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REGIONAL BOARD REPORT

Subject: Strategic & BREXIT Risk Registers	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: Hazel Robertson, Vice Principal – Finance and Corporate Services	**Date:** 12 February 2020

Purpose: To discuss the College's Strategic Risk Register.

Linked to Strategic Goal 5: Build Sustainability.

Executive Summary:

The College's Strategic Risk Register (attached) has been updated since the last Board and a new summary page has been introduced. The summary page gives an overview of the risk exposure by strategic goals.

The following strategic risks identified on the Risk Register are above target. Summarised below are the reasons why and mitigation.

1a	The risk level is slightly above target due to Outcome Agreement funding not matching the level of credit delivery in 2018/19. We are continuing to seek additional funding, having asked for an additional 1300 credits and looking to bid for additional FWDF resources. This risk is both an opportunity and a threat, with the potential opportunity much greater than the potential threat. The Board agreed to carry this risk in order to protect service delivery. The potential negative financial impact is manageable in year.
1k	The impact of BREXIT remains unclear although commentary suggests the impact will not be so immediate and more likely to be an issue as the end of the transition period approaches.
4f	Considerable joint working is underway at Board level, Executive leads and project teams in order to work effectively with Dumfries and Galloway College to deliver the joint SOSEP project work and shared curriculum delivery. Joint formal launch is being planned.
5a	There is still a concern about insufficient funding available for ICT in the long term. We understand that a case is being made to increase this as part of the spending review. Locally we have developed our three year Digital Delivery and Development Programme and will report on progress through the Finance and General Purposes Committee. Funding the plan has been challenging particularly for year 2 when we plan on replacing the Apple computers. A review of the need for Apple Macs is being undertaken.
5h	The College has made good progress in fulfilling its requirements with regard to GDPR in accordance with the Information Commissioner's Office (ICO) guidance. The IT systems audit report highlighted a high risk around potential data leakage. The risk score has decreased this reporting period and will remain above target until implementation of the Identity Management Systems in February 2020 (delayed due to

	additional upgrade work required) allows full roll out of Office 365 and related functionality, thus fully addressing the concern about data leakage. A data breach reported in January has resulted in some recommendations to further improve our information controls.
5i	We achieved Cyber Security Plus accreditation in August 2019. The recent IT systems audit report highlighted a high risk around web filtering. This has been addressed. The data breach reported in January has resulted in some recommendations to improve cyber security.
2f, 5k	The review of the bursary lap top scheme has been completed and we have developed a four year rolling plan going forward. Additional laptops have been purchased. The risk remains above target until we obtain further feedback from national discussion in relation to the use of bursary funding. We are about to start collation of course costs for 20/21 and will be reviewing how we can reduce these to the average level across Scottish Colleges.

The following risks could be considered for closure as the required controls are in place and effective.

Risk description		Change
3c	If the student association is not proactive in engaging with the college	Close
3d	If students are not engaged in driving the learner experience	Close
4c	If the College is not able to recruit appropriately qualified staff	Close

The BREXIT risk impact assessment has been updated although there is little new guidance to work with. We continue to assume that our Business Continuity Plan and response mechanism will enable us to deal with any immediate impact. Medium term and longer term concerns are largely about the potential financial impact, and consequences for our procurement activity. Action taken since the last report:

- We have discussed with HWU and not identified any concerns other than the need to update contact details in the event of activation of the BCP.
- We have made an application for alternative financing for Erasmus activity.
- We have taken action to safeguard information which is currently stored within the EU and to move this data to UK storage.
- We are less concerned about the immediate impact on staff availability.

Recommendation: Members discuss the Strategic Risk Register and the Brexit Risk impact assessment, and seek any further clarification of any risks.

Previous Committee Approvals: n/a

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

BORDERS COLLEGE
Risk Exposure, Ratings and Appetite

Respond to the needs of our region - OPEN appetite **Total risk rating** **40**

Likelihood	1	2	3	4	5
5		EU funded credit is withdrawn			
4					
3		SFC do not fund growth in new provision		BREXIT significant impact on the region	
2			Engagement with partners SDS funding is reduced		
1					

Impact

Acceptable level of risk - risk appetite **OVERALL STRATEGIC RISK APPETITE - MODERATE**

Risk appetite	Definition
OPEN	The College is willing to consider all delivery options and select those with the highest level of productive outcomes, even
MODERATE	The College will only accept exposure to modest levels of risk in selecting delivery options, recognising that this may restrict potential rewards.
CAUTIOUS	The College remains guarded, with a preference for safe delivery options that have no more than a low degree of risk, recognising that these may have restricted potential for reward.

Successful outcomes for our learners - OPEN appetite **Total risk rating** **24**

Likelihood	1	2	3	4	5
5					
4					
3					
2		Learner needs not properly articulated Staff not motivated or engaged Outcomes don't show positive trend Employers not engaged Students not enrolled on most appropriate programme			
1		Student funding is reduced			

Impact

High quality College experience - MODERATE appetite **Total risk rating** **12**

Likelihood	1	2	3	4	5
5					
4					
3					
2		Learners travel to other locations to study Student association not proactive in engaging Students are not engaged in driving learner experience			
1					

Impact

Grow our business- CAUTIOUS appetite **Total risk rating** **20**

Likelihood	1	2	3	4	5
5					
4					
3					
2		Failure to capitalise on commercial income Failure to recruit qualified staff	SFC do not fund growth in new provision Not working effectively in partnership with D&G re Hub and Spoke		
1					

Impact

Build sustainability - MODERATE appetite **Total risk rating** **56**

Likelihood	1	2	3	4	5
5					
4					
3		Insufficient SFC funding for ICT infrastrure		National bargaining costs ahead of funding	
2		Insufficient alternative funds for new delivery Childcare targets are not met	Reduction in regional demand impact on credits Unable to meet requirements of GDPR Inadequate protection from cyber risk	Student support funding not available for laptops	
1					

Impact

BORDERS COLLEGE STRATEGIC RISK REGISTER
Strategic Risk Appetite - MODERATE

Date: 23/01/2019

	Objectives and Risks	Current: Controls in place	Current: Likelihood (1 - 5)	Current: Impact (1 - 5)	Current: Rating (max =25)	Target: Further Actions	Target: Likelihood (1 - 5)	Target: Impact (1 - 5)	Target: Rating (max =25)	Above / On Target	SLT lead	Exec owner
1	**Respond to the needs of our region - Risk Appetite - OPEN**	**Respond to the needs of our region - Risk Appetite - OPEN**				**Respond to the needs of our region - Risk Appetite - OPEN**				**Respond to the needs of our region - Risk Appetite -**		
1a	IF the SFC does not fund growth in the Scottish Borders, THEN the College will not be able to create new provision to meet demand.	Outcome agreement, engagement with SFC, development of business cases to support growth. Growth was funded and achieved in 18/19 but not carried forward into the 19/20 agreement. As a College which is able to regularly deliver additional credits this increases opportunities for future years albeit additional credit funding has non recurring and not known until around mid way in the academic and financial year.	3	2	6	TREAT - A bid for 1300 additional credits in 2019/20 has been submitted. If not funded this will present negative financial risk in the current year of circa £60k. If funded it will provide income of up to £200k.	2	2	4	On Target	APs + Dir BDU	Principal
1b	IF there is not successful engagement with partners, THEN the College will not be able to identify and meet their needs.	Engagement with Industry groups and other employers, local authority and schools, community planning partners, universities. .Build on good reputation of the college to foster genuine partnerships and solutions to regional challenges. Continue to push positive PR re our successes. Develop bespoke and flexible solutions for schools. CLMs will meet monthly with DYW and schools. Although this is at target this is an area of significant activity with multiple projects being progressed	2	3	6	TOLERATE. - Transformation Programme Board has been formed to oversee significant projects with external stakeholders.	3	2	6	On Target	APs + Dir of BDU	Principal
1d	IF SDS funding is reduced, THEN the College will not be able to meet the demands of our stakeholders.	Engagement with SFC, Outcome Agreement Process, curriculum and business planning. Continue to explore alternative funding streams to respond to demand. Board Chair and SMT continue to raise the profile of the college with regional stakeholders who have influence with decision makers. Continue to seek efficency savings in order to invest in new provision.	2	3	6	TOLERATE. No further actions at present - at target, although this is anticipated to be a future risk therefore retain on register	3	2	6	On Target	Dir of BDU	Principal
1h	If EU-funded Credit activity is withdrawn, THEN the College may not be able to sustain activity levels	Outcome agreement, engagement with SFC, curriculum and business planning. Continue to explore alternative funding streams to respond to demand. Board Chair and SMT continue to raise the profile of the college with regional stakeholders who have influence with decision makers. Continue to seek efficency savings in order to invest in new provision. This risk is at target level and is built into our 5 year financial forecast return.	5	2	10	TOLERATE - no additional actions at this time - await further advice from SFC	5	2	10	On Target	APs	VP C&SS
1k	If BREXIT has a significant negative impact on the Borders economy, THEN this may mean the College cannot meet the needs of the Region.	Monitoring of external factors, engagement with stakeholders, discussion with SFC. Brexit impact assessment compiled. Impact is not likely to be significantly felt until after the transitional period.. Risk rating retained at current level.	3	4	12	TREAT - Continue to discuss with SFC. Attend BREXIT forums. Await further advice from SFC.	3	3	9	**Above Target**	All	VP F&CS
2	**Deliver successful outcomes for all our learners - Risk Appetite - OPEN**	**Deliver successful outcomes for all our learners - Risk Appetite - OPEN**				**Deliver successful outcomes for all our learners - Risk Appetite - OPEN**				**Deliver successful outcomes for all our learners -**		
2a	IF learners' needs are not properly articulated when considering resource planning, THEN learners may not achieve their desired outcomes.	Student feedback and engagement on College committees. Improved student engagement in resourcing decisions through user groups and committees. Ensure curriculum planning and resource planning are fully integrated. Work with Student Association to support students with issues such as mental health, cyber bullying. Further investment in achievement coaches and differentiation of support for students.	2	2	4	TOLERATE - no additional actions	2	2	4	On Target	APs + Dir BDU	VP C&SS
2b	IF staff are not fully motivated and engaged in delivering the best learner experience, THEN students may not achive desired outcomes.	CPD and staff development, staff consultation, College meetings and briefings. Continue to influence external policy on National Bargaining and Workforce for the future. Communicate reguarly with internal staff and students not participating in but are affected by strike action and work together to mitigate impact. Work to ensure any effect from cultural shift is minimised. Maintain positive communicatons in relation to national bargaining.	2	2	4	TOLERATE - no additional actions - below target	2	3	6	On Target	APs	VP C&SS
2c	IF employers do not engage successfully with the College, THEN the College will not be able to provide an appropriate curriculum to meet demand.	Employer engagement programme, industry groups. BDU managers are working with curriculum areas to progress. Use of SOSEP funding to generate new opportunities. We are performing well in terms of MA.	2	2	4	TOLERATE - This continues to be a focus of our activity.	2	2	4	On Target	Dir of BDU	VP C&SS & VP F&CS
2e	IF students are not enrolled on the most appropriate programme, THEN they may be less likely to succeed.	Admissions procedures and interviews, programme review, learner success mentor, course tutors. Continue to have clear entry requirements understood by those interviewing and suggest alternative provision when applicant doesn't match the course	2	2	4	TOLERATE - no additional actions	2	2	4	On Target	APs	VP C&SS
2f	IF student support funding is reduced, THEN learners may not be able to enrol on their preferred course of study or achieve their qualification.	Outcome agreement, engagement with SFC, management, full utilisation and monitoring of SS Funds. Additional funding allocation received from in year re-distribution. Request for in year redistribution is likely to be supported.	2	4	8	TREAT - We are aware of concerns about high level of course costs (we are at the highest level of the sector). Need to undertake review of course costs and actively put in place alternative solutions for bursary laptops as this is highly unlikely to be funded in 2020/21 onwards.	1	2	2	**Above Target**	VPs	VP F&CS
2h	IF our outcomes don't show a positive trend THEN it will impact on our Education Scotland grade and potentially our SFC funding.	Established tracking and monitoring arrangements and investment in additional achievement coaches for 2019/20. KPI performance in early January shows higher withdrawal rates for both FE and HE FT and lower withdrawal rates for both FE and HE. We are getting better at identifying at risk students and capturing information earlier on withdrawals. Action plan in place and regularly reviewed. We are more confident about our likely credit delivery as a result. Risk level reduced.	2	2	4	TREAT - Continue to enhance tracking and monitoring arrangements.	2	2	4	On Target	APs	VP C&SS
3	**Provide a high quality College experience - Risk Appetite - MODERATE**	**Provide a high quality College experience - Risk Appetite - MODERATE**				**Provide a high quality College experience - Risk Appetite - MODERATE**				**Provide a high quality College experience - Risk**		

BORDERS COLLEGE STRATEGIC RISK REGISTER
Strategic Risk Appetite - MODERATE

Date: 23/01/2019

	Objectives and Risks	Current: Controls in place	Current: Likelihood (1 - 5)	Current: Impact (1 - 5)	Current: Rating (max =25)	Target: Further Actions	Target: Likelihood (1 - 5)	Target: Impact (1 - 5)	Target: Rating (max =25)	Above / On Target	SLT lead	Exec owner
3b	IF significant numbers of learners decide to travel to study at other colleges and HEIs, THEN learner choice will likely be reduced.	Curriculum planning, marketing strategy, engagement with schools and prospective learners, employers. Analyse areas of loss to inform refresh of the curriculum. Coordinated planning with the schools. Adjust admissions policy. Additional targeted marketing	2	2	4	TREAT - Continue to manage impact through curriculum planning.	2	2	4	On Target	APs	VP C&SS
3c	IF the Students' Association does not continue to be pro-active in engaging with the College, THEN the learner experience will likely be diminished.	Financial and SMT Support to SA, partnership agreement, clear BCSA development plan, feedback on engagement. Review reasons for lack of effectiveness. Support BCSA to make changes. Engage NUS (Scotland) and SPARQS to provide support to SA.	2	2	4	TOLERATE - no additional actions. Consider closing this risk	2	2	4	On Target	VP C&SS	VP C&SS
3d	IF students are not engaged in driving the learner experience, THEN the College may not develop an appropriate learner experience.	feedback from student experience committees has been good and students using Buzz the Boss. Having new CLMs in post provides greater capacity for staff to engage with students.	2	2	4	TOLERATE - no additional actions. Consider closing this risk	2	2	4	On Target	APs	VP C&SS
4	**Grow our business - Risk Appetite - CAUTIOUS**	**Grow our business - Risk Appetite - CAUTIOUS**				**Grow our business - Risk Appetite - CAUTIOUS**				**Grow our business - Risk Appetite - CAUTIOUS**		
4a	IF the SFC does not fund growth in the Scottish Borders, THEN the College will not be able to create new provision to meet demand.	Outcome agreement, engagement with SFC, development of business cases to support growth. Continue to explore alternative funding streams to respond to demand. Board Chair and SMT continue to raise the profile of the college with regional stakeholders who have influence with decision makers. Continue to seek efficency savings in order to invest in new provision. FWDF allows for some additional activity with employers. As a College which is able to regularly deliver additional credits this increases opportunities for future years albeit additional credit funding has non recurring and not known until around mid way in the academic and financial year. We are also submitting a bid for additional FWDF funds	2	3	6	TREAT - A bid for 1300 additional credits in 2019/20 has been submitted. If not funded this will present financial risk in the current year of circa £60k. This will continue to be a risk area for future years. Level of risk cannot be reduced until we have completed the review of curriculum and identified savings actions for future years.	3	2	6	On Target	APs + DirBDU	VP C&SS
4b	IF we do not understand and capitalise on the market for commercial delivery sufficiently to meet income targets, THEN we may not have the ability to generate sufficient funds to invest in new activities.	Build on relationship with newly formed DYW Industry Group and existing Employer Relationships. Promote our successes with Employers. Continue to explore a CRM system to capture all enquiries. Introduce improved monitoring arrangements for commercial activities. Planned growth of 9% in 2019/20 and £500k contribution to College. Modest assumptions built into the financial forecast.	2	2	4	TREAT - Continue to explore opportunities. Need to set stretch targets for 3 curriculum portfolios as part of budget setting for 20/21	2	2	4	On Target	Dir of BDU	VP F&CS & VP C&SS
4c	IF the College is not able to recruit appropriately qualified staff, THEN it will not be possible to enable growth in student numbers or commercial business.	Review recruitment strategy i.e. employment fairs, university graduates, starting salaries for non qualified teachers in skill shortage areas	2	2	4	TOLERATE - Continue to promote college as a good employer. Consider closing this risk.	2	2	4	On Target	Head of HR	Principal
4f	IF the College does not work effectively in partnership with Dumfries and Galloway College to implement the Hub and Spoke model THEN our ability to access future grant funding from SOSEA may be impaired.	Effective liaison at Executive and operational level. Joint specification for digital hub and spoke. Complementary curriculum development. Monthly Project Board meetings. Regular operational meetings including oversight group and project team meetings.Fomalised project documentation. Joint outcomes based planning workshop to develop benefits realisation plan and review risks.	2	3	6	TREAT - Outocmes based planning tool used to develop a benefits realisation plan and review risks. Moving towards formal launch. This will help to focus on long term outcomes and measureable results.	2	2	4	**Above Target**	All	Exec Group
5	**Build sustainability - Risk Appetite - MODERATE**	**Build sustainability - Risk Appetite - MODERATE**				**Build sustainability - Risk Appetite - MODERATE**				**Build sustainability - Risk Appetite - MODERATE**		
5a	IF SFC capital funding is contained at current levels, THEN the College may be unable to invest in a sustainable ICT infrastructure to offer up-to-date learning and improve business processes.	Engagement with SFC, Outcome Agreement Process, curriculum and business planning, replacement infrastructure project 2017. Digital delivery and development priorities agreed and funding is in place for next three years	3	2	6	TERMINATE - Explore creation of sinking fund for ISLT resource which will need to include provision for hub and spoke development and refresh. Also develop futue options including cloud model, integration or outsourcing.	2	2	4	**Above Target**	Finance Business Partner & Head of ISLT	VP F&CS
5b	IF alternative sources of income are not found, THEN the ability to develop new delivery and trial new products is restricted.	Employer/client engagement, work on new markets and products. Work with BDU and faculties to to increase commercial engagements and wider funding opportunities.	2	2	4	TOLERATE - no additional actions	2	2	4	On Target	Dir of BDU and APs	VP F&CS
5c	IF national bargaining drives pay awards upwards ahead of any additional resources which are generated through growth, THEN the College will have less flexibility in managing its remaining resources.	Engagement with Employers' Association, resource planning. This risk is ahead of target level and is built into our 5 year financial forecast return.	3	4	12	TOLERATE - assume SFC redistribution of funds would address = below target	5	3	**15**	Below Target	All	VP F&CS
5d	IF regional demand reduces, THEN the credit target may not be achieved and funding reduced.	Engagement with CPP, schools, employers groups, data analysis, business engagement, adult provision. Create new provision in non-traditional subject areas, grow our HN provision and community and business courses	2	3	6	TOLERATE - no additional actions - below target	3	3	9	Below Target	APs + Dir BDU	VP C&SS
5h	IF the College is unable to meet the requirements of GDPR THEN the College may suffer financial and reputational damage	Staff awareness and training, project to ensure compliance, DPO appointment. Data Protection Policy agreed. Mandatory DP training on moodle. Guidance finalised for data event notification and management. Work programme signed off by SLT in February focusing on update of records management register, implementation of Data Protection Impact Assessments and training.	2	3	6	TREAT - all guidance documentation now in place. Article 30 work nearing completion. IT systems audit report highlighted risk of data leakage through USB devices, plan being implemented to mitigate this in the short term whilst waiting for identity management solution. Data breach with associated financial loss, notified in January has identified further technical, operational and training actions.	1	2	2	**Above Target**	VPF&CS and Head of ISLT	VP F&CS
5i	IF protection against cyber attack is not sufficient, THEN the College could suffer financial and reputational damage, or negative impact on student success	Current security including Firewalls, anti-virus protection, passwords, web filtering, awareness, network segmentation, patches, traffic monitoring, backups, DRP etc. Cyber security accrediation achieved , web filtering solution implemented.	2	3	6	TREAT - Additional technical security measures required and approval of password policy planned for January	2	2	4	**Above Target**	Head of ISLT	VP F&CS
5j	IF our Childcare targets are not met THEN this could have a negative impact on financial sustainability	Curriculum planning,monitoring of eapplications, enrolments, discussion with SFC	2	2	4	TREAT - continued monitoring and negotiation with SFC	2	2	4	On Target	AP and Dir BDU	VP C&SS
5k	IF rules for student support funding no longer allow the use of bursaries to purchase mobile devices, THEN the ability to deliver our BYOD strategy will be compromised	Resource planning to create flexibility in ICT replacement. Additional funding allocation received from in year re-distribution - at target. Some issues with scheme and concerns being addressed by working group - review of scheme completed and plan in place for ongoing running. .	4	3	12	TREAT - Additional work being undertaken to promote BYOD. We are one of three Colleges who have higher levels of this course cost spend from bursaries and we anticipate there will changes required for future years. Retain risk at 12 until outcome of national discussion.	4	1	4	**Above Target**	Head of ISLT/Finance Business Partner	VP F&CS

Likelihood		Impact		
5	Almost certain 80%	5	Critical	Substantial effect upon the objective, thus making it extremely difficult/costly to achieve
4	Very likely 60%-80%	4	Significant	Considerable effect on the objective, making it more difficult /costly to achieve
3	Likely 40% - 60%	3	Moderate	Evident and material effect on the objective, making it fully achievable only with some moderate additional difficulty or cost
2	Unlikely 20% - 40%	2	Minor	Small but noticeable effect on the objective , making it fully achievable but with some minor difficulty/cost
1	Very unlikely - less than 20%	1	Marginal	Peripheral effect upon the objective, impacting only in minor way upon achievement

Risk Score

Likelihood	1	2	3	4	5
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
Impact	1	2	3	4	5

BREXIT IMPACT ASSESSMENT

Emergency Responses **Total risk rating** **42**

Likelihood					
5					
4					
3			Social unrest in the Borders Availability of business critical supplies		
2				Rationing of fuel - transport Rationing of fuel - electricity Supply of medications	
1					
	1	2	3	4	5
	Impact				

Medium Term impacts **Total risk rating** **48**

Likelihood					
5					
4					
3				ERASMUS activity is impacted BREXIT affects the regional economy Supply of goods cost and delay SG emergency budget impact	
2					
1					
	1	2	3	4	5
	Impact				

Longer term impacts **Total risk rating** **108**

Likelihood					
5	Unable to accept EU students				
4			Impact on universities - targeting FE		
3	Impact of procurement on social resp	EU funded credit activity withdrawn	Other funders lose EU grants Loss of residents impact on student nos	SDS apprenticeship funding lost	
2			ESF credit funded activity withdrawn Inferior quality standards for procurement Change in availability of data Changes in regulated procurement		
1		ERASMUS funding withdrawn			
	1	2	3	4	5
	Impact				

Area of activity	College wide BREXIT Impact assessment
Date	23.01.2020
Review date	31.03.2020
Assessor name	Hazel Robertson

No	Strategic objective	Uncertain event	Potential impact	Likelihood	Severity	Score	Existing controls	Further action (likelihood)	Further action (impact)	By whom
EMERGENCY RESPONSE										
2	College experience	IF business critical supplies are unavailable over an uncertain period of time	THEN the College may have to operate with restricted services and students may not be able to complete courses	3	3	9	Undertaken procurement analysis based on info supplied by APUC. BCP would be invoked. Impact assessments for each department.		Prioritise use of scarce resources - eg final year groups. Increase online and theory of application. Send more people out to employers for application	SLT
5	College experience	IF rationining of fuel is introduced	THEN we may suffer staff shortages and inability of students to get to our campuses	2	4	8	BCP / travel plan would be invoked. Investment in VPN to allow homeworking.		Enabling students to undertake digital activity from home	R Hewitt, S Moncrieff, APs
5b	College experience	IF rationining of fuel is introduced	THEN we may suffer shortage of electricity supply	2	4	8	BCP would be invoked.		Buy advance supply of electricity	R Hewitt
6	College experience	IF there is a shortage of supply of medications	THEN staff or students may become unwell on campus / or unable to attend the college	2	4	8	Maintain full coverage of first aiders. Extend medical protocols process to staff.	Communications to staff and students about prioritising own health and staying as safe as possible	Potentially increase student support services	D Kerr / C Nairn
19	Sustainability	IF there is social unrest in the Borders	THEN our ability to maintain services may be adversely affected	3	3	9	BCP would be invoked.		Need to participate in Borders Regional Civil Contingencies group and planning	H Robertson
MEDIUM TERM										
4b	College experience	IF ERASMUS activity is impacted by No Deal or delay	THEN agreements may be invalid and travel arrangements may be compromised	3	4	12	Existing agreements updated. Apllied for new national funding stream, Safety nets in place for travel			L Retallick
8	Grow Business	IF BREXIT adversely affects the Regional economy	THEN employers may not have the capacity to undertake commercial training.	3	4	12	Employer/client engagement, work on new markets and products	Widen client base to spread risk and access funding	Wiiden client base to spread risk	D McKendry
14	Sustainability	IF the supply of goods will incur increased transport timescales, paperwork, and / or duty	THEN the cost of business as usual may significantly increase	4	3	12	Budget control, long term impact on financial planinng, FFR	Plan ahead for purchases	APUC have advised of potential 10% increase in cost of food. Continue to seek efficiency savings	Budget holders
22	Sustainability	IF Scottish government implement emergency budget and funding to the FE sector is reduced	THEN thy may be a need to plan significant reductions in activity levels	3	4	12	Plan for reduction in activity levels		Reduce expenditure	H Anderson, APs
LONGER TERM										
1	Needs of region	If EU-funded Credit (ESF) activity is withdrawn	THEN the College may lose 500 credits	3	2	6	Funding available until 2021. This is built into the FFR.	Likelihood score will increase with proximity of loss of income	Continue to seek efficiency savings to invest in new provision, including consultation with staff re staff reductions and use of temporary staff	SLT
3	College experience	IF the UK does not adopt the same quality standards, employment and legal obligations for procurement activity	THEN the College may procure goods of an inferior quality, resulting in uncertainty about safety, and risk of harm to staff and students	2	3	6	Continue to follow APUC guidance and frameworks			L Gardham
4	College experience	IF ERASMUS funding for international students is withdrawn	THEN the College may not be able to support 25 student placements in Europe.	3	1	3	Funding of £60,000 for 25 student placements is available until 2021. Negligible impact on net position as does not affect staffing levels.			L Retallick
7	College experience	IF there is a change in availability of data across EU and UK	THEN there may be an impact on business continuity until revised agreements can be put in place	2	3	6	Support from DPO service to identify priority areas to address. Data which is held in other parts of EU is being moved to UK storage.			H Robertson
9	Grow Business	IF SDS apprenticeship part funding is lost	THEN the College may not be sustain the planned growith in provision (6 programmes £480k)	3	4	12	European funding possible up to 2021	May be offset by redistribution of funds by SFC. Likelihood factor may increase	Deliver through temporary resources if possible, which would need to be support staff. If already employed may need to have consultation about staff reductions. Tap into credit funding	SLT
10	Grow Business	IF other funders lose their EU grants	THEN there may be an uncertain impact on secondary income sources eg from SBC	3	3	9	Uncertain impact			
11	Grow Business	IF Borders College is unable to accept EU students	THEN tuiton fees may be lost	5	1	5	This has negligible impact due to low numbers of students			
13	Sustainability	If EU-funded Credit activity is withdrawn,	THEN the College may lose £135k of income with associated impact on staff levels	3	2	6	Funding available until 2021. This is built into the FFR.	Likelihood score will increase with proximity of loss of income	Continue to seek efficiency savings to invest in new provision, including consultation with staff re staff reductions and use of temporary staff	
15	Sustainability	IF there are changes in regulated procurement - ie processes for greater £50k are restricted to UK	THEN there may be restricted supply, and potential increase in cost	2	3	6	Government have provided assurances that the regulations for public procurement will continue to operate in the event of a no deal.	Notification will be received via APUC of any concerns	BCP response required if urgent loss of supply	H Robertson

16	Sustainability	IF the UK does not adopt the same quality standards, employment and legal obligations for procurement activity	THEN the College may not meet its social responsibility and sustainability objectives	3	1	3	Continue to follow APUC guidance and frameworks. Contuinity of service will be moe important than sustainability issues.			L Gardham
17	Sustainability	IF Universities lose EU students and EU grants eg research	THEN Universities may look to extend their activities to further education	4	3	12	This would be a massive change for the HE sector but is already happening to some extent and increasingly likely. Not likely to be felt immediately	Articulation pathways being developed	Growing HND provision	APs
18	Sustainability	IF there are restrictions on residential status for EU citizens	THEN labour supply may be affected and / or student numbers reduced				Close this risk - has been addressed.			
20	Sustainability	IF up to 7% of residents leave	THEN the need for employment may increase with a correspoding reduction in student numbers	3	3	9	Plan for reduction in activity levels		Reduce expenditure	
21	Sustainability	IF there is a reduction in HWU level of activity	THEN there may be a down scale in HWU presence				Discussed at campus management committee, no cross campus issues identified other than updating BCP for contact details. Close this risk			H Robertson

Risk Score

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				

Likelihood		Impact		
5	Almost certain 80%	5	Critical	Substantial effect upon the objective, thus making it extremely difficult/costly to achieve
4	Very likely 60%-80%	4	Significant	Considerable effect on the objective, making it more difficult /costly to achieve
3	Likely 40% - 60%	3	Moderate	Evident and material effect on the objective, making it fully achievable only with some moderate additional difficulty or cost
2	Unlikely 20% - 40%	2	Minor	Small but noticeable effect on the objective , making it fully achievable but with some minor difficulty/cost
1	Very unlikely - less than 20%	1	Marginal	Peripheral effect upon the objective, impacting only in minor way upon achievement

Needs of our region
Successful outcomes
High quality College experience
Grow our business
Build sustainability