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CURRICULUM AND QUALITY COMMITTEE REPORT

Subject: Risk Register	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: David Killean	**Date:** 27 February 2017

Purpose: To discuss the College Risk Register

Executive Summary:

As agreed at the meeting of the Regional Board on 8 December 2016, an updated Risk Register will be agreed by the Board on 02 March 2017. Meantime the previous Risk Register is attached for information and discussion.

Recommendation:

Committee to discuss the Risk Register.

Previous Committee Approvals:

For publication ☐	**For publication with redactions** ☐	**Not for publication** ☐

Signed:

Author

BORDERS COLLEGE

RISK REGISTER

Below are brief narratives for all risks where the inherent or residual risk is assessed as "High"

Risk Ref		
1d	↔	**Failure to achieve targets in outcome agreements or plan for any resultant funding clawback** This has a high inherent risk because of the uncertainty around funding and growth. It will be closely monitored as we work through the outcome agreement process.
7g	↔	**Failure to provide adequate safeguarding of children and adults at risk of harm** Failure to safeguard children or adults at risk of harm in our care carries a high risk to the organisation. Working closely and collaboratively with local specialist safeguarding agencies including police and social work to inform college policies, procedures and staff training helps to mitigate against the likelihood of the risk occurring.
8b	↔	**Failure to maintain effective industrial relations in a period of challenging financial environment** National position with regard to bargaining and industrial action make this a high risk area.
8d	↔	**Failure to adequately prepare or protect the College's digital assets and data against cyber attack** This has been identified as a high risk due to recent high-profile cyber - crime.
9d	↔	**Failure to adequately respond to any reduction in the regional allocation of funding** This has a high inherent risk because of future uncertainty around funding models and will be managed through the budget cycle. Current offer of funding from SFC is not sufficient to meet the College's aspirations for growth to meet regional need. It also places severe constraints on the College's financial flexibility and risks us not being able to meet our current priorities in curriculum and infrastructure.
9f	↔	**Failure to manage the costs of provision of shared services** This was identified as a high risk because of initial uncertainties around the services as they were implemented for the first time. Subsequent management and adjustments enable the risks to be reduced.
9f	↔	**Failure to articulate to the Scottish Government and funding bodies the specific requirements of the region** Identified as a high risk because of the gap between identified activity for the region and the allocvation of funding.
11b	↔	**Failure or inability to develop estates and facilities to support growth, innovation and changes in the curriculum, particularly in specialist areas.** Funding cuts may reduce our ability in this regard. This will be managed through the planning / budget cycle. Current offer of funding from SFC is not sufficient to meet our need to develop our facilities to meet curriculum need, particularly in relation to engineering.
11d	↔	**Failure or inability to support continued investment in current and new technologies** Funding cuts may reduce our ability in this regard. This will be managed through the planning / budget cycle. Current offer of funding from SFC is not sufficient to meet our need to develop

	our ICT infrastructure to meet the needs of students and curriculum.
12e	**Failure to appropriately protect funds donated to Borders Further Education Trust**
↔	This risk is identified as high because of the loss of College control over funds previously held as reserves. This is mitigated through the constitution of the Trust and the workings of the Liaison Committee.
12g	**Failure to put in place appropriate measures to protect assets, following instruction to self-insure.**
↔	This risk is identified as high priority because of the potential that the College wuld not be appropriately protected against a catastrophic incident. A business case is being developed nationally to retain commercial insurance.

BORDERS COLLEGE STRATEGIC RISK REGISTER

Version Approved — **27/10/2016** CQC

Ref		Themes and Risks	SMT Responsibility	Residual Risk Status (Red / Amber / Green)	Board Committee	Corporate Plan Ref	KPI Ref
		Portfolio and Partners					
1	↔	Failure to Engage with Partners	Principal	Amber	Regional Board	1.2, 1.3, 1.4, 1.6, 1.7, 1.8, 5.1	1 - 12
2	↔	Failure to Develop and Deliver an Appropriate Curriculum	Vice Principal - Curriculum	Amber	Curriculum and Quality Committee	1.2, 1.3, 1.4, 1.5,1.7, 2.1, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 3.4, 3.5, 4.3, 5.2, 5.6	1, 2, 3, 4, 5
		Learning and Learners, Workforce Development					
3	↑	Failure to Achieve Targeted Learner Outcomes	Vice Principal - Curriculum	Amber	Curriculum and Quality Committee	1.2, 1.3, 1.4, 1.7, 1.8, 2.1, 2.3, 2.4, 2.5, 2.6, 3.1, 3.4, 4.2	1, 2, 3, 4, 5, 7
4	↔	Failure to Engage with Learners	Vice Principal - Quality and Innovation	Green	Curriculum and Quality Committee	1.7, 2.1, 2.3, 2.4, 2.5, 2.7, 4.3, 4.4, 4.5, 4.6, 4.9	1, 2, 3, 4, 5
		Quality					
5	↑	Failure to Achieve High Quality Learning and Student Success	Vice Principal - Quality and Innovation	Red	Curriculum and Quality Committee	4.1, 4.3, 4.4, 4.5	2, 3, 4, 5
6	↔	Failure to Maintain a Quality Culture within College Management Processes	Vice Principal - Quality and Innovation	Amber	Curriculum and Quality Committee	1.4, 2.4, 2.6, 2.7, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9	1 - 12
7	↔	Failure to Provide Effective Governance, Leadership and Management	Principal	Amber	Regional Board	3.6, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8	1 - 12
8	↔	Failure to Maintain Profile and Reputation of the College	Principal	Red	Regional Board	3.2, 3.3, 3.4, 3.6, 4.3, 4.4, 4.6, 4.7, 4.8, 5.1, 5.2, 5.3	1 - 12
		Sustainability					
9	↓	Failure to Achieve Planned Surpluses	Vice Principal - Finance and Resources	Amber	Finance and General Purposes Committee	1.1, 1.6, 1.7, 1.8, 5.1, 5.2	6, 7, 8, 9
10	↔	Failure to Meet Legislative Duties	Vice Principal - Finance and Resources	Amber	Finance and General Purposes Committee	1.5, 2.2, 2.6, 3.2, 3.3, 4.4, 4.5, 4.9	1 - 12
11	↓	Failure to Protect and Maintain the Physical Assets of the College	Vice Principal - Finance and Resources	Amber	Finance and General Purposes Committee	1.1, 1.3, 1.6, 1.8, 2.1, 5.1, 5.2, 5.3, 5.4, 5.5, 5.6	1, 2, 3, 4, 5, 6, 7, 8
12	↔	Failure to Protect and Maintain the Financial Assets of the College	Vice Principal - Finance and Resources	Amber	Finance and General Purposes Committee	1.1, 1.7, 2.1, 5.1, 5.2, 5.3,	1 - 12

Note: **Strategic Risk Status reflects highest status of any Operational Level sub - risk**

KEY

Risk Status	Response
Green	Low risk, to be tracked
Amber	Medium risk requiring careful monitoring and/or action
Red	High risk issue requiring immediate or urgent action

BORDERS COLLEGE OPERATIONAL RISK REGISTER

Version	27/10/2016
Approved	CQC

Ref		Themes and Risks	Monitoring Manager	Inherent Risk Likelihood (1 - 5)	Inherent Risk Impact (1 - 5)	Inherent Risk Total (max =25)	Managed by (key systems / processes)	Residual Risk Likelihood (1 - 5)	Residual Risk Impact (1 - 5)	Residual Risk Total (max =25)	Corporate Plan Ref	KPI Ref
		Portfolio and Partners										
1		**Failure to Engage with Partners**	**Principal**									
1a	↔	Failure or inability to respond to national priorities	SMT	4	3	12	SMT monitor national priorities and plan accordingly / monitor via CMT and CQT. Work with SBC to engage with schools re Wood Commission.	3	3	9	1.4, 1.7	1,5,6
1b	↔	Failure to react to changing needs in the rapidly changing regional economy	Principal	4	3	12	College strategy on partnership working	3	2	6	1.2, 1.4	1,5,6
1c	↔	Failure to understand the needs of individuals, community and employers	Principal	3	3	9	College engagement with stakeholders / marketing and communications strategy	2	2	4	1.2,1.3,1.4,1.7	1,5,6
1d	↔	Failure to achieve targets in outcome agreements or plan for any resultant funding clawback	Principal	4	4	16	KPI monitoring by SMT / CMT / BoM	3	3	9	1.7, 5.1	1,5,6
1e	↔	Failure to deliver shared outcomes in the Scottish Borders Single Outcome Agreement	Principal	3	2	6	Membership of local community planning partnership	2	2	4	1.3, 1.7, 1.8	1,5,6
2		**Failure to Develop and Deliver an Appropriate Curriculum**	**Vice Principal - Curriculum**									
2a	↔	Failure to implement changes to the national curriculum framework	Vice Principal - Curriculum	3	3	9	Ensure staff engage with national development / CPD	2	2	4	1.3, 1.4	1, 2, 3, 4, 5
2b	↔	Failure or inability to fund innovation or failure to innovate	Vice Principal- Quality and Innovation	4	3	12	Ensure staff engage with national development / CPD	3	2	6	1.2, 1.4, 1.6, 2.3, 2.4, 2.6, 3.1, 3.3, 4.3, 5.2, 5.6	1, 2, 3, 4, 5
2c	↔	Failure to identify demand for growth	Vice Principal - Curriculum	3	3	9	College engagement with stakeholders / marketing and communications strategy	3	2	6	1.2, 1.4, 1.6, 1.7, 3.2	1
2d	↔	Failure to modernise the curriculum in line with e-learning and technological advances	Vice Principal- Quality and Innovation	3	4	12	Creation of learning technologies team, ICT strategy, curriculum and resource planning	2	3	6	1.2, 1.4, 1.6, 2.3, 2.4, 2.6, 3.1, 3.3, 4.3, 5.2, 5.6	1, 2, 3, 4, 5
2e	↔	Failure to provide an appropriate, relevant and current curriculum offer to meet the needs of our local community	Vice Principal - Curriculum	3	4	12	College planning cycle - curriculum plan, resource allocation, budget setting	2	3	6	1.2, 1.4, 1.6, 1.7, 1.8, 2.1, 2.5, 3.1, 3.2, 3.3, 3.4	1, 2, 3, 4, 5
2f	↔	Failure to source sufficient, appropriate work placements	Vice Principal - Curriculum	4	3	12	Employer engagement strategy, Employer Engagement Co-ordinator, work placement officers, BDU staff engagement with employers	2	3	6	1.2, 1.4, 1.8, 2.1, 3.2, 3.3, 3.4, 3.5	1, 2, 3, 4, 5
2g	↔	Failure to recruit suitably qualified staff across all subject areas	Vice Principal - Curriculum	5	3	15	Staff recruitment and resource planning, curriculum plan.	4	3	12	1.2, 1.4, 1.6, 1.7, 1.8, 2.1, 2.5, 3.1, 3.2, 3.3, 3.4	1, 2, 3, 4, 5
		Learning and Learners, Workforce Development										
3		**Failure to Achieve Targeted Learner Outcomes**	**Vice Principal - Curriculum**									
3a	↔	Failure to achieve Credits target	Heads of Faculty / Head of Business Development	3	4	12	CQT/SMT monitor enrolments and Credits predictions.	3	3	9	1.7, 5.1	1, 2
3b	↔	Failure or inability to meet demand for places on programmes	Vice Principal - Curriculum	4	3	12	Curriculum planning / enrolment monitoring.	2	2	4	1.2, 1.4, 2.1	1, 2, 3
3c	↔	Failure to deliver current and effective approaches to learning and teaching	Vice Principal - Curriculum	3	3	9	Implementation and monitoring of Learning and Teaching Strategy	2	2	4	2.4, 2.5, 2.6, 3.4, 4.2	1, 2, 3, 4, 5
3d	↔	Failure to meet SDS targets	Skills Development Manager	4	3	12	Liaison with SDS, close links to curriculum, monthly monitoring cycle	3	2	6	1.8, 3.1	7
3e	↔	Failure to deliver opportunities for and recognition of wider achievement in line with Curriculum for Excellence	Vice Principal - Curriculum	3	3	9	Implementation and monitoring of Learning and Teaching Strategy	2	2	4	2.3, 2.5	1, 2, 3, 4, 5
3f	↔	Failure to achieve high levels of learner success, progression and articulation.	Vice Principal - Curriculum	3	4	12	KPI monitoring by SMT / CMT / BoM	2	3	6	1.2, 1.3	1, 2, 3, 4, 5
4		**Failure to Engage with Learners**	**Vice Principal - Quality and Innovation**									
4a	↔	Failure to engage effectively with learners in the planning and delivery of learning and teaching	Vice Principal - Curriculum	3	3	9	Department Councils / Department monitoring / Student Association feedback	2	2	4	2.1, 2.3, 2.4, 2.5	1, 2, 3, 4, 5
4b	↔	Failure to engage effectively with learners in the wider life of the College	Vice Principal- Quality and Innovation	3	3	9	Curriculum planning / Faculty Councils / faculty monitoring	2	2	4	1.7, 2.7, 4.3, 4.4, 4.5, 4.6, 4.9	1, 2, 3

BORDERS COLLEGE OPERATIONAL RISK REGISTER

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		Quality										
5		**Failure to Achieve High Quality Learning and Student Success**	**Vice Principal - Quality and Innovation**									
5a	↑	Failure to deliver learner success outcomes consistently above the sector average for Scotland	Vice Principal- Quality and Innovation/Vice Principal Curriculum	4	3	12	Curriculum planning, monitoring and review. Internal Review. Special Measures on identified programmes	4	4	16	4.1, 4.3, 4.4, 4.5	2, 3, 4 ,5
5b	↑	Failure to deliver high quality education and outcomes for learners	Vice Principal- Quality and Innovation/Vice Principal Curriculum	4	3	12	Programme and Internal Review. Course team monitoring. Enhance. T&D of staff	4	4	16	4.1, 4.3, 4.4, 4.4	2, 3, 4 ,5
6		**Failure to Maintain a Quality Culture within College Management Processes**	**Vice Principal - Quality and Innovation**									
6a	↔	Failure to effectively and appropriately monitor performance against objectives and targets	Principal	3	4	12	College Planning Cycle - KPI's, Meet and Beat Targets, Board Curriculum and Quality Committee	2	3	6	4.1, 4.4, 4.6	1 - 12
6b	↔	Failure or inability to meet the College's legal requirements and the national ambitions relating to equalities, access and inclusion because of high demand and diminishing resource	Vice Principal- Quality and Innovation	4	2	8	Implementing and monitoring targeted action plans for Equalities, DYW, Gender and Looked After Children. Allocation of available resource	3	1	3	1.4, 2.4, 2.6, 2.7, 4.2, 4.5, 4.6, 4.7, 4.8, 4.9, 5.3	4, 5
6c	↔	Failure to ensure programme meet the requirements of awarding bodies	Vice Principal- Quality and Innovation	3	5	15	Approvals, assessment and verification systems	2	4	8	4.3, 4.4, 4.5	1 - 12
6d	↔	Failure to manage and respond to complaints effectively	Vice Principal- Quality and Innovation	4	3	12	Complaints handling procedure	1	3	3	4.4, 4.5	1 - 12
6e	↔	Failure to embed a culture of quality enhancement and failure to plan for quality enhancement	Vice Principal - Quality and Innovation	3	3	9	College self-evaluation and development planning process	2	3	6	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9	1 - 12
6f	↔	Failure to achieve positive outcomes in external assessments including Education Scotland reviews.	Vice Principal - Quality and Innovation / Head of HR and Development	3	4	12	Quality Assurance and enhancement systems	2	3	6	4.3, 4.4, 4.5	1 - 12
7		**Failure to Provide Effective Governance, Leadership and Management**	**Principal**									
7a	↔	Failure to communicate clear vision, aims, objectives and targets.	Principal	3	3	9	College Planning Cycle - Strategic Planning, self-evaluation and development plan	2	3	6	4.5,4.6	1,5,6
7b	↔	Failure to motivate and engage with staff in contributing to the setting and achievement of college aims and objectives	Principal	3	3	9	College Planning Cycle - Self-evaluation and development plan, Individual Staff Review, annual engagement	2	2	4	3.6, 4.6, 4.7, 4.8	1,5,6,11,12
7c	↔	Failure to maintain current workforce skill base and effectively manage workforce planning and development	Principal	3	4	12	Develop and implement institutional sustainability strategy	2	2	4	4.6, 4.7, 4.8	1,5,6,11,12
7d	↔	Failure to respond to loss of key personnel and gaps in skills and experience	Head of HR and Development	3	3	9	Clear links from Corporate and Strategic Planning to Development Plans and ISR process / CPD	2	3	6	4.7, 4.8	1,5,6,11,12
7e	↔	Failure to plan for the impact of changes in governance arrangements	Principal	3	3	9	Close links via Regional Chair, Scotland's Colleges, Principals' Convention	2	2	4	4.4, 4.5, 4.6	1 - 12
7f	↔	Failure of the Board of Management in fulfilling their roles and responsibilities with regard to Corporate Governance	Chair of the Regional Board	3	4	12	Schemes of Administration, appropriate skills mix and Board development	2	2	4	4.4, 4.5, 4.6	1 - 12
7g	↔	Failure to provide adequate safeguarding of children and adults at risk of harm	Vice Principal- Quality and Innovation	4	5	20	Ensure good liaison with public protection services, maintain safeguarding policy and procedures, ensure all Board and staff members are adequately trained	2	4	8	4.3, 4.4, 4.5	1 - 12
7h		Failure to appoint a suitable replacement Principal creating a gap in leadership for the College	Chair of the Regional Board	3	3	9	Robust recruitment process, cover arrangements	2	2	4	4.7, 4.8	1 - 12
8		**Failure to Maintain Profile and Reputation of the College**	**Principal**									
8a	↔	Failure to implement the marketing strategy effectively	Head of Student Services	3	3	9	Marketing and Communications Strategy	2	2	4	3.2, 3.3, 3.4, 5.1, 5.2, 5.3	1 - 12
8b	↔	Failure to maintain effective industrial relations in a period of challenging financial environment	Principal	4	4	16	JNC / JCC / consultation process. EIS national position on bargaining will impact negatively. Because this risk is a national issue, there is actually little the College can do to effectively mitigate	4	4	16	3.6, 4.6, 4.7, 4.8	1,5,6,11,12
8c	↔	Failure to manage public relations to publicise success or in response to critical incidents or media interest	Head of Student Services	3	3	9	Use of external PR consultants and role of Head of Student Services	2	2	4	4.3, 4.4	1 - 12
8d	↔	Failure to adequately prepare or protect the College's digital assets and data against cyber attack	Head of ISLT	4	4	16	Firewall, Back-up and disaster recovery plans and procedures, web-filtering, active monitoring	3	3	9	4.5, 5.5	1 - 12

BORDERS COLLEGE OPERATIONAL RISK REGISTER

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		Sustainability										
9		**Failure to Achieve Planned Surpluses**	**Vice Principal - Finance and Resources**									
9a	↔	Failure to achieve planned efficiencies	Head of Finance and Procurement	3	4	12	Monthly management accounts process, quarterly review.	2	4	8	5.1, 5.2	6, 7, 8, 9
9b	↔	Failure to Control Staff Costs	Head of Finance and Procurement	3	4	12	Monthly management accounts process, quarterly review, JNC negotiation framework	3	3	9	5.1	6, 7, 8, 9
9c	↔	Failure to achieve non-SFC income targets	Head of Finance and Procurement	4	3	12	Monthly management accounts process, quarterly review, BDU Business Plans.	3	3	9	1.6, 1.8, 5.2	6, 7, 8
9d	↔	Failure to adequately respond to any reduction in the regional allocation of funding	Vice Principal - Finance and Resources	4	4	16	Outcome Agreement Negotiation, Budget Planning cycle.	3	3	9	1.7, 5.1	6, 7, 8
9e	↔	Failure to adequately respond to impact of changes to funding methodology	Vice Principal - Finance and Resources	**RISK CLOSED**			Outcome Agreement Negotiation, Budget Planning cycle. Modelling being undertaken to ascertain impact	**RISK CLOSED**			1.7, 5.1	6, 7, 8
9f	↔	Failure to manage the costs of provision of shared services	Vice Principal - Finance and Resources	4	4	16	Monthly management accounts process, Campus Mgt Cttee	2	3	6	1.1, 5.1	6, 7, 8
9g	↔	Failure to articulate to the Scottish Government and funding bodies the specific requirements of the region	Principal	4	4	16	Outcome Agreement Negotiation, engagement with MPs / MSPs	4	3	12	1.7	1,5,6
10		**Failure to Meet Legislative Duties**	**Vice Principal - Finance and Resources**									
10a	↔	The College becomes liable for damages resulting from legal action.	Director of Finance and Resources	2	4	8	Systems in place to minimise likelihood, ensure relevant Staff training	2	3	6	4.4, 4.5	1 - 12
10b	↔	Failure to meet obligations Equality Act, Data Protection Act and Freedom of Information Act	Vice Principal - Quality and Innovation	3	3	9	Equalities development plan and monitoring	2	2	4	1.5, 2.2, 2.6, 4.9	1 ,2,3,4, 5
10c	↔	Failure to meet obligations on environmental issues and targets in Carbon Management Plan	Facilities Manager	3	3	9	Sustainability Committee, Campus Management Committee, Estates Committee, sinking fund, resource planning cycle	2	3	6	4.5	6
10d	↔	Failure to promote a "safety culture" in the College, supported with appropriate systems and procedures	Health and Safety Manager	4	5	20	H&S Committee, Induction and training, clear roles and responsibilities, H&S Policy, risk assessments, procedures	2	4	8	3.2, 3.3	1 - 12
11		**Failure to Protect and Maintain the Physical Assets of the College**	**Vice Principal - Finance and Resources**									
11a	↔	Failure to properly maintain physical assets	Facilities Manager	3	4	12	PPM programme, identified estates grant contingency, sinking fund	3	3	9	1.1, 5.3, 5.4	6, 7, 8
11b	↔	Failure or inability to develop estates and facilities to support growth, innovation and changes in the curriculum, particularly in specialist areas.	Vice Principal - Finance and Resources	4	4	16	Estates Strategy and Committee / Planning Cycle and resource allocations. New site for Brickworks delivered. Alternatives considered for other areas.	3	3	9	1.6, 2.1	1, 2, 3, 4, 5
11c	↔	Failure to maintain the support of our partners in joint working and partnership arrangements.	Vice Principal - Finance and Resources	3	3	9	Appropriate management, liaison and governance structures. Partnership management structures in place.	2	3	6	1.1, 1.3, 1.8, 5.5	1, 2, 3, 4, 5, 6, 7, 8
11d	↔	Failure or inability to support continued investment in current and new technologies	Head of ISLT	5	4	20	ICT Strategy and Committee / Planning Cycle and resource allocations.	3	4	12	1.1, 1.6, 2.1, 5.5, 5.6	6, 7, 8
11e	↔	Failure to deliver shared services to agreed quality standards	Vice Principal - Finance and Resources	3	4	12	Campus Mgt Cttee, SLAs, Service specifications, monitoring systems	3	2	6	1.1, 5.1, 5.2, 5.5	6, 7, 8
12		**Failure to Protect and Maintain the Financial Assets of the College**	**Vice Principal - Finance and Resources**									
12a	↔	Failure to ensure adequate control of finances	Vice Principal - Finance and Resources	3	5	15	Financial Strategy, regulations and procedures, corporate governance structure	2	3	6	5.1	1 - 12
12b	↔	Failure to plan for external factors having an adverse impact on the ability of the College to maintain its business	Vice Principal - Finance and Resources	2	5	10	Business Continuity Plan, Risk Management structure, appropriate insurances	3	4	12	,5.1	1 - 12
12c	↔	Failure to prevent fraud, bribery, or other misappropriation of College finances	Vice Principal - Finance and Resources	3	3	9	Financial Strategy, regulations and procedures, Anti-Fraud and Corruption Policy, Whistleblowing Policy	2	3	6	5.1	6
12d	↔	Failure to realise expected returns on legacy estates	Vice Principal - Finance and Resources	3	2	6	Estates Strategy and Committee / Planning Cycle and resource allocations	2	2	4	5.3	6, 7, 8
12e	↔	Failure to appropriately protect funds donated to Borders Further Education Trust	Vice Principal - Finance and Resources	4	4	16	Trust constitution, donation agreement, liaison committee	2	3	6	1.1, 1.7, 2.1, 5.1, 5.2, 5.3, 5.4, 5.6	6, 7, 8
12g	↔	Failure to put in place appropriate measures to protect assets, following instruction to self-insure.	Vice Principal - Finance and Resources	5	4	20	Negotiate with SFC/ Scottish Government, contribute to business case, maintain all possible ancillary services contracts	3	2	6	1.1, 1.7, 2.1, 5.1, 5.2, 5.3, 5.4, 5.6	6, 7, 8

KEY	Residual Risk Status	Response
Score 1 - 7	Green	Low risk, to be tracked
Score 8 - 15	Amber	Medium Risk requiring careful monitoring and/or action
Score 16-25	Red	High risk issue requiring immediate or urgent action