

CURRICULUM AND QUALITY COMMITTEE REPORT

Subject: Strategic Risk Register	Purpose: For Approval <input type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information <input type="checkbox"/>																																						
Prepared by: Hazel Robertson, VP Finance and Corporate Services	Date: 31/05/2022																																						
Purpose: To present the current report on the Risk Register for review.																																							
Linked to Strategic Ambition: Take a leading role in enabling an inclusive, resilient and sustainable Scotland Performance Measures: Recognised as national leaders in sustainable practice																																							
Linked to Strategic Risk Register: 3b - Internal Financial Procedures New Risk Commentary: Encompassing all risks																																							
Executive Summary: Summary risk profile <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 40%;">Risk theme</th> <th style="width: 15%;">Target</th> <th style="width: 20%;">Rating</th> </tr> </thead> <tbody> <tr> <td rowspan="3" style="text-align: center; vertical-align: middle;">Customer / Student</td> <td>1a Delivery model - changes to political environment</td> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> <tr> <td>1b Alumni skilled, resilient and agile – impact of COVID</td> <td style="text-align: center;">4</td> <td style="text-align: center;">4</td> </tr> <tr> <td>1c Alumni skilled, resilient and agile – practice reflects need</td> <td style="text-align: center;">6</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="text-align: center;">Financial</td> <td>2 Financial plan and in year targets</td> <td style="text-align: center;">6</td> <td style="text-align: center;">16</td> </tr> <tr> <td rowspan="3" style="text-align: center; vertical-align: middle;">Internal process/ compliance</td> <td>3a Maximise technology deployment</td> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> <tr> <td>3b Breakdown in internal controls</td> <td style="text-align: center;">6</td> <td style="text-align: center;">9</td> </tr> <tr> <td>3c Protection from cyber risk</td> <td style="text-align: center;">10</td> <td style="text-align: center;">15</td> </tr> <tr> <td rowspan="3" style="text-align: center; vertical-align: middle;">Organisational capacity</td> <td>4a Motivated, engaged and capable staff</td> <td style="text-align: center;">4</td> <td style="text-align: center;">6</td> </tr> <tr> <td>4b Inadequate governance arrangements</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> </tr> <tr> <td>4c Turnover in Executive team</td> <td style="text-align: center;">2</td> <td style="text-align: center;">9</td> </tr> </tbody> </table>			Risk theme	Target	Rating	Customer / Student	1a Delivery model - changes to political environment	6	6	1b Alumni skilled, resilient and agile – impact of COVID	4	4	1c Alumni skilled, resilient and agile – practice reflects need	6	9	Financial	2 Financial plan and in year targets	6	16	Internal process/ compliance	3a Maximise technology deployment	6	6	3b Breakdown in internal controls	6	9	3c Protection from cyber risk	10	15	Organisational capacity	4a Motivated, engaged and capable staff	4	6	4b Inadequate governance arrangements	2	2	4c Turnover in Executive team	2	9
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<p>Two new risks have been added:</p> <ul style="list-style-type: none"> Separation of cyber security from information management. This has been necessary to recognise the potential catastrophic impact of a ransomware attack. This risk is rated at 15. Potential adverse impact due to turnover in Executive team. This is rated at 9 with a target to eliminate the risk. <p>The finance risk has been increased in rating back up to 16 given the level of uncertainty and challenge in the coming years. SFC guidance for the coming year and the following two years has not yet been received. We have had sight of the</p>																																							

draft guidance for the coming year. The F&GP Committee have been presented with a budget and draft FFR for approval.

Recommendation:

Members are asked to:

- Agree the separation of risk 3c protection from cyber risk from risk 3a maximise technology deployment.
- Consider the new risk around the Executive Team turnover.
- Review the register and assurances provided.
- Endorse the current status of risks, actions and linked performance review.

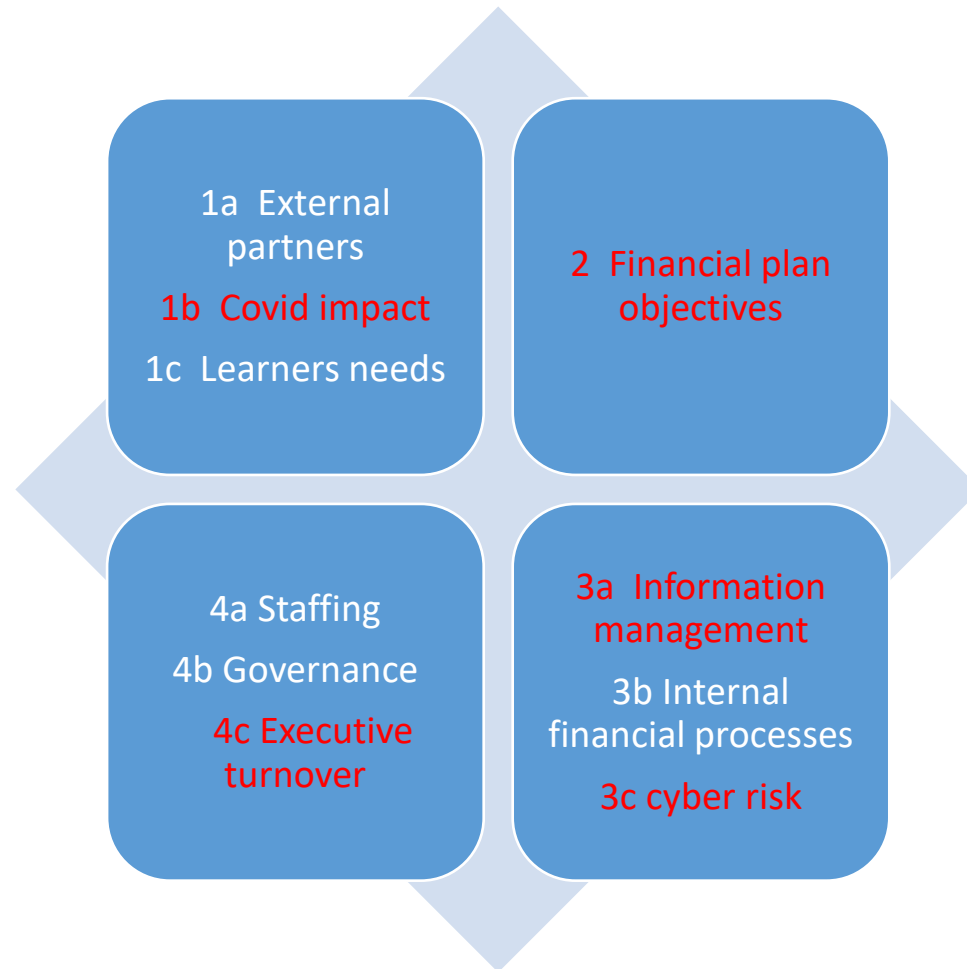
Previous Committee Approvals: Finance and General Purposes Committee and Audit Committee.

For publication ☒

For publication with redactions ☐

Not for publication ☐

Strategic Risk Management Report



18 May 2022

Strategic Risk Management Report

Strategic ambition performance measures						Rating 18 May 22	Rating 11 Feb 22
Strategic Risk Theme		Scrutiny	Perspective	Target			
1a	Recognised leader in sustainable practice; influential and collaborative partner; recognised nationally as progressive organisation; delivery models are personalised focus on individual and business need	Major changes / opportunities in socio political environment	Board	Customer	TREAT (6)	6	6
1b	Alumni skilled, resilient and agile; student outcomes in the top quartile; engaged and empowered student body; student satisfaction in the top quartile	Profound impact of COVID19 on delivery and student achievement	Curriculum & Quality	Customer	TOLERATE (4)	4	6
1c	Alumni skilled, resilient and agile; student outcomes in the top quartile; engaged and empowered student body; student satisfaction in the top quartile	Ability to proactively engage with our community and stakeholders to ensure our practice reflects their needs	Curriculum & Quality	Customer	TREAT (6)	6	9
2	Financial plan and in year financial targets to be met	Long term variability in spend and /or insufficiency in income streams leading to financial instability	Finance & GP	Financial	TREAT (6)	16	12
3a	Integrated asset management - maximise technology deployment	Inadequate IT and information management and security leading to information breach, excess costs and service unavailability	Audit	Organisational	TREAT (6)	6	9
3b	Compliance with financial regulations	Potential breakdown in internal financial controls leading to loss of funds / excess costs / fraud	Audit	Organisational	TREAT (6)	9	9
3c	Recognised leader in sustainable practice - protection from cyber risk	Insufficient controls in relation to cyber security, inability to respond to loss of service or data	Audit	Organisational	TREAT (10)	15	
4a	Agile and creative staff body; engaged and empowered staff body; staff satisfaction in the top quartile	Staff are not motivated, engaged or capable	Finance & GP	Organisational	TREAT (4)	6	6
4b	We will continue to be recognised nationally as a progressive organisation; the successful delivery of our Strategic Ambition and the long term sustainability of the organisation.	Governance arrangements do not meet best practice governance standard	Board	Organisational	TOLERATE (2)	2	2
4c	We will continue to be recognised nationally as a progressive organisation; the successful delivery of our Strategic Ambition and the long term sustainability of the organisation.	Turnover in Executive leadership may have a destabilising impact or change in strategic approach	Board	Organisational	TERMINATE (2)	9	

Customer perspective (external partners)

1 Major changes / opportunities in socio political environment			18/05/2022		
Positive uncertainty – opportunity	Negative uncertainty – threat				
Significant funding / resources available from partnerships	Lack of clarity regarding future funding				
Partnership and driving value for money	Potential changes in priority areas				
Major changes in political environment eg Brexit, new Scottish or UK government, independence	Uncontrolled variability in funding streams				
	Tertiary sustainability (SFC review)				
Existing controls	Planned activity	Responsible	Date	Update	
Liaise strategically with funding bodies eg SOSE, Borderlands, City Deal, Community Renewal Fund	Work with interested college/university partners	Execs	Jul-22	Preparing for a bid for prosperity fund. Developing immersive space and considering esports development	
Political lobbying for growth and fair funding	Principal meeting with and writing to political figures	Principal	Jan-22	Letters re growth and funding sent. No growth in 22/23 credits	
Liaise with policy forum - Principals Group, Colleges Scotland, SFC	Diversifying funding streams	SLT	Jul-22	SG budget published 9/12, SFC indicative allocations published, awaiting FFR guidance.	
Developing customer relationships	Investing in future products and delivery models to weather storm of changing priorities	Exec Director of EBI	Nov-22	Investing in CRM to support engagement processes. Design phase due to complete May	
Performance measures	Tolerance level			Current position	
Apprenticeship starts up 33%	+/- 5% of contract level			Update for end 1st quarter	
Increased funding from varied sources	Not meeting budget			Update for end 1st quarter	
Employer satisfaction 100%	Not meeting non SFC target			No change	
Advancement of service delivery in priority areas	Drop in employer satisfaction			Update for end 1st quarter	

Owner	Scrutiny	Impact	Likelihood
Angela Cox	Board	3	2
		Overall score (as is)	6
		Strategy and appetite	TREAT (6)

No change

Customer perspective (Covid19 impact)

1b Profound impact of COVID19 on delivery and student achievement		18/05/2022		
<u>Positive uncertainty – opportunity</u>	<u>Negative uncertainty – threat</u>	More courses moved to online delivery prior to Christmas		
Beyond level zero - flexibility for online and on campus	High level of concern at national level - may need to reduce activity			
Expect the average to be 2 days in college and one online	potential disruption due to isolation and illness of staff			
Lecturing staff ability and desire to redesign	Uncontrolled variability in funding streams			
Received funding to cover Covid costs	Low number of deferrals - 500 credits at risk due to deferrals - nothing else to add			
<u>Existing controls</u>	<u>Planned activity</u>	Responsible	Date	Progress
Apprentices will add missed activity into this year	Additional hours and proposal to SQA for skills tests for missed evidence from VQ	APs	Complete	forecast achievement of credit target with exception of FA
Effective use of timetabling	Use of new MIS offers greater planning and tracking and monitoring functionality	APs	Complete	Curriculum managers now more confident with Prosolutions and using information to manage their areas. One manager receiving targetted support.
Management of staffing	Contingency planning for material levels of absence	SLT	Complete	Contingency plans developed
<u>Performance measures</u>	<u>Tolerance level</u>	Current position		
number of deferrals	No COVID deferrals into 2022/23	no deferals expected		

Owner	Scrutiny	Impact	Likelihood
VP Student Experience	Curriculum and Quality	2	2
		Overall score (as is)	4
		Strategy and appetite	TOLERATE (4)

Reduced risk from 6 to 4

Customer perspective (learners)

1c Ability to proactively engage with our community and stakeholders to ensure our practice reflects their needs		18/05/2022		
Positive uncertainty – opportunity	Negative uncertainty – threat	Current position		
Learners are enrolled to target in appropriate courses and success rates are high	If positive outcomes are not achieved, successful destinations will not be achieved, and Education Scotland Grade could be impacted	FTFE recruitment lower than target. Overall recruitment in line with plan. Negotiation with SFC more credits		
Wrap around support requirements are met	Complaints due to expectations not met	Student referrals for support assessed and implemented timeously. Currently 230 FE students have received/are receiving LS. External processing issues with SAAS causing concern with timeous DSA payments. Support in		
Hierarchy of needs met - funding, support and safety	Uncontrolled variability in funding streams			
BCSA to provide vibrant community	Travel difficulties preventing engagement			
Assisted technologies provided to improve engagement	Poor connectivity, multiple people in home - inappropriate learning environment - home or schools	Loan laptops and specialist assistive technologies have been provided to those who had a need or Learning difficulty requiring specialist equipment		
Collaborate with local providers of support	Non attendance	Ongoing collaboration with local MH providers incl Andys Mans Club, Quarriers, BLISS Academy, Bloom and other MH Providers		
Further develop MH support - with local orgs				
Existing controls	Planned activity	Responsible	Date	Current position
Curriculum planning and marketing	Investment in elearning and quality standards for delivery, closer alignment to Skills needs	AP Q&D	Jul-22	Quality standards being used for adoption of Canvas. Project is 3 months ahead of schedule.
Support through achievement coaches, course tutors, CLMs	Use tracking and monitoring through prosolution	CLMs	Complete	Curriculum managers now more confident with Prosolutions and using information to manager their areas. One manager receiving targetted support.
Responsive support services - Student Support, MH, Student Finance, Student experience committee	Promote service management approach	VPF&CS	Jun-22	One stop shop discovery phase complete on time, now in design phase
	3 times a year meet, and implement action plan	APs & HoSS	ongoing	Ongoing, final SEC is this coming Monday
Campus Management Committee/Sustainability committee	BCSA to co chair a workstream on behaviour	BCSA President	ongoing	
Feedback mechanisms - local, BCSA, national	Equalities, Enhancement plan, application and enrolment procedure	APs	ongoing	4 year equalities plan in place, strong progress, report to c&QC
Quality check points	Implement action plan	APs	ongoing	Quality check points under review to link with wider quality processes
Student support services pastoral and finance, MH service	Mental Health action plan	H of SS	Jul-22	On track
BCSA support , MH Agreement with SA	Recruitment to MH team	H of SS	Complete	
Performance measures	Tolerance level	Current position		
% of students with positive destinations	less than 85%	awaiting publication		
Retention rates	decreasing trend and /or less than national average	Early withdrawal higher than predicted impacted on credits		
Student progress	decreasing trend and /or less than national average	student success rates benchmarked against the rest of the sector for 2020/21 - performed better than the rest of the sector in every category and are comfortably in the top quartile of all colleges in Scotland		
Student satisfaction	decreasing trend and /or less than national average	Information not yet available		
Credits used	less than 95% of allocation	Predicted achievement of credits although some risk in relation to FA (ESF achieved)		
Quality of LTA				
Student survey - 50 % response rate	decreasing trend and / or less than national average			
OA measures	decreasing trends			
Equality measures	achievable targets not met			

Owner	Scrutiny	Impact	Likelihood
VP Student Experience	C&Q Committee	3	2
		Overall score (as is)	6
		Strategy and appetite	TREAT (6)

No change

Financial perspective (financial stability)

2 Long term variability in spend and /or insufficiency in income streams leading to financial instability		18/05/2022		
Positive uncertainty – opportunity	Negative uncertainty – threat			
Maximise opportunities for commercial funding	Loss of funding streams, insufficient income to deliver			
Bid for project funding to lever major changes in College capacity	National bargaining drives pay costs upwards without matched funding			
Additional in year allocations to advance College service provision	Uncontrolled variability in funding streams			
	No growth in SFC main grant in aid			
COVID19 restrictions ease such that excess spend reduces and commercial and community delivery can resume	Return to variable grant in aid income may result in threat to financial performance			
Existing controls	Planned activity	Responsible	Date	Current position
3 year financial plan through FFR	Integrated planning approach	VPF&CS	Aug 22	Indicative allocations known but FFR guidance not yet available - extended date to August 2022. Significant variables - loss of SFC funding, pay awards, utilities
Savings targets	Model impact of scenarios	VPF&CS	Complete	Savings challenge exercise complete and targets agreed.
Budgetary control and management accounts system	Push out to 5 year plan	AP Finance	Feb 23	Margin analysis not yet sophisticated enough, defer this work until next year
Treasury management of debtors creditors and cash	Refresh KPIs and implement targets for P2P	AP Finance	May 22	Initial transformation complete, further work being done on procedures to complete by May 2022
Capital funding	Retain capital receipt - agree with SFC	VPF&CS	Complete	Reprofiled capital profile and reconfirmed with SFC.
Performance measures	Tolerance level	Current position		
Variance from budget	5%	(0.9%), some cost pressures eg teaching supplies and catering provision, possible successful VAT gain. Some income risk. Overall close to target this year and assessing least and most pessimistic scenarios.		
% non SFC income	less than 15%	23%. Well ahead of target		
Staff costs as % of total costs	less than 67%	66%. Ahead of target by 1%		
Cash days	less than 31 days	48 days April 2022 - Core cash remains acceptable level.		
Creditor payment days	increasing trend within 30 days	63.7% within 30 days- steady improvement, best in 7 years		
% savings delivered	less than 75% achievement	budgets take account of savings requirement, as above some concerns re cost pressures and possible VAT income benefit would offset.		

Owner	Scrutiny	Impact	Likelihood
VP F&CS	F&GP Committee	4	4
		Overall score (as is)	16
		Strategy and appetite	TREAT (6)

increased impact due to cumulative effect of future risks

Internal process perspective (information management)

3a Inadequate IT and information management and security leading to information breach, excess costs and service unavailability			18/05/2022		
Positive uncertainty – opportunity	Negative uncertainty – threat				
Good information and data management supports day to day delivery and data analytics will lead to improved decision making and service delivery	Breaches of Data Protection – loss of information, potential regulatory action and reputational damage				
Strong IT services and provision will enable efficient working practices and enable remote working	Unacceptable unplanned down time leading to loss of service or data				
Existing controls	Planned activity	Responsible	Date	Progress	
Data analytics - stage of development	Develop and Implement action plan for deployment of analytics	Head of MIS	Jun 22	not yet due	
IT management controls	Rebrand as IT Service, with service management culture and formal change management processes	Head of ISLT	Aug 22		
Performance measures	Tolerance level			Current position	
Positive audit outcomes	no high risk issues			audit complete, no high risks	
IT Service performance reporting	no high impact business continuity issues			no high impact issues	
DP events	no more than 5 data events annually			1 complaint received via ICO	
Maturity of data analytics	Assessed availability of data to service managers			some issues with use of prosolutions, additional support in place for curriculum staff	

Owner	Scrutiny	Impact	Likelihood
VP F&CS	Audit Committee	3	2
		Overall score (as is)	6
		Strategy and appetite	TREAT (6)

reduced due to separation of cyber risk

Internal process perspective (internal financial controls)

3b Potential breakdown in internal financial controls leading to loss of funds / excess costs / fraud		18/05/2022		
<u>Positive uncertainty – opportunity</u>	<u>Negative uncertainty – threat</u>			
Strong and efficient internal financial controls will improve efficiency and effectiveness, and deliver value for money	Weak or missing internal financial controls may not prevent or detect attempts at fraud			
Effective management of senior finance capacity will enable redesign and improvements in processing, thus reducing rework and enabling good financial control	Workload pressure may cause capacity constraints for process redesign, reviewing financial position, analysis and projections			
<u>Existing controls</u>	<u>Uncontrolled variability in funding streams</u>	<u>Responsible</u>	<u>Date</u>	<u>Progress</u>
Financial Regulations, Finance Manual, Anti Fraud and Anti Bribery Policies, Procurement Policy, Fee Policy, Internal Audit	Complete review of finance procedures, prioritise purchase ledger and fixed assets, if workload demands are too high	AP Finance	Sep 22	Audit Committee have approved an extension of date to September 22, system change - being scoped. Financial regulations also require review
	Improved fixed asset management	FBP	Complete	Register reviewed to reflect new accounting policy, asset verification complete, buildings revaluation in progress
Internal and External audit recommendations	Ensure completion of audit action points, prioritising fixed asset controls and impairment	VP F&CS	Complete	Full review will be presented to the Audit Committee in May
<u>Performance measures</u>	<u>Tolerance level</u>			<u>Current position</u>
Positive audit outcomes	only low risk IA issues - 2 significant deficiencies in external audit - priority to address			Agreed approach to valuation of assets, will be addressed as part of this years annual external audit.
Material delay in implementing audit action plan	Both longstanding significant deficiencies to be clear for 2021/22			
Serious breach of financial regulations	no reported issues			

Owner	Scrutiny	Impact	Likelihood
VP F&CS	Audit Committee	3	3
		Overall score (as is)	9
		Strategy and appetite	TREAT (6)

no change - once asset valuation action is complete, this risk should reduce

Internal process perspective (cyber security)

3a Inadequate measures in place to minimise severity of a cyber attack and inability to respond timeously to lack of systems and /		18/05/2022		
Positive uncertainty – opportunity	Negative uncertainty – threat			
Strong IT services and provision will enable efficient working practices and enable remote working	Cyber attack - complete loss of data and service			
Existing controls	Planned activity	Responsible	Date	Progress
Cyber Accreditation, Cyber Technical Risk Assessment, Information Security Policy, Electronic Systems Policy	Complete implementation of action plan from CTRA	Head of ISLT	Complete	Additionally accreditation renewed.
	Move to datavita backup as a service, and disaster recovery as a service	Head of ISLT	Complete	
	Disaster recovery and fail over test	Head of ISLT	May 22	Lines successfully tested on 3/5, arranging suitable date/time with college and DataVita for late May for full DR Failover test
	Implement O365 backup	Head of ISLT	Complete	
	Implement cyber security insurance	Head of ISLT	Complete	
Staff and student training	Implement comprehensive suite of staff and student training and awareness including exercise in a box programme	Head of ISLT/Head of HR	Jul 22	this will supplement the current compliance modules
Board awareness	Briefings for audit committee and Board	VPF&CS	ongoing	
	Compile response to 16 questions for Board members	Head of ISLT	Complete	
Performance measures	Tolerance level			Current position
Unplanned downtime	no significant episodes			no significant events
IT Service performance reporting	no high impact business continuity issues			no high impact issues

Owner	Scrutiny	Impact	Likelihood
VP F&CS	Audit Committee	5	3
		Overall score (as is)	15
		Strategy and appetite	TREAT (10)

new risk

Organisational capacity perspective (staffing)

4 Staff are not motivated, engaged or capable		18/05/2022		
<u>Positive uncertainty – opportunity</u>	<u>Negative uncertainty – threat</u>			
Continuing to gather and use engagement info through GPTW	Not being able to attract the right individuals			
Wellbeing and mental health initiatives	Insufficient HR staff to support recruitment			
Covid impact on turnover	Covid impact on turnover			
Increasing access to funding for training posts MAs/interns	Over reliance on short term posts could destabilise			
Funding for suitable training	Is training meeting our needs			
National bargaining paying rates above average for region	Results delayed so long - staff uncertain about outcomes			
<u>Existing controls</u>	<u>Planned activity</u>	<u>Responsible</u>	<u>Date</u>	<u>Current position</u>
HR policies and procedures, HR Manual	Monitoring of KPIs	Head of HR	ongoing	review is ongoing, KPIs annual
Workforce strategy	Annual review of performance against measures	Head of HR	Complete	F&GP asked for a different report so this was not required for September - completed in Feb 2022
GPTW	Extension for 3 years, action plan in response, 2 areas of concern	Head of HR	Complete	action plan in place - close item
NJNC involvement	Involvement in national pay and grading group	Head of HR		ongoing including t&c's group, policy working group and 4 day week investigation group
JCCP and local NJNC, Wellbeing Group	Informal meetings staff side, Principal and Head of HR	Principal	ongoing	local dispute ongoing
H&S Committee	Agile workstation assessments, all training up to date	H&S Manager	Complete	
F&GP oversight	Report to every meeting	Head of HR	ongoing	Next meeting is May
SPDR reviews - interim and annual	100% target - monitor through dashboard	WLT	as per plan	not on dashboard but escalation process implemented and will be raised at SLT if any issues arise
Staff contingency arrangements	Consideration of scenarios for loss of staff due to pandemic flu, Temporary arrangements to cover critical staff absence or recruitment challenges.	IMT	complete	Completed a scenario planning exercise and identified additional control measures to adopt if required. Action complete
<u>Performance measures</u>	<u>Tolerance level</u>			
KPIs - turnover, sickness	turnover > 7%, absence > 10%			
Staff satisfaction	reduction of 2%			
GPTW survey and action plan	Actions not completed by end of reference period			
Completion rate Agile	less than 100%			
Completion rate SPDR	less than 100%			
Performance measures from workforce strategy	Actions not completed by end of reference period			

Owner	Scrutiny	Impact	Likelihood
Debbie Kerr	F&GP Committee	2	3
		Overall score (as is)	6
		Strategy and appetite	TREAT (4)

Organisational capacity perspective (inadequate governance arrangements)

4 Staff are not motivated, engaged or capable		18/05/2022		
<u>Positive uncertainty – opportunity</u>	<u>Negative uncertainty – threat</u>			
Brings a wider expertise - options	Not a balanced view			
Staff and students have assurance	Ineffective engagement of non executives			
Positive reputation	Executives dominate conversation			
Can rely on committee assurance	Not being provided with enough (or too much info)			
Right information at right time will enhance decision making	Unable to gain assurance			
Confident and collaborative dialogue	Members do not comply with code of governance			
New Board members	New Board members			
Workplan for efficient and effective working	Inability to recruit			
Attend committees to gain information	Not given advice on options available			
<u>Existing controls</u>	<u>Planned activity</u>	<u>Responsible</u>	<u>Date</u>	<u>Current position</u>
Standing orders	Governance admin review including admin support	Board Sec	Aug-22	
Code of conduct	Development and enhancement plan	Board Sec	Jul-22	not yet due
External evaluation	Process for new appointment of internal auditors	VPC&CS	Nov-22	could extend a year
	Chairs of committees & new Execs			
Self evaluation				
Appraisals of members				
Board Secretary report to Board				
Board Secretary - independent				
<u>Performance measures</u>	<u>Tolerance level</u>			
External evaluation	Weak outcome			
Internal audit	Weak outcome			
Self evaluation	material drop in ranks			

Owner	Scrutiny	Impact	Likelihood
Ingrid Earp	Board	1	2
		Overall score (as is)	2
		Strategy and appetite	TOLERATE (2)

Organisational capacity perspective (turnover in Executive team)

4 Staff are not motivated, engaged or capable		18/05/2022		
<u>Positive uncertainty – opportunity</u>	<u>Negative uncertainty – threat</u>			
Key priorities to be embedded before leaving	Knowledge loss - you don't know what you don't know			
Progress with business case for Landbased	Loss of strategic relationships			
New strategic thinking about direction of travel	Staff confidence and concern			
	Gap in governance - arrangements for acting principal			
	Risk to stability of financial position			
<u>Existing controls</u>	<u>Planned activity</u>	<u>Responsible</u>	<u>Date</u>	<u>Current position</u>
Existing strategic direction - strategies and priorities	Identify priorities / individuals to transition to new posts			
Staff communications	Communications from Board through Ray, Angela			
Strategic contacts	Make introductions to other members of team			
Appoint someone who has value base consistent with BC	Nominations committee to recommend appointment			
Gap filling approach	Nominations to decide re acting			
	Consider temporary change of portfolios to reduce risk			
MS Teams ownership and membership	Add additional owners			
Staff engagement and management of disputes	Continued staff engagement eg 3 week meet, resolve two disputes			
Strong track record in relation to governance support	Review and potentially strengthen governance support			
<u>Performance measures</u>	<u>Tolerance level</u>			

Owner	Scrutiny	Impact	Likelihood
	Board	3	3
		Overall score (as is)	9
		Strategy and appetite	TERMINATE (2)

Impact assessment

Perspective	Element	Negligible	Minor	Moderate	Major	Extreme
Customer (External)	Inspection / Audit	Small number of recommendations - minor quality improvement	Recommendations which can be addressed by low level of management action	Challenging recommendations which can be addressed with appropriate action plan	Enforcement action, low rating. Critical report	Prosecution, zero rating, severely critical report.
	Reputation	Rumours, no media coverage, little impact on staff morale	Local press, little impact on morale and public perception	Local media coverage. Long term adverse publicity. Significant effect on staff morale and public perception	National media coverage less than three days. Public confidence undermined. Use of services affected	National media coverage > 3 days. MSP/MP concern (questions in Parliament), public enquiry, enforcement
Customer (learners)	Business interruption	Interruption in a service which does not affect delivery of educational services	Short term interruption which has minor impact on educational delivery	Some disruption with unacceptable impact on educational delivery. Temporary loss of ability to provide services.	Sustained loss of service which has serious impact on ability to delivery educational services, resulting in major contingency plans being invoked.	Permanent loss of core service or delivery. Disruption to services causing significant knock on effect
	Student experience	Reduced quality of student experience/outcome directly due to curriculum delivery	Unsatisfactory student experience / outcome - readily resolvable	Unsatisfactory student experience / outcome - resolvable within xxx time	Unsatisfactory student experience / outcome - resolvable within xxx time	Unsatisfactory student experience / outcome - long term impact
	Complaints	Locally resolved verbal complaint	Justified written complaint	Justified complaint involving lack of professionalism	Multiple justified complaints	Complex justified complaints
Financial	Financial	Negligible <£1k	Minor >£1k to £10k	Significant >£10k to £50k	Major >£50k to £100k	Over £100k
Internal process	Objectives / Project	Barely noticeable impact on scope, quality or schedule	Minor reduction in scope, quality or schedule	Reduction in scope, quality or schedule	Significant project overrun / reduction in quality	Inability to meet project objectives / impact on reputation
	Injury to student/ staff / visitors	Adverse event not requiring first aid	Minor injury/illness requiring first aid	Agency reportable	Long term incapacity requiring medical treatment or counselling	Death or major permanent incapity
Organisational capacity	Staffing	Short term low staffing levels temporarily affecting service quality	Ongoing low staffing level reducing service quality. Minor error due to ineffective training	Late delivery of objectives due to lack of staff. Moderate error due to ineffective training.	Uncertain delivery of objectives due to lack of staff. Major error due to ineffective training	Non delivery of key objective due to lack of staff. Loss of key staff and inability to recruit. Critical error due to ineffective training.

Likelihood assessment

	Rare	Unlikely	Possible	Likely	Almost certain
Probability	Cant believe this event would ever happen - will only happen in exceptional circumstances	Not expected to happen but definite possibility exists - unlikely to occur	May occur occasionally - has happened before on occasions - reasonable chance of occurring	Strong possibility that this could occur - likely to occur	This is expected to occur frequently - more likely to occur than not

Risk Rating

Rating					
Impact /Likelihood	Negligible	Minor	Moderate	Major	Extreme
Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unikely	2	4	6	8	10
Rare	1	2	3	4	5