



Board / Committee
Prepared by: Jeanette Evans/Lisa Clark
Contact Name and Tel. No.:

							INHERENT ASSESSMENT				RESIDUAL ASSESSMENT												
Risk Ref No	Date Identified	Risk Title	SO No (from list below)	Risk Description	Risk Owner	Responsible Person	IL	II	IR	IR	Controls and Mitigating Actions	RL	RI	RR	RR	Appetite Category N° (List below)	College Risk Appetite	Risk Score > or < than appetite score	Risk Treatment Approach	Date Reviewed	Movement in Period	Reason for Higher Score than College Appetite, Early Warning Mechanisms, Planned Next Steps & Future Action Required	Date of Next Review
1	04/11/2021	SFC Review	2.1 3.1 3.3	RISK: Being forced into position that is against our vision & mission, or reduces community engagement, e.g. A single governing body for Glasgow CAUSE: Failure to project a clear GKC identity or vision; failure to proactively engage in review; other voices are louder / stronger; or poor operating performance. EFFECT: Lose local autonomy; unable to meet local community needs; GKC identity is lost; loss of social footprint; loss of staff.	Principal & CEO / Chair	Vice Principal - Curriculum					1. Engagement with GCRB, SFC, Scot Gov, & UK Gov 2. Political engagement with local & national politicians 3. Engagement about possible models with other colleges 4. Board understanding & support 5. Identified forums where we can share our vision 6. Direct community engagement 7. Improved operating position & management of performance 8. Identified awards & other opportunities to raise profile 9. Interaction with Scot Gov officials 10. Operational collaboration projects with other colleges 11. New website launched to showcase the College to stakeholders. 12. Communications and Marketing Framework established and approved with work commenced 13. Consultation is formally underway 14. High level of involvement is emerging Glasgow City Region structures	3	4	12	Medium	1. Policy	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Outcome of consultants options appraisal 2. Ministerial responses / statements from Scot Gov 3. Performance Monitoring 4. GCRB Comms Actions Planned 1. Develop a college strategy for stakeholder consultation 2. Improving recruitment & student outcome performance 3. Continuing to influence GCRB decision making 4. Identify opportunities to collaborate	January-25
2	04/11/2021	People	1.1 1.2 3.1 3.2	RISK: Lack of talent management; labour shortages (key skills); mental health deterioration; disengaged workforce; changing legislation and scrutiny; ineffective management and leadership. CAUSE: Demographics of workforce; restraints of national bargaining; lack of / insufficient relevant CPD; failure to attract and retain talented individuals; lack of workforce planning; affordability of job evaluation; loss of key staff through high turnover or voluntary severance (set to continue for circa 2 more years); increased workloads and negative impact on workforce leading to de-motivation and poor health and wellbeing; negative impact on service delivery and more staffing challenges; changing legislative requirements. EFFECT: Unable to compete with industry; staff ability to be innovative is restricted; unable to deliver curriculum in areas of student demand i.e. reduction in course offerings; morale; financial stability.	Dir. People and Culture						1. People Strategy. 2. Representation in employers association. 3. NJNC negotiator. 4. Comprehensive Organisational Development approach in place. 5. TU recognition and structures in place 6. RPA. 7. TRCC. 8. Recruitment & Retention Policies & Procedures. 9. Culture of empowerment. 10. 3 Year Rolling Budgets. 11. Wellbeing/health activities. 12. Open communication. 13. Staff consultation on Voluntary Severance. 14. Range of policies and procedures 15. Continuous Improvement Programme. 16. Good Terms and Conditions of Service 17. OD initiatives in Professional Development activities to enhance teaching and learning. 18. The College is committed to fair work practices in support of the Scottish Government's 'Fair Work First' policy 19. External specialist advice in place (Legal, EAP, OHS and Health Surveillance) 20. Partnerships with external agencies to support initiatives 22. Effective staffing structure in place for People and Culture 23. Effective policies, procedures and practices in place 24. Proactive approach to People Management 25. Internal and External Audits of systems and processes	2	3	6	Manageable	6. People	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	15/11/2024	↓	Reason for Higher Score than College Risk Appetite 1. 'Early Warning Mechanism 1. Staff turnover 2. Absences 3. Disciplines, grievances or ETs Actions Planned 1. Improved Induction Programme 2. Improved management training programme	January-25



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3	04/11/2021	Litigation / Compliance	1.2 3.3 3.2	RISK: Non-compliance with key legislative or regulatory requirements including COSHH CAUSE: Lack of awareness, understanding or training & development; poor compliance with established processes; not keeping up to date with changes in case law. EFFECT: Possible fines & litigation; reputational damage; implications for board accountability.	Dir of Estates and Corporate Services / & Dir People and Culture / H&S Manager		4	4	16	High	1. Policies & procedures 2. Members of national groups to keep aware of developments & upcoming changes. 3. Horizon scanning for changes to legislation or regulations. 4. Legal advice. 5. CPD programme. 6. Staff training. 7. Internal & external audit programme provides assurance. 8. External DPO. 9. Liaison as required with College insurance. 10. Consistency of Risk Assessments with enhanced process. 11. Audits conducted and good feedback reports provided. 12. Cyber Awareness training. 13. Phishing campaigns. 14. Employment Tribunal/Disciplinary Training. 15. Insurance inspections on H&S and Estates with actions plans appropriately monitored 16. Procurement of AG Lockdown Services in compliance with our responsibilities in regards to the proposed Martyn's Law - Terrorism (Protection of Premises) Bill 17. A Tabletop Exercise, on a marauding knife attck, was carried out on 28 May 2024 using the Protect UK Exercise in a box format. 18. Training planned on AG Lockdown for all staff in Staff development Week	1	3	3	Low	3. Legal and Compliance	Minimal	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Horizon scanning 2. HR Heatmap 3. Compliance metrics 4. Accident/Incident database Actions Planned 1. All departments and faculties directed to conduct routine COSHH audits. 2. Routine Occupational Health Surveillance 3. Quarterly Safety Inspections 4. Update / refresh of Cyber awareness training, staff to undertake every two years 5. Review of individual WorkRite training profiles 6. Full third party health and safety management audit scheduled	January-25			
4	04/11/2021	Curriculum Relevance	1.1 1.2 1.3 2.1	RISK: Curriculum doesn't meet current or future needs of students, employers, or community partners, or the economy. The curriculum becomes not relevant as the College shrinks and changes and options reduce accordingly. CAUSE: Ageing workforce; lack of curriculum innovation; staff knowledge & expertise; People risk (Risk No. 3); employer engagement; outdated or lack of resources; unreliable information / data; growth of digital teaching / you tube. EFFECT: Diminishing recruitment; reputation; student achievement.	Vice Principal - Curriculum		5	4	20	Very High	1. Curriculum reviews 2. Improved Staff training / CPD 3. Emp engagement 4. Schools engagement 5. Partners - HE 6. Labour market intelligence 7. Staff structures / PDR 8. Industry bodies 9. Student feedback 10. Collaboration with partners & colleges 11. Digital transformation 12. HN Next Generation 13. Quality improvements being rolled out. 14. More non modular/non SQA content at FE level to reflect the needs of the economy and of the students. 15. Teaching OD Initiatives. 16. Trying to be judicious on what curriculum/subjects we cut. 17. Management day for curriculum and quality assurance. 18. Education Scotland review has now taken place. 19. Curriculum planning cycle now well developed 20. Training, growth and improvement programme 21. Workforce planning	3	3	9	Manageable	8. Student Experience	Open	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Early Warning Mechanism 1. Recruitment & retention of students 2. Emp & student feedback 3. Success rates 4. HN Next Generation Monitoring Actions Planned 1. Strengthen CPD for staff 2. Strengthen Curriculum review 3. Digital / blended development 4. Targeted employer engagement 5. Creation of Centres of Excellence 6. Green Kelvin	January-25			



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5	04/11/2021	Sustainable Funding	3.3	RISK: Inability to secure appropriate levels of funding to deliver objectives/Foundation Apprenticeship arrangements changed, FWDF gone, real term funding reductioning-year-on-year, ongoing cost pressures - energy/other. credit reduction for AY 23/24, inflation high, energy prices soaring. CAUSE: constraints of current funding structures & levels; budget cuts; Scot Gov / SFC funding models; constraints in public finances; non-compliance; SFC mid-year budget review. Reduction of College Credits by 10% will have a significant impact on Glasgow Kelvin College. EFFECT: loss of income; inability to deliver financially sustainable budgets; med-long term sustainability at risk; impact on curriculum delivery; job losses	Vice Principal - Operations		5	5	25	Very High	1. 5 3 years balanced budgets set 2. Management accounting & budgetary control 3. Quarterly budgets & forecasting 4. TRCC 5. Compliance framework - review, monitor & control of funding obligations 6. Annual internal audit programme 7. Funding support offered from Business Development Team or via external individual. 8. Underlying cash position to agreed levels. 9. Operating Plan - work ongoing. Second First year reductions achieved. Reduction in circa 89 FTE anticipated and college reducing by circa 21%. 10. Environmental capital items will reduce energy costs in due course. 11. Mitigating plans were put in place for the loss/freeze of FWDF money. This money had not been accounted for in the budget. 12. Transition of staff into other areas.	4	3	12	Medium	4. Financial	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↓	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Negative variances 2. Quarterly reviews 3. Budget reviews 4. Nov SFC Nov cut-off 5. Credit delivery levels. Actions Planned 1. Enhancing business intelligence on funding streams 2. Depleting ALF (with Trustee approval taking due cognisance of OSCR) 3. Curriculum planning 4. Identify alternative funding streams/Business Development Ambitions 5. Engagement with MSP's and other stakeholders to foster support for the College. 6. Workforce Planning	January-25	
6	04/11/2021	Student Experience	1.1 1.2 1.3	RISK: Poor student experience CAUSE: Poor physical environment; quality of teaching; lack of teaching skills or resources; lack of support services, impact of a programme of planned discontinuous-strike action by EIS /UNISON, impact of Action Short of Strike Action. The curriculum becomes not relevant as the College shrinks and changes and options reduce accordingly. EFFECT: Impact This has the potential to have a very negative effect on retention of students; reputational damage among possible future students; financial instability; performance outcomes affected; relationship with employers; failure to deliver Government ambitions	Vice Principal - Curriculum		4	4	16	High	1. Curriculum quality assurance 2. Quality framework 3. Curriculum Planning 4. Student feedback 5. Engagement with Student association 6. Learning & support services/in campus services 7. CPD for staff 8. Investment in estate 9. Planned & routine maintenance 10. Operational planning process has Student Engagement at heart 11. GTCS Strategy 12. Freshers Week. 13. Positive feedback from completed campus re-investment project. 14. Mental health councillors currently in place - continued funding at present. 15. Positive student feedback from surveys.Student survey results have improved for 2 years running and are now above national comparators. 16. Campus improvements	2	3	6	Manageable	8. Student Experience	Open	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↓	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Student numbers metrics 2. Student destination Actions Planned 1. Retention improvement plan 2. Quality system review & development 3. Business Intelligence reporting & monitoring 4. Learner engagement 5. GTCS Strategy 6. Student Association Questionnaires/Feedback and addressing any complaints 7. Better communications to students regarding strike days and what support/facilities are still open to them on these days	January-25	
7	04/11/2021	Environment	2.3	RISK: College fails to meet targets in relation to sustainability, e.g. Net Zero CAUSE: Lack of resources to implement; lack of skills to implement; sustainability is not embedded within curriculum; cannot access funding; limited by pace of industry EFFECT: Do not meet targets; impact on future generations; reputation with students, future students, community & government affected	Vice Principal - Operations / Director of Corporate Services		4	3	12	Medium	1. Public Sector Climate Change Report completed annually. 2. Funding to recruit Environmental Manager secured from the SCIO for 2 years. 3. Environmental Manager raising environmental awareness & access funding streams. 4. Green Kelvin initiative is a key strategic priority. 5. Awareness raising activity paramount. 6. Race to Zero Action Plan Produced and being actioned. 7. Climate Change Action Plan produced and being actioned. 8. Environmental Internal Audit. 9. Powering down of PC's each evening. 10. SFC Infrastructure Strategy being worked through with key College staff. 11. Funding applications being submitted. 13. Project Manager looking into possible enviornmental projects with a short pay back period.	2	3	6	Manageable	10. Environmental & Sustainability	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↓	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. PSCC metrics Actions Planned 1. Environmental Manager working with all departments on various initiatives including progressing the Race to Zero Action Plan and the Climate Change Action Plan. 2. Implementation of Green Kelvin action plan 3. CPD 4. Curriculum changes 5. Funding sources being explored. 6. Climate Team Risk Register produced and monitored.	January-25	



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8	04/11/2021	Digital Transformation	3.2	RISK: Inability to deliver Digital Transformation Strategy & Programme CAUSE: Lack of resources to implement; risk to digital transformation and lack of capital funding to replace ageing equipment; lack of skills to implement; user skills insufficient; poor change or project management EFFECT: Reputation with students & staff affected; operational effectiveness reduced; student experience deteriorates	Vice Principal - Curriculum / Director of Digital Services		4	4	16	High	1. Strategy & Programme 2. Staffing structure to support delivery 3. Increased resources to implement 4. Staff training & awareness 5. New software 6. Website ~~tendering~~ fully operational 7. Increased devices available to staff & students 8. Programme management / governance 9. Cyber Essentials. 10. Cyber Internal Audit. 11. Continuous Improvement Group - work ongoing. 12. AI Working Group now in place. 13. 10 Year Capital Investment Plan in line with Infrastructure Development Group.	3	3	9	Manageable	7. Digital	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Missed deadlines / milestones Actions Planned 1. Implementation of programme: further development of business intelligence for learning & teaching development 2. Continuation of staff training 3. Use of automation and leveraging using of AI.	January-25
9	04/11/2021	Student Recruitment & Retention	1.1 1.2 1.3 2.2	RISK: Fail to Recruit or Retain Sufficient students or learners CAUSE: Effectiveness of admissions process; monitoring of information; lack of identity; ineffective marketing; curriculum offer does not meet student needs, finances of students extremely stretched - travelling to College/eating/heating priorities all conflicting. Employment opportunities available. Various internal/external factors creating an unprecedented situation including universities dropping entry levels. Ongoing strike action in 2024-2025 session, starting in the first weeks of term, by the EIS is likely to have a negative impact on student retention. EFFECT: Students do not get access to quality learning & teaching; class sizes are not sustainable; reduced funding; additional expenditure; COVID-19 mental health challenges; impact on P1's/success rates, FE risk, cause/effects of COVID-19 ongoing.	Vice Principal - Curriculum		4	4	16	High	1. Admissions process 2. Marketing 3. Monitoring attendance & performance 4. Wellbeing Officer appointed. 5. Keep warm events/Freshers Week. 6.Feedback sought from students who have left course early to ascertain why. 7. Student Funding Systems - Process Review. 8. Consolidation of College portfolio to assist with recruitment. 9. Quality processes improved. 10. Change to SGC calculation to retention 11. Campus Re-investment Project almost Completed. 12. National Equality Outcome in place - tackling persistent inequalities. 13. Good retention and recruitment due to "Keep Warm" events, enhanced branding and opening up recruitment process earlier. 14. SFC have reduced College Credit and recruitment targets 15. Improved Withdrawal figures and no planned strikes	2	3	6	Manageable	8. Student Experience	Open	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↓	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Student recruitment metrics 2. Drop out metrics Actions Planned 1. Student focussed teams 2. Better communications to students regarding strike days and what support/facilities are still open to them on these days 3. Promotion of Wellbeing and Active Campus events to engage students.	January-25
10	04/11/2021	Cyber Risk	3.2 3.3	RISK: A widespread cyber-attack breaches college defence CAUSE: A malicious breach of college systems possibly caused by: user error / lack of training or education; lack of patch management; failure of perimeter security; poor development practices; lack of investment in protection EFFECT: Loss of business critical systems; college reputation damaged / loss of credibility; impact on individual people (data subjects); possible fines or litigation; cost to repair or restore; impact on students / student experience	Vice Principal - Curriculum / Director of Digital Services		5	5	25	Very High	1. Automated patch management. 2. Mandatory training for all college employees. 3. Firewall & DNS protection. 4. MFA (multi-factor authentication) controls. 5. Safelinks. 6. Information security policy. 7. Anti-virus & malware scans. 8. Development frameworks. 9. Knowledge sharing with peers. 10. Cyber security insurance. 11. Disaster Recovery / Business Continuity Plan in place - including backups. 12. Crisis comms training attended on cyber attacks. 13. Cyber risk register. 14. Upgrading SUN accounts. 15. Annual Systems Penetration Testing. 16. Insurance refreshed. 17. Tabletop exercise phishing simulation	3	4	12	Medium	9. Reputational	Minimal	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Monitoring of key systems performance & availability 2. Log management / monitoring 3. Monitoring of open source cyber intelligence, websites etc. Actions Planned 1. Regular phishing campaigns to be rolled out. 2. Workrite Cyber Security Module for staff to be repeated every two years.	January-25



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11	13/12/2021	Infection Controls/Future Pandemics/COVI D-19 - Ongoing Implications	3.1 3.3	RISK: Impact of COVID-19 or similar pandemic CAUSE: COVID/Long COVID caused higher/ongoing levels of staffing absence due to illness. Staff members remaining at work may feel increased work pressures. Individuals (students and staff) living in a constant state of fear for circa 2 years has resulted in mental health deterioration/issues and behavioural issues related to anxiety/lack of confidence. Study/work/hybrid model has caused feelings of unease. EFFECT: Loss of business, impaired student learning experience, higher drop out rates/absence; many students may not be able to afford to come to College and could take up employment opportunities; in the past confidence issues and lack of academic discipline have been noticed in students resulting from lockdown period, high costs for staff cover, college reputation damaged/loss of credibility; very negative impact on different groups of people.	Principal & CEO / Chair		3	3	9	Manageable	1. Hybrid model of working established previously and could be used again. 2. Enhanced cleaning regime remains a potential mitigation for campus buildings. 3. Social distancing ended. 2. Rooms ventilated if at all possible; upgrade to ventilation system at Springburn Campus. 3. CO2 monitors installed throughout the campus buildings which alert if CO2 emissions are high. 4. Anti-virus hand sanitiser and wipes remain available across the entire campus on request. 5. Masks available if requested. 6. Wellbeing high on the agenda for the College student and staff population. 7. Public Health (Scotland) guidance followed for symptomatic positive individuals. 8. Review of college COVID 'lessons learned' to be incorporated in Business Continuity Plan.	2	2	4	Low	1. Policy	Cautious	This Residual Risk is within the College Risk Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Monitoring of Scottish Government messages on pandemics/future anticipated pandemics. 2. Management/monitoring of staffing situations 3. Monitoring of positive test cases/health issues Actions Planned 1. Keeping abreast of Scottish Government's guidance 2. Keep a close watch on staffing levels and cover required 3. Review of Circular 120 - Colleges Approach to COVID.	January-25
12	19-Apr-22	Industrial Action/ Action Short of Strike Action	3.1 3.3 1.1 1.2 1.3	RISK: Negative impact of teaching/support-staff programme of discontinuos-strike-action in relation to pay rates/freezes on students coupled with action short of strike-action (marking of assessments). CAUSE: College staff are requesting a better pay offer than they have received. This is a national matter and is being handled at a national level. EFFECT: Very negative impact on students who are only beginning to return to on-campus teaching. Lack of confidence in Colleges to provide the FE Training they require as strike action is an ever present threat and has been for many years. Drop-out rates increase which has a negative effect on funding and PI's. Opportunity for HE institutions to deliver course requirements. Strike action could have a very detrimental effect on the sector as a whole. Students may submit a "failure to educate" claim. Failure to certificate causing problems with people progressing.	SMT- (national-matter)	This is a national matter.	5	4	20	Very High	1. Principal and Director of People and Culture involved in national talks. 2. Meetings taking place at national level to attempt to resolve the situation. 3. Monitoring of impact on teaching delivery and identification of potential mitigations for lost learning. 4. College staff offering whatever help they can to students. 5. Letters of Comfort sent to universities – work ongoing following liaison at VP level. 6. Liaison with UMAL on potential failure to educate claims – this is a national matter. 7. College buildings remain open for student use on strike days. 8. ASOS will be recommencing rom 12 February 2024 to 15 July 2024 for EIS members. EIS members will be undertaking a programme of discontinuous industrial action consisting of strike action on the following dates: 20th, 21st, 22nd August 2024 27th, 29th, 30th August 2024 Further dates will be notified in due course. 9. The College, along with the majority of Colleges in Scotland, has reminded Teaching staff that non resulting of students is a breach of contract and may result in a deduction of salaries. The deduction of salaries, for non resulting of students, has not taken place in any other College in Scotland. 10. College campus buildings kept open during strike days for student use by members of College management. Campuses will be open for student use during strike days. Support staff will be present in all campuses and Students will be able to access libraries, FLUs and support services.	4	4	16	High	8-Student Experience	Open	Warning-the-Residual-Risk-exceeds-the-College-Risk-Appetite-Score-for-this-Risk-Category	Treat	05/11/2024	↔	Early Warning Mechanism 1. Monitoring of Scottish Government/national Employer-Association messages. 2. Senior management attending Employer-Association meetings as required. 3. Principal and Director of HR involved in national discussions. 4. Monitoring staff participation levels in strike activity. Actions Planned 1. Keeping abreast of all related documentation/discussions. 2. Keep a close watch on effect on student population and identify potential mitigations to recover lost learning. 3. Prize Giving Event under threat – to be monitored. 3. Graduation Event under threat – tbc 4. Involve the Student Association in discussions around any mitigation plans 5. Better communications to students regarding strike days and what support/facilities are still open to them on these days	



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13	25-Apr-23	Artificial Intelligence	3.2	RISK: Negative impact of students using ChatGPT or other AI means to undertake study/course work and assessments. CAUSE: AI work produced is difficult to identify even by using plagiarism software. Teaching staff cannot therefore identify AI work from student's own work. EFFECT: Very negative impact on the learning of students who may begin to rely on an AI system doing the work which leads to the inability to put into practice their learning and hone skills. Risk to future job market and way of life in general predicted which is difficulty to quantify at present. Job applications being prepared by AI systems.	SMT	This is a national/world matter.	5	5	25		Very High	1. This matter is being discussed in the sector and is a concern for all. 2. Positive impact of AI being explored. 3 Very negative impacts of AI being explored and understood. 4. Turnitin (plagiarism software) has AI detection built in. 5. HR recruitment systems and processes will need to ensure candidates can do what is stated in forms. 6. AI Working Group has now been put in place. 7. Staff and student guidance has been developed and published	4	4	16	High	8. Student Experience and 6. People	Open	Warning the Residual Risk exceeds the College Risk Appetite Score for this Risk Category	Treat	05/11/2024	↔	Reason for Higher Score than College Risk Appetite 1. Early Warning Mechanism 1. Monitoring of AI technologies. 2. Liaison with security contractors and sector colleagues. 3. Liaison with plagiarism software companies. 4. Monitoring of student interaction if possible with AI technologies. 5. Mismatch in style of work expected from students. Actions Planned 1. Keeping abreast of all related documentation/discussions. 2. Keep a close watch on effects of AI technologies.	January-25
14	13-Aug-24	NEW RISK Credits	3.3 1.1 4.2 4.3	RISK: Risk to under delivery of the College's SFC Credit target, resulting in the claw back of substantial funds. CAUSE: Industrial Action by lecturers EFFECT: Higher than expected student withdrawal before the funding required date. Loss of income, reputational damage, closure of courses	Vice-Principal Curriculum	The industrial action is a national matter	5	5			25	Very High	1.Close monitoring of the situation and impact 2. Student communication to advice of strikes and alternative arrangements. 3. Digital teaching materials. 4. Opening of campuses for student self directed study.	5	4	20	Very High	4- Financial and 2- Reputation	Cautious	Warning the Residual Risk exceeds the College Risk Appetite Score for this Risk Category	05/11/2024	↔	Early Warning Mechanism 1- Poor early retention of students - Actions Planned	
17									0					0										
18									0					0										

Strategic Objectives: Enter the relevant SO numbers into Column D

1.1 - Develop employment and life skills through high quality learning, teaching and assessment
1.2 - Empower and Support our Students through their Life Changing Journey
1.3 - Provide an Outstanding Physical and Virtual Learning Environment
2.1 - Build capacity within vibrant communities and support inclusive economic growth
2.2 - Deepen employer and industry engagement, earn our reputation as centres of excellence and be the partner of choice
2.3 - Address our Climate Emergency – Act, Educate & Engage
3.1 - Build an organisation that thrives with dynamic and empowered people
3.2 - Drive Continuous Improvement and Digital Transformation
3.3 - Achieve financial sustainability and maintain strong and effective governance

Risk Category: Cut and paste as many as are required into column Q

1. Policy
2. Operations
3. Legal and Compliance
4. Financial
5. Commercial
6. People
7. Digital
8. Student Experience
9. Reputational
10. Environmental & Sustainability

Risk No	Date Identified	Risk Title	IR	IR2	RR	Movement in Period	RR2	Risk Appetite Category	Risk Appetite	Residual Risk vs Risk Appetite Score
1	04/11/2021	SFC Review	20	Very High	12	↔	Medium	1. Policy	Cautious	Residual Risk Score is within the Risk Category Score
2	04/11/2021	People	20	Very High	6	↓	Manageable	6. People	Cautious	Residual Risk Score is within the Risk Category Score
3	04/11/2021	Litigation / Compliance	16	High	3	↔	Low	3. Legal and Compliance	Minimal	Residual Risk Score is within the Risk Category Score
4	04/11/2021	Curriculum Relevance	20	Very High	9	↔	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score
5	04/11/2021	Sustainable Funding	25	Very High	12	↓	Medium	4. Financial	Cautious	Residual Risk Score is within the Risk Category Score
6	04/11/2021	Student Experience	16	High	6	↓	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score
7	04/11/2021	Environment	12	Medium	6	↓	Manageable	10. Environmental & Sustainability	Cautious	Residual Risk Score is within the Risk Category Score
8	04/11/2021	Digital Transformation	16	High	9	↔	Manageable	7. Digital	Cautious	Residual Risk Score is within the Risk Category Score
9	04/11/2021	Student Recruitment & Retention	16	High	6	↓	Manageable	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score
10	04/11/2021	Cyber Risk	25	Very High	12	↔	Medium	9. Reputational	Minimal	Residual Risk Score is within the Risk Category Score
11	13/12/2021	Infection Controls/Future Pandemics/COVID-19 - Ongoing Implications	9	Manageable	4	↔	Low	1. Policy	Cautious	Residual Risk Score is within the Risk Category Score
12	19/04/2022	Industrial Action/Action Short of Strike Action	20	Very High	16	↔	High	8. Student Experience	Open	Residual Risk Score is within the Risk Category Score
13	25/04/2023	Artificial Intelligence	25	Very High	16	↔	High	8. Student Experience and 6. People	Open	Residual Risk Score is within the Risk Category Score
14	13/08/2024	NEW RISK – Credits	25	Very High	20	↔	Very High	1. Financial and 2. Reputation	Cautious	Residual Risk Score is within the Risk Category Score

	Qualitative Likelihood	Quantitative Likelihood		
Likelihood	Is expected to occur in most circumstances	Has occurred on an annual basis in this organisation in the past or circumstances are in train that will cause it to happen	Almost Certain	5
	Will probably occur in most circumstances	Has occurred in the past few years in this organisation or has occurred recently in other, similar organisations or circumstances have occurred that will cause it to happen in the next few years	Likely	4
	Might occur at some time	Has occurred at least once in the history of this organisation or is considered to have a 5% chance of happening in the next few years	Possible	3
	Could occur at some time	Has never occurred in this organisation but has occurred infrequently in other similar organisations or is considered to have as 1% chance of occurring in the next few years	Unlikely	2
	May occur only in exceptional circumstances	Is possible but has not occurred to date in any similar organisation and is considered to have very much less than a 1% chance of occurring in the next few years	Rare	1

Likelihood x Impact		
20-25	Very High	Risk remains above acceptable level
16-19	High	Risk remains undesirable
10-15	Medium	Risk must be monitored closely
5-9	Manageable	Risk is acceptable or can be managed
1-4	Low	Low- no further consideration required

Impact					
People	Minor skills impact	Minor impact to capability	Unavailability of core skills affecting service	Unavailability of critical skills or personnel	Protracted unavailability of critical skills/people
	Minor injury or first aid treatment	Injury requiring treatment by medical practitioner	Major injury / hospitalisation	Single death and/or multiple major injuries	Multiple deaths
Information	Compromise of information otherwise available in the public domain	Minor compromise of information sensitive to internal or sub-unit interests	Compromise of information sensitive to this organisation operations	Compromise of information sensitive to organisation interests	Compromise of information with significant ongoing impact
Property and Equipment	Minor damage or vandalism to asset	Minor damage or loss of <5% of total assets	Damage or loss of <20% of total assets	Extensive damage or loss of <50% of total assets	Destruction or complete loss of >50% of assets
Reputation	Local mention only. Quickly forgotten. Freedom to operate unaffected. Self-improvement review required	Scrutiny by executive, internal committees or internal audit to prevent escalation. Short term local media concern. Some impact on local level activities	Persistent national concern. Scrutiny required by external agencies. Log term 'brand' impact	Persistent, intense national, public, political and media scrutiny. Long term 'brand' impact. Major operations severely restricted.	International concern. Governmental inquiry or sustained adverse national / international media. 'Brand' significantly affects organisation abilities.
Financial	1% of Project or Organisational Annual Budget	2-5% of Project or Organisational Annual Budget	5-10% of Project or Organisational Annual Budget	>10% of Project or Organisational Annual Budget	>30% of Project or Organisational Annual Budget
Capability	Minimal impact on non-core business operations. The impact can be dealt with by routine operations	Some impact on business areas in terms of delays, systems quality but able to be dealt with at operational level	Impact on the organisation resulting in reduced performance such that targets are not met. Organisational existence is not threatened, but could be subject to significant review or changed way of working	Breakdown of key activities leading to reduction of performance (e.g. service delays, revenue loss, client dissatisfaction, legislative breaches). Survival of the project/activity/organisation is threatened.	Critical failure(s) preventing core activities from being performed. The impact threatens the survival of the project or the organisation itself.

Insignificant	Negligible	Moderate	Extensive	Significant
1	2	3	4	5
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

↑	Increasing Trend
↓	Decreasing Trend
↔	Constant Trend

Risk Appetite Statement

This statement specifies the Risk Appetite or willingness of the Board of Management to accept or tolerate different types of risk. The Board is responsible for the overall management of risk and opportunity. It sets the risk appetite and ensures there is an appropriate balance between risk and opportunity and that this is communicated to the management team.

The Board of Management are Risk **Cautious** in respect of all matters which involve the stewardship of College funds. It is **Risk Minimal in regard Legal and Compliance and the Reputation of the College**. This includes compliance with high standards of health & safety management. The College is a dynamic and innovative educational institution which is willing to accept a level of risk as it seeks to identify new ways of working which will improve the quality and range of services it offers to the communities which it serves, **therefore Operations, Commercial and Student Experience have been given a risk appetite of Open**.

The Risk Appetite Statement is integrated with the Risk Register and will be taken account of on all occasions the Risk Register is considered by the the **Senior Management Team**, the Board of Management, its Audit and Risk Committee and its other Standing Committees. At each review of the Risk Register the level of mitigation must be considered against the assessed level of Risk attached to any item on the Risk Register and the Risk Appetite applicable to it.

Risk Category	Risk Appetite				
	Averse	Minimal	Cautious	Open	Eager
1. Policy					
2. Operations					
3. Legal and Compliance					
4. Financial					
5. Commercial					
6. People					
7. Digital					
8. Student Experience					
9. Reputational					
10. Environmental & Sustainability					

Risk Appetite Scoring				
Averse	Minimal	Cautious	Open	Eager
20 - 25	16 - 19	10 - 15	5 - 9	1 - 4

Risk Category	Description
1. Policy	Strategy Risks – Risks arising from identifying and pursuing a strategy, which is poorly defined, is based on flawed or inaccurate data or fails to support the delivery of commitments, plans or objectives due to a changing macro-environment (e.g. political, economic, social, technological, environment and legislative change). Governance Risks – Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance.
2. Operations	Risks arising from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money.
3. Legal and Compliance	Legal Risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occurring that results in a liability or other loss, or a failure to take appropriate measures to meet legal or regulatory requirements or to protect assets (for example, intellectual property). Property Risks – Risks arising from property deficiencies or poorly designed or ineffective/ inefficient safety management resulting in non-compliance and/or harm and suffering to employees, contractors, service users or the public.
4. Financial	Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.
5. Commercial	Risks arising from weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, and /or failure to meet business requirements/objectives.

6. People	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.
7. Digital	Technology Risks – Risks arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience. Information Risks – Risks arising from a failure to produce robust, suitable and appropriate data/information and to exploit data/information to its full potential.
8. Student Experience	Risks that change programmes and projects are not aligned with strategic priorities and do not successfully and safely deliver requirements and intended benefits to time, cost and quality.
9. Reputational	Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations.
10. Environmental & Sustainability	Risks arising from failure to comply with Government and local sustainability legislation and targets, including failure to achieve the College's Net Zero Plan.