Risk Management Procedure

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Risk Management Procedure

1. Introduction

1.1. The Risk Management Policy and the associated Risk Management Procedure form part of the College's internal control and corporate governance arrangements. The College's approach to risk management is underpinned by the College's purpose, way, values and strategic priorities – in particular, our priority "to be efficient, effective, innovating and vigilant".

2. Purpose and Aims

2.1. The policy explains the College's approach to risk management and documents the roles and responsibilities of the Board of Management (the Board) and the Executive Leadership Team (ELT) in developing a culture of risk management throughout the College.

2.2. The Procedure outlines the key aspects of the risk management process and identifies the main reporting procedures. It also describes the process the Board will use to evaluate the effectiveness of the College's internal control procedures.

2.3. The effectiveness of the College's risk framework will be assessed using the College Assurance Framework and regular assurance within Board committees.

3. Scope

3.1. Risk management is an integral component of the College's system of internal control. This system encompasses several elements that together facilitate an effective and efficient operation and enable the College to respond to operational, financial, and strategic risks.

3.2. This procedure applies to all staff at all levels of the College.

3.3. Where relevant, this procedure also applies to contractor, delivery partners, and joint initiatives through appropriate contractual and governance controls.

4. Responsibilities

Role	Responsibility
Board of Management	• Approve the Risk Management Policy. • Review and approve the Strategic Risk Register, matrix and criteria. • Monitor existing risks and consider emerging risks. • Consider and approve appropriate risk treatments via Risk Management Action Plans (MAPs). • All committees responsible for reviewing risks within their remit and recommending changes to the Board.
Audit & Assurance Committee	• Oversee the Risk Management Policy. • Provide advice and support to the Board and Accountable Officer on risk management, internal control and governance as appropriate.

Executive Leadership Team (ELT)	• Implement policies on risk management and internal control and undertake regular reviews. • Ensure appropriate channels are in place to enable risk reporting at all levels throughout the College. • Report on existing and emerging risks to the Board and committees, advising of appropriate risk treatments.
Associate Director of Governance and Risk	• Review and update Risk Management Policy, Risk Management Procedure and Assurance Framework. • Coordinate quarterly reviews of the Strategic Risk Register and MAPs. • Provide advice and guidance to the Board, ELT, SMT and wider staff on risk management. • Act as the key point of contact and escalation route for risk.
Senior Management Team (SMT)	• Implement and communicate risk management within their departments, faculties and teams. • Identify and report risks at all levels, as appropriate. • Provide risk owners and/or the Associate Director of Governance and Risk with regular updates on the treatment of risks.
Staff	• Be aware of the importance of risk management. • Identify risks to the College within their departments and teams, escalating to their managers and the Associate Director of Governance and Risk.

5. Procedure

Strategic Risk Register and Management Action Plans

5.1. The Associate Director of Governance and Risk will develop and maintain the Strategic Risk Register and Management Action Plans (MAPs) with the support of the College's staff.

5.2. Each entry will be assigned a unique ID, title, an SMT/ELT owner and a designated Board committee. Each entry will describe the risk, associated treatments and mitigations, and will records gross, net, and target scores in accordance with the scoring criteria below.

5.3. To support ongoing risk monitoring and reporting, each entry includes sections for commentary. Any changes to the risk score will be clearly denoted in the trend and history sections.

5.4. Each risk entry will indicate the College's risk appetite classification inline with Section 7 of the Risk Management Policy.Risk management activity should always be proportionate to the scale, nature, and complexity of the risk.

5.5. Operational risk must be discussed within departments and teams before being escalation to SMT and, where necessary, the Associate Director of Governance and Risk for consideration for Strategic Risk Register.

5.6. Score Criteria and Matrix

5.7. The College assess and prioritises risks by using a 5-point impact and probability scale to consistently calculate a gross and net score for each entry. The identified owner of the risk and the Associate Director of Governance and Risk will use the criteria shown overleaf to determine each score.

5.8. The gross risk score quantifies the total risk exposure to the College without considering any risk reduction measures, while the net risk score assesses the residual risk to the College after accounting for the mitigations that have been applied.

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.

5.9. The gross and net risk scores are then mapped onto a risk matrix that categorises each risk as low, medium, high or critical and the score is colour-coded green, amber, red or black.

Rating	Classification
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	Unacceptable level of risk requiring immediate actions and plans to

(15 – 20)	prevent or mitigate.
Critical (25)	Critical level of risk requiring urgent attention and actions to prevent or mitigate.

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

Review and Reporting

5.10. Strategic risk reporting in a continuous, systematic way ensures that the College, our Board and its committees, remain aware of any changes in the risk environment and that our management plans remain up-to-date and effective.

5.11. The Associate Director of Governance and Risk will facilitate quarterly reviews of the Strategic Risk Register and MAPs with risk owners. Quarterly reviews will be scheduled ahead of each new academic year commencing and will align with the Board's schedule of meetings.

5.12. Following the completion of the quarterly review, reports will be tabled for discussion at the next meeting of the assigned Board committee. Any changes to risk scores must be agreed upon by the assigned committee and recommended to the Board, as final approval of the Strategic Risk Register is reserved under the Scheme of Delegation. The Strategic Risk Register and MAPs will be published on the College's website along with other Board papers.

5.13. Significant changes to existing risks that occur, or new risks that emerge, between quarterly reviews will be reported at the earliest available opportunity to the Associate Director of Governance and Risk.

Operations, Planning and Internal Controls

5.14. Effective risk management at the College is underpinned by robust operations, planning and internal controls. Our policies and procedures, available on **MyConnect**, provide a consistent framework for daily activities and work, ensuring that we comply with legal and regulatory requirements and best serve the needs of our staff, students and partners. Through comprehensive operational planning and budgeting, the College will proactively identify opportunities and risks, prioritise objectives and direct resources effectively.

5.15. While the identification and management of risk is seen as a key responsibility of the Board and senior management, all staff are encouraged to be aware of the importance of risk management and identify risks to the College within their departments and teams.

Internal and External Audit

5.16. Internal audits are a valuable independent assessment and source of assurance of the College's operational effectiveness. They help identify strengths, weaknesses and risks and these findings support continuous improvement across the College.

5.17. Annually, our internal and external auditors will issue an opinion on the effectiveness of the College's governance, internal control and risk management arrangements.

6. References

6.1. Policy Framework

Associated Policies and Procedures	Title
Policy	Risk Management Policy
Procedure	Risk Management Procedure

6.2. Other College Policies and Procedures

Policy / Procedure	Title
Policy	Assurance Framework
Policy	Financial Regulations

6.3. External References

Source	Title
N/A	N/A

7. Document Control and Review

Approval Status	Approved
Approved by	Senior Management Team
Date Approved	29 April 2026
EQIA Status	EQIA Conducted? Yes: ☒ No: ☐
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Lead Department	Executive Office
Lead Officer(s)	Associate Director of Governance and Risk
Board Committee	Audit & Assurance Committee
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8. Revision Log

Version Date	Section of Document	Description of Revision
Version 1.0 August 2011	All	First Version of City of Glasgow College "Risk Management Procedure".
Version 2.0 September 2011	All	Updated in line with revision of Risk Register, Risk Policy, and Risk Management Guidance.
Version 2.1 September 2011	All	Updated following approval by ELT.
Version 2.2 February 2012	3 and 4	Section 3. Responsibility: Re-wording of 2nd bullet point. Section 4.1.4 – Rewording of 1st sentence to read: "The Risk Matrix is approved by the Board of Management…"

Version 2.3 **May 2012**	All	Updated following ELT/SMT Risk revision (02-05-12): 1. “Risk Assessment Matrix” replaced by “Risk Matrix”. 2. Reference to Directors as possible “Persons Responsible” for risks. 3. Section 2: Scope- last sentence added for clarity. 4. Following initial Equalities Impact Assessment, the sentence: “Risks associated with the failure to advance College values e.g. relating to advancement of equalities, will be considered.” Is inserted at Section 4.1.2. 5. Lead Dept: Planning and Administration. 6. Lead Owner: Planning and Administration Director Job titles updated. 7. Vice Principal responsibility changed from Innovation and Planning to Finance and Planning 8. Reference to “New Campus Glasgow” changed to “New Campus Project”.
Version 2.4 **November 2013**	3	Changed from “Directors” to “Senior Management Team”.
	5	Add “Planning: Risk” document.
	All	Checked for consistency with revised Risk Management approach as approved by Audit Committee Nov. ’13.
Version 2.5 **December 2014**	3, 4.1, 4.2, 7; Footer	Updated following management restructure.
Version 2.6 **April 2016**	3; 4.1.5; 4.1.6; 4.1.11; 4.2; 6	Added reference to Risk Register. Sections at 4.1.5/4.1.6 revised to include references to Risk Management Action Plans and updated Risk Register format. Section 4.1.11 reference to New Campus Glasgow changed to New Campus Project. Section 4.2 – reference to Risk MAPs included. Section 6 - Correction and updating of Document Control record.
Version 2.7	3	Reference to Risk MAPs under responsibilities.
	4.1.5	Net and Gross Risk included in Risk Register.
	4.1.6	Risk MAPs record risk appetite and risk tolerance.
	4.1.11	Reference to Depute Principal in relation to New Campus Risk Register and Dependencies Register.

Version 2.8	4.1.4	Deletion of section 4.1.4 – Risk Matrix. This document is superseded by the fully inclusive Risk Register, which includes a clear indication of risk score information. Other references to the Matrix are also deleted.
	4.1.11	Deletion of section 4.11- New Campus Project. All outstanding risks from the New Campus Project were absorbed within the College Risk Register.
	4.2	Inclusion of Operational Plans as associated record of Risks.
	5	Planning Guidance listed in references.
Version 2.9	All	Minor formatting edits.
	3	Add: “and Implementation” to the College Secretary’s responsibility to provide guidance to staff. Removed reference to Risk Matrix under Audit Committee Responsibilities.
	4.1.4	Removed phrase: “may be viewed alongside the Risk Matrix, and”.
	Note	Risk Management was subject to internal Audit in 2020, and assessed as “Good” with no recommendations.
Version 3.0 **May 2023**	Various	College Secretary job title amended throughout to remove “Planning”. Minor formatting amendments. Table of contents corrected.
	4.1.4-5	“Risk Management Register” changed to “Strategic Risk Register” to reflect current terminology. Reference to Level 1/2 risks removed as practice over the last several years has shown this is redundant. References to the spreadsheet and links to Risk MAPs removed. Clarified that reviews of risk are undertaken on at least a quarterly basis.
Version 3.1 **June 2024**	All	Transferred procedure to new template.
	Various	“Associate Director of Governance and Risk” was inserted to replace “College Secretary”.
	1.1	Amended to reflect the College’s purpose, way, values and strategic priorities.
	4	Updated responsibilities to be consistent with the College’s current practice and the most recent policy approved by the Audit & Assurance Committee and the Board.

	5	Procedure section was replaced to be clearer and more user-friendly. Inserted scoring criteria and matrix. Removed records table as it duplicated information listed in the Document and Data Retention Schedule.
	6	Document control and review updated. EQIA completed.
Version 3.2 March 2026	All	Scheduled biennial review completed. Minor updates and refinements made throughout to ensure continued accuracy, clarity and alignment with current risk management practice.
	5	Minor revisions to improve clarity and consistency in relation to the Strategic Risk Register, MAPs, scoring criteria and review arrangements. No material change to process.