Risk Review</b>
<b>FOISA Status</b>	<b>Disclosable</b>
<b>Primary Contact</b>	<b>Marcus Walker Associate Director of Governance &amp; Risk</b>
<b>Date of production</b>	<b>13 February 2026</b>
<b>Action</b>	<b>For Discussion</b>

### **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 SR1 has been updated (see below).
- 3.5.** At its last meeting, the LTSE Committee requested a revision to SR1 ('*Failure to support successful student outcomes and progression*') to strengthen its focus on student outcomes, explicitly framing the risk in terms of retention, achievement, progression, and successful destinations rather than the broader and less specific wording used previously. The updated SR1 description more clearly defines the underlying causes and better articulates the potential consequences, including reduced completion rates and weaker progression pathways. The narrative on controls is also enhanced to emphasise that the College's quality processes monitor outcome-focused indicators, ensuring clearer alignment between the risk, the data used to measure it, and the mitigations in place.
- 3.6.** At the Board of Management meeting on 10 December 2025, members identified a potential risk linked to the Scottish Government's expectations under the Withers Review reforms, particularly around the transfer of responsibility for skills forecasting and the increased pressure on colleges to align provision with labour market intelligence (LMI) and competing sectoral demands. Without a coherent regional approach to interpreting LMI, mediating competing priorities and allocating scarce resources (such as credits, student demand and teaching capacity), there is a risk of misalignment between provision and employer expectations, potentially leading to reputational impact for colleges, the Glasgow region, the SFC and the Scottish Government should the reforms be perceived to have failed.

**3.7.** Following review, the Vice Principal Student Experience confirmed that the above emerging risk does 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 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
SR1	Failure to support successful student outcomes and progression	VPSE	5	2	10	↔	Jan '26	Learning
SR2	Failure to establish an optimal pedagogical model	VPSE	5	1	5	↔	Jan '26	Learning
SR4	Failure of the College's duty of care to students	VPSE	5	2	10	↔	Jan '26	Learning
SR5	Failure to realise planned benefits of Regionalisation	Pr DPr	3	2	6	↔	Jan '26	Conveners'
SR6	Negative impact upon the College's reputation	VPCDI	3	3	9	↔	Jan '26	Development
SR7	Failure to achieve improved business development with stakeholders	VPCDI	3	3	9	↔	Jan '26	Development
SR8	Failure to manage strategic risks associated with CGI Ltd	VPCDI	5	2	10	↔	Jan '26	Development
SR9	Failure to manage performance and achieve improved performance	DE	5	2	10	↔	Jan '26	Audit
SR10	Failure to attract, engage, and retain suitable staff	VPPCS	4	4	16	↔	Jan '26	People
SR12	Negative impact of statutory compliance failure	DPr ADGR	5	2	10	↔	Jan '26	Audit
SR13	Failure of compliance with Environmental Social and Governance (ESG) duties	DPr ADGR	5	2	10	↔	Jan '26	Audit
SR14	Failure of compliance with the General Data Protection Regulations (GDPR)	DPr	4	2	8	↔	Jan '26	Audit
SR15	Failure of corporate governance	Pr ADGR	5	1	5	↔	Jan '26	Audit
SR16	Failure of business continuity	ADGR	4	2	8	↔	Jan '26	Audit
SR17	Negative impact of industrial action	VPPCS	5	1	5	↔	Jan '26	People
SR18	Failure of IT system security	DIT	5	2	10	↔	Jan '26	People
SR19	Failure to achieve operating surplus	CFO	4	4	16	↔	Jan '26	Finance
SR20	Failure to maximise income via diversification	CFO VPCDI	4	4	16	↗	Jan '26	Development
SR21	Failure to obtain funds from the Foundation for the College's priorities	CFO	4	3	12	↔	Jan '26	Finance
SR23	Failure to secure a sustainable model/level of funding	CFO	4	5	20	↔	Jan '26	Finance
SR24	Failure to secure sufficient capital investment	CFO	4	5	20	↔	Jan '26	Finance
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	3	3	9	↔	Jan '26	Learning
SR28	Failure to manage strategic, physical and digital assets and infrastructure effectively	DPr CFO	4	3	12	↔	Jan '26	Development

## Impact and Probability Criteria

Score	Impact	Probability
1	<b>Insignificant:</b> the risk has minimal to no effect on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Highly Unlikely:</b> the likelihood of the risk occurring is minimal. It would be estimated that the risk has a 1-5% chance of happening.
2	<b>Minor:</b> the risk may cause slight disruption or impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Unlikely:</b> 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	<b>Moderate:</b> the risk has a noticeable impact or disruption, affecting the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Possible:</b> the likelihood of the risk occurring is reasonable. It would be estimated that the risk has a 26-50% chance of happening.
4	<b>Major:</b> the risk has a substantial impact on the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Likely:</b> the likelihood of the risk occurring is probable. It would be estimated that the risk has a 51-75% chance of happening.
5	<b>Critical:</b> the risk is a severe threat to the College's operations, objectives, reputation, stakeholders or financial sustainability.	<b>Almost Certain:</b> 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

<b>Pr</b>	Principal & CEO
<b>DPr</b>	Depute Principal & COO
<b>CFO</b>	Chief Financial Officer
<b>VPSE</b>	Vice Principal Student Experience
<b>VPCDI</b>	Vice Principal Corporate Development
<b>VPPCS</b>	Vice Principal People & Corporate Services
<b>ADGR</b>	Associate Director of Governance & Risk
<b>DE</b>	Director of Excellence
<b>DCS</b>	Director of Corporate Support
<b>DSE</b>	Director of Student Experience
<b>DIT</b>	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

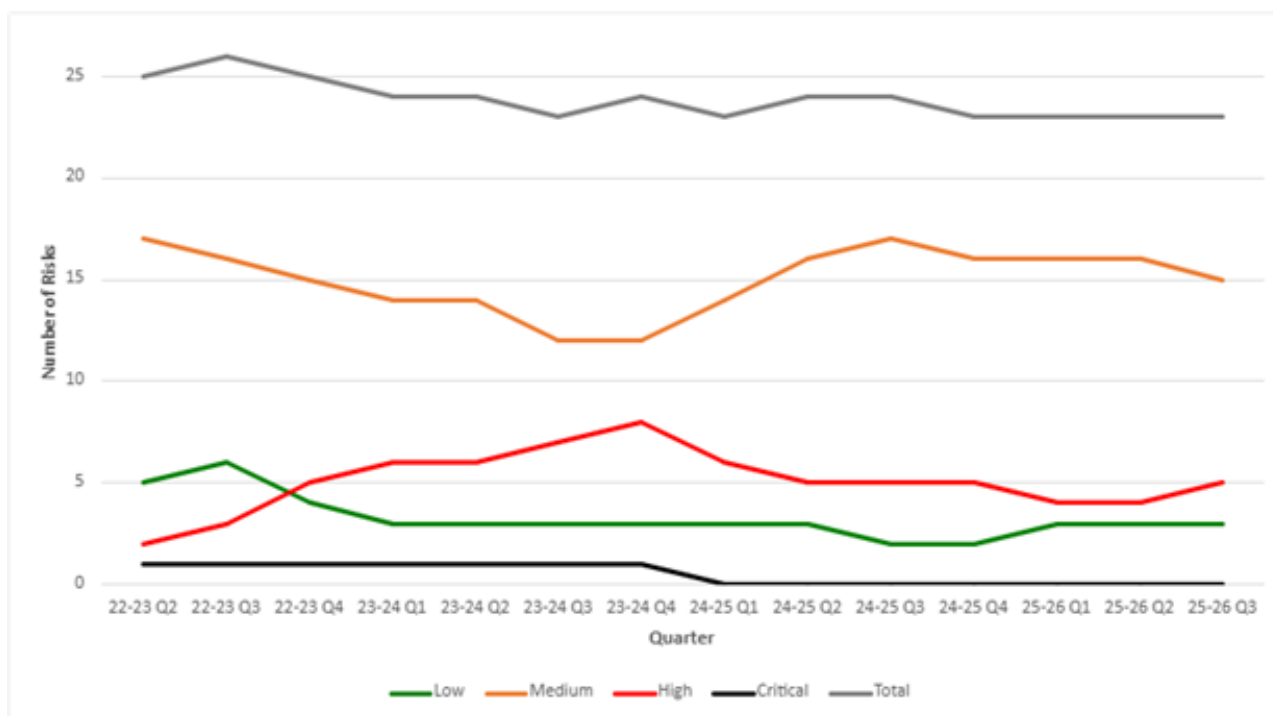
	5	5	10	15	20	25
LIKELIHOOD	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		<b>IMPACT</b>				

- 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 <sup>1</sup>	Risk Categories
<b>Avoid:</b> The College avoids any form of risk, striving to maintain an entirely risk-free approach.	Preparedness
<b>Averse:</b> The College prefers to accept minimal risk, prioritising safe decision-making while recognising potential limitations on innovation and opportunities.	Compliance and Governance
<b>Cautious:</b> 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
<b>Moderate:</b> The College tends to expose itself to moderate levels of risk, aiming for acceptable, though not overly ambitious, outcomes.	Reputation
<b>Open:</b> 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
<b>Hungry:</b> 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



<sup>1</sup> Full risk appetite statements for each risk category are outlined in the Risk Management Policy.

Risk Management Action Plans

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	
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>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	5	25	↔	Jan '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> <p>Aug '23: Edited for transfer to new MAP. Proposed that SR1 and SR3 be merged.</p>
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>Jan '26: As per October 25 update, the LTA continues to improve and support the embedding of the ABC pedagogical model.</p> <p>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&amp;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&amp;T practices.</p>	Hungry	5	1	5	5	5	4	20	↔	Jan '26	<p>Aug '23: Edited for transfer to new MAP.</p>	

ID	Risk Title	Owner	Risk/Treatment Description	Developments/Commentary	Appetite	Impact	Prob.	Score	Target	Impact	Prob.	Score	Trend	Updated	History
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>Jan '26: All Managers with Police Scotland is planned for 30 January. The College has made two referrals recently to Prevent and will continue 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 25. The Corporate Care Report is on the agenda at the next LTSEC.</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	↔	Jan '26	<p>Aug '23: Edited for transfer to new MAP.</p> <p>Oct '20: Score increased from 5 to 10.</p>
SR27	Failure to prepare for the impact and harness the capabilities of AI	VPSE	<p>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.</p> <p>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.</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&amp;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> <p>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.</p>	Hungry	3	3	9	6	4	4	16	↔	Jan '26	<p>May '24: New risk added. Net score set at 3 x 3 (9).</p>