

Strategic Risk Register				Date of review by Risk Management Group				Date of review by Senior Leadership Team				Date of review by Audit & Risk Committee				Next date of review			
				15 August 2022				23 August 2022				05 September 2022				06 October 2022			
No.	Date Raised	Link to Quality Indicators	Description	Impact Rating (1-4)	Probability Rating (1-4)	Risk Score	Previous submission risk score	Movement since last submission	Implications	Mitigation Action	Post-mitigation impact	Post-mitigation probability	Post-mitigation score	Previous submission mitigation score	Movement since last submission	Progress To Green: Key Actions	Comments		
1	26/04/2021	3.1, 3.5, 3.6	That the College cannot maintain financial stability	4	3	12	12	→	That the College would not be able to meet its financial obligations and /or that investment in student activity could not be maintained to an appropriate level.	SFC funding in 2020/21 was increased from previous years and was in excess of budget, allowing the College to meet, and more, any additional requirements. The College also reached its credit target in 2020/21, so no clawback of central funding will occur. Increased scrutiny of spend and improved approaches to budgetary management introduced. Enrolments and consequent fee income currently below budget level. Current cash holding is, though, sufficient to sustain a one-year drop in income. Note that the College's current cash holding balance is higher than anticipated, which creates a risk of SFC clawback. This is being actively managed, including via providing clarity to the SFC about funds ring-fenced for repayment to SFC (cf. bursary funds) or for committed estates investment; as well as the funding earmarked for our Strategic Investment Plan, currently being drafted. SFC May 2022 indicative allocations have now been issued, which show a -3.4% decrease for the region. August 2022 The College is fully aware of its flat cash allocation for the next year, and the SFC planning process means the College plans over a 5 year cycle so is aware of its financial forecast. College has also planned based on realistic assumptions. Key actions include: Establishment of the value for money group Budget assumptions in terms of proposed savings have been approved by the June 2022	4	3	12	6	↓	6	Facilities actively planning for January recruitment and enhanced budgetary controls will ensure that spend and income is monitored closely to allow action to be taken swiftly, as required. On the higher than anticipated cash holding, the College has reported to SFC that some of this is earmarked for current spend, and that it will be utilised to support its Strategic Investment Plan, which will incorporate a refreshed Estates Strategy. Jan 2022 Risk score now being impacted by: SFC informed the sector of the flat cash budget for next year, which is a decrease of £52m for the sector. Increase of energy costs Addition NI contributions cost. Recruitment shortfall across the sector and the college. May 2022 Increased risk due to SFC indicative allocation for 2022-23 and "flat cash" situation. Inflation will be anywhere between 2.5% and 3%. Risk of pay awards. Pay awards beyond college control. Additional professional costs being incurred. August 2022 The College is aware that the current flat cash allocations, affecting the entire sector, has resulted in progress to green being curtailed over then next possible 5 year period. College as part of its forecasting has included realistic forecasting with the information available to date. Confirmation that the College has met its credit target for academic year 2021-22.	College reporting surplus for 2020/21 and the years of modest surpluses have allowed the College to build up a cash balance that is sufficient to maintain short term financial stability Finance Action Jan 2022: Undertake scenario planning and modelling to look at the impact of the funding against our costs. May 2022 Modelling of college budget now in progress. August 2022 Realistic planning assumptions being presented to the Board of Management as part of its 5 year forecasting. Post-mitigation probability of 3 rather than 4 reflects expectation that SFC will review its funding level to take account of inflation.	
2	26/04/2021	3.1, 3.2, 3.5, 3.6	That there is a failure of financial controls	4	3	12	12	→	Insufficient or incorrect information available to senior management and the Board of Management; potential for fraud.	Programme of internal and external audit, overseen by Audit and Risk Committee. Ongoing review of financial controls, policies and processes in train. Management response to IA review in relation to improvements to financial and other controls. Introduction of a new approach to control, assurance and risk management arrangements now in train. College to institute its own rolling review of audit recommendations to ensure that all IA recommendations are followed through according to timetable. This to be reviewed by the Audit and Risk Committee at each meeting. College is undertaking a fundamental review of its procurement arrangements, supported by a College-wide training programme to ensure that (a) the College's arrangements for procurement are appropriate, and (b) all relevant staff are fully aware of these arrangements and their responsibilities. College is looking at the feasibility of introducing stock control systems. August 2022 Update Updated and Revised Financial Regulations have been approved by the Board. New position of Management Accountant appointed in June 2022 and part of their remit will be to ensure that policies and procedures, particularly re procurement, are being followed and that spend variances are followed up. Anti Bribery Policy and Procedures revised and updated approved by the Board of Management.	3	3	9	9	→	0	Closer scrutiny of previous internal audit recommendations, both via senior management and the Audit and Risk Committee. Introduction of new approach to control, assurance and risk management arrangements. May 2022 New auditors appointed. Internal audit plan approved. August 2022 Management Response to Azets report has almost completed its actions. Audit process is fully underway with three audits to date including, cybersecurity, risk and health and safety. With a further 2 planned in the next couple of weeks. Board strategy day is also planned for 23 August 2022 which is centred on risk.	Introduction of formal ARC monitoring on an ongoing basis.	
3	26/04/2021	1.6, 2.2, 2.4	That there is failure to meet Credit target and /or failure to retain major public and private contracts.	3	3	9	9	→	Clawback of SFC activity funding and shortfall in income. Failing to meet credit targets on a consistent basis may affect annual activity allocation. Failure to meet maintain ESF records to substantiate our claim is likely to affect income	Student activity is monitored on a weekly basis by senior management via the SLT meetings, with those weekly reports being made available to faculty and admissions staff. Additional enhanced reporting in use through Power BI to monitor real time information. August 2022 Credit reporting for 2022-23 has now started. Credits to date are: ESF records are owned by Head of Alternative Funding and meticulously maintained. MIS team submit monthly FES returns with excellent relationships with the SFC and data is cleansed montly so there are no surprises. Community Open Day planned for 20 August 2022 Clearing Day took place on 8 August 2022.	3	2	6	6	→	0	Marketing campaign now live for January 2022 courses with recruitment event planned for 25 November. National request from sector to SFC still awaiting response, on last year's flexibilities being carried over into 2021-22. For example, increase of 16-18 credits across all FT courses. Jan 2022 Additional Flexibilities granted and applied. Credit Gap Current risk is the shortfall of 400 FA credits, which was a late allocation impacting on planning. There is a strong partnership model already in place for FA with the local authority. May 2022 Additional work taking place to meet credit gap. Forecast gap is 285, however this is a projected with actual gap being 1,813. Financial mitigation in budget. SFC 30 March 2022 letters emphasises that there may not be clawback for deferred credits of 866. August 2022 Credit target achieved subject to audit.	College reached activity target for 2020/21 but enrolments are currently short of target in some areas. Target this year is 50,435 and for the first time includes 700 credits for FAs that are non transferable. Gap with best case scenario for Jan recruitment, not including SFC flexibilities is 3000 credits. Retention due to covid restrictions may also impact. All Jan 22 start courses are advertised, marketing campaign in progress. Jan 2022 Aug '22 FT courses launched in Jan 2022. On track to meet current contracts such as CITB, Modern Apprenticeship SDS Contracts. FWFDF contract is being monitored. Rural academy contract renewed for another year.	
4	26/04/2021	2.1, 2.5, 3.4, 3.6	That there is a breach of legislation and associated regulations (incl. GDPR)	2	3	6	6	→	Breach or leak of sensitive data impacting on college reputation.	Data Protection Officer in place to advise on general Data Protection Regulation. Staff mandatory training and policies in place and actively marketed to heighten awareness. Compliance/audit checks in place. GDPR policies currently being updated as part of College-wide policy refresh exercise. Training planned for all staff on legislative and regulatory issues, including conflict of interest, bribery and corruption and security of assets. August 2022 A suite of new policies have been developed and/or updated. Multi factor authentication in train Cybersecurity Essentials status obtained Training completed on conflict of interest etc as above and data protection and GDPR.	2	2	4	4	→	0	Info Asset Register links to be finalised to incorporate information required for ROPA; Records Retention Schedule and Policy to be compiled and signed-off. Data Protection Policy has been updated, final sign off required.	Data protection team have worked through a number of ROPA with each area and are currently pulling together Info Asset Register. Records Retention Policy in progress.	
5	26/04/2021	2.1, 2.2, 2.6, 3.5	That there are insufficient funds for capital project and maintenance requirements	4	2	8	8	→	The College estate is reaching an age that will require constant monitoring and an appropriate level of funding to address major issues (e.g. roof, air handling, lifts, CCTV, etc.)	SFC undertook a condition survey and has allocated funds over a five year period to address backlog maintenance and dilapidation works. The College appointed professional advisors to assist in the management of the projects which have been undertaken. College has enhanced its procurement arrangements to ensure that all major items of expenditure are reviewed by a senior management committee, thus ensuring value for money as well as an additional level of control over non salary spend. As part of our approach to the introduction of a Strategic Investment Plan, the College is currently considering introducing its own estate condition survey, given the age of the building and the number of significant repairs now being required. August 2022 The College has a capital works plan which is in progress. A building conditioning survey has just been completed and once final reports - an estates plan of works will be progressed, informing the estates strategy.	3	2	6	1	↓	5	Current planning is to utilise cash holding to fund an infrastructure investment programme. Additionally, the college is planning to undertake an estate condition survey to ensure that a clear plan for any additional work is captured. The air conditioning units and the roof are all currently being replaced. Air Conditioning replacement completed. Roof project almost completed, snagging being undertaken. Building is weather proofed. May 2022 Building conditioning survey taking place to identify work plan. Risk is that further urgent work is required post survey. August 2022 Both roof and air conditioning work have been completed. Building conditioning survey in progress.	Central funding received in 2020/21 and 2021/22 allowed the College to address major repairs and renewals sooner than originally planned. This includes a major upgrade to the fabric of the roof, which would be most vulnerable to possible issues associated with the natural lifespan of the building. Next steps are progression of lift shaft work and plant room project. August 2022 Plant room maintenance in progress Lift work has been completed.	
6	26/04/2021	1.1, 1.2, 1.3, 1.4, 2.1, 3.1, 3.3	That there is a failure to meet statutory and legislative health and safety as well as safeguarding requirements.	3	3	9	9	→	Impacts on safety of all employees and students leading to serious injury or death. Unable to protect our most vulnerable students.	Health and Safety Committee meet regularly to monitor health and safety arrangements and any issues are raised. Staff induction in place on H&S. Separate COVID risk register in place to monitor operational arrangements. Facilities Teams and H&S Officer ensure all risk assessments are updated annually. Regular reporting on Health and Safety to HR Committee as part of their remit requirements. Full review of Health and Safety Policy and Procedures being undertaken. Lead Safeguarding Officers in place and appropriate training in place; Safeguarding group meets regularly. August 2022 Robust HMI Safeguarding report received in April 2022 Refresher training and reissue of safeguarding cards Expanded the network of safeguarding officers. Health and Safety audit completed, with no major recommendations. Refreshed health and safety policy will go to the Board in October 2022. Appointment of 2 permanent health and safety staff members.	3	2	6	6	→	0	Full review of H&S policy and procedure in train. Review of safeguarding processes in place for staff and students as part of our continual improvement cycle. May 2022 Review of Health and Safety policy is in train. Review of health and safety training. More regular health and safety catch ups now taking place outwith the regular Committee Meeting. Education Scotland Safeguarding progress visit planned for 16 May 2022. August 2022 Health and Safety Policy will go to Board in October 2022.		
7	26/04/2021	2.1, 2.5, 2.6, 3.5, 3.6	That there is business interruption due to major disaster, IT failure etc	4	2	8	8	↓	Impacts on the college's ability to provide a service to its users as well as potential financial and performance impacts.	Business Continuity Plan for College in place. Business interruption insurance in place. Member of HEFESTIS and benefit from shared intelligence. August 2022 Internal audit for cybersecurity completed. Updated Microsoft Licence of AS allows for enhanced protection.	3	2	6	6	→	0	Existing business continuity arrangements being reviewed in light of recent events. Key estates risks now been identified and have been or are being resolved.	The College had a developed Business Continuity Plan embedded prior to the COVID pandemic and has built on that via infrastructure improvements and additions utilising additional SFC ring-fenced funding. Update of Business Continuity Planning Documentation is planned.	
8	26/04/2021	2.1, 2.5, 2.6, 3.5, 3.6	That there is a theft of, or damage to, Management Information System (incl. cyber crime)	4	2	8	8	→	Impacts on the college's ability to provide a service to its users as well as potential financial and performance impacts.	Shared sector approach in place through HEFESTIS and advanced intelligence. Robust and regular testing of IT systems Business continuity plans in place for IT and MIS areas. Annual certification with Cyber Essentials Plus Incident response training	2	3	6	2	↓	4	May 2022 Cyber security audit taking place. August 2022 Cybersecurity audit completed with minimal recommendations.	College recently successfully completed its August 2021 Cyber security audit with no issues. Incident Response Policy Updated	

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9	26/04/2021	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.3	That there is a failure to achieve acceptably high standards of learning and teaching.	4	2	8	8	0	Impacts on the student experience, the college's reputation and Education Scotland risk ratings. Impacts on student recruitment leading to financial risk.	2021-22 monitor of teaching KPIs across all subject areas and action taken to address areas of concern. Quality mechanisms undertaken through annual cycle including self evaluation and internal and external verification processes. Lots of activity has been undertaken by quality with course teams on new arrangements for assessment during COVID period. Review of quality processes in train to improve reporting against KPIs. Faculty staff work with students association, class reps and student feedback mechanisms to monitor feedback on quality and follow up on any issues. Enhance the monitoring of a range of KPI data on an ongoing basis to quickly identify any emerging negative trends in student performance. May 2022 Education Scotland progress visit was very positive. August 2022 Learning and Teaching policy going to CQD Committee in August 2022. Reviewed approach to the quality processes which included the Progress Reviews instead of the previous academic board. Commitment to ongoing professional development through staff development sessions. Commitment to TQFE. Focus on career review process allows for reflection on practice. Improved reporting mechanisms allowing curriculum teams to plan more efficiently and to intervene in a more timely manner. Robust quality enhancement plan presented to Board and will be monitored at Committee level.	2	2	4	6	-2	Transitional quality cycle in place for the pandemic years. Self Evaluation completed for Faculties and for college. Continued utilisation of improved reporting to support business insight and action. Course Team Reports completed for block 1. Jan 2022 Risk to attainment especially for FE FT students as they are the most at risk due to not being on campus due to COVID. Action: to ensure that the college does not lose the learning from COVID for example what should the SLC blended model of the future look like. May 2022 Education Scotland visit positive, demonstrates progress against actions. August 2022 SLC's first Learning and Teaching Strategy completed.	Power BI being used to generate much improved business insights. To date the following reports have been established: Retention and Achievement Credit Projection Curriculum Planning Jan 2022 Concerns over retention of students especially FT FE due to limited blended learning. Higher than usual volume of students requiring additional learning support, which if staff are not recruited timely enough could impact on attainment. Education Scotland progress visit taking place Feb 2022.		
10	26/04/2021	2.1, 2.3, 2.6, 3.1, 3.3, 3.4	That there is a failure to provide an engaging and effective employee journey.	4	2	8	8	0	Impact on the employee experience and could result in high turnover, high absence rates, disengagement, poor employee relations and industrial relations matters, poor performance of employees and subsequently a poor experience for students and negative impact on college reputation.	Ongoing, effective development of people managers to ensure the enablement of engagement, management and leadership practices. Effective response to the 2021 Employee Survey in progress. Re-launch and automation of the Career Review process, including manager training on performance feedback and coaching. Further staff engagement in train via the IP and LID re-accreditation processes, including surveys and focus groups, will provide further intelligence to support organisational response. HR support provided locally to support staff absence management. Regular meetings with JNC, which take place every 3 weeks. August 2022 HR Strategy approved by the Board of Management in June 2022 Career Review launched successfully. Accreditations achieved to date include: Leaders in Diversity; Investors in People – Platinum; Investors in People – Health & Wellbeing Award; Disability Confident Employer; Carer Positive Engaged Employer; Living Wage Scotland Employer; and LGBT Charter Silver.	2	2	4	4	0	College accreditations are being refreshed.			
11	04/02/2022	2.1, 2.3, 2.5, 2.7, 3.1, 3.2, 3.4, 3.6	That there is a failure to safeguard the health and wellbeing of staff and students.	3	3	9	9	3	Impacts on the health and wellbeing of staff and students. This could result in high absence, disengagement and higher withdrawal rates for students. Risk of serious harm to the individual if the appropriate safeguarding action is not taken. This would significantly impact the student and staff experience leading to potential risk of legal action, complaints and having a negative impact on the college reputation.	August 2022 Ongoing effective development of safeguarding and health and wellbeing support for staff and students. Safeguarding / GBV Prevention / Corporate Parenting / Carers Support policies and procedures in place. Specialised staff in Student Services and HR responding to concerns or issues. Criminal Convictions and PVG is undertaken as part of the employee recruitment process. Safeguarding, Prevent and Corporate Parenting training is mandatory as part of the staff induction process. Safeguarding including Prevent, Corporate Parenting, Mental Health & Wellbeing information and videos part of the Learner Induction process. College Safeguarding Group is a cross-college group which has both student and staff membership - this group meets quarterly. GBV Prevention Strategy and Action Plan / Corporate Parenting Plan in place which is monitored by the Safeguarding Group. Other mitigations include: •Student Support email address. Same day response, including responses to financial and emotional crisis support. •Guidance and support staff available on campus for in person support on same day appointment basis. •Staff are trained in Mental Health First Aid and ASIST •Dissemination and attendance of external safeguarding training opportunities, such as those provided by CDN. •Counselling Service for staff and students. •Weekly Yoga and Mindfulness classes for staff and students •Online Togetherall resource for staff and students •Same day response provided via dedicated student support email, including responses to financial and emotional crisis support. •Guidance and support / line management staff available on campus for in person support on same day appointment basis. •Annual safeguarding, health and wellbeing calendar of events •College Mental Health Group and LGBT Champion Group in place •Peer support groups for staff and students	1	2	6	6	0	Full review of Safeguarding policy and procedure planned for AY 2021-22 Review of safeguarding processes in place for staff and students as part of our continual improvement cycle. New safeguarder role and training remit produced with plans to create a network of safeguarders across the college that would feed into the College Safeguarding Group. May 2022 Additional training being put in place for August 2022 staff conference. August 2022 Mitigating actions are robust. All staff and students are on campus from August 2022, and sessions on well being and mental health continue to be delivered and staff are able to self			
12	26/04/2021	1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 2.5, 2.6, 2.7, 3.1, 3.3	That a lack of clarity of the learner journey means that there is a failure to provide an appropriate learner experience and support to students. Jan 2022 That students do not receive a good learning experience. August 2022 That the College can provide a robust learner experience supporting them onto their final destinations.	4	2	8	8	0	Relates to application and recruitment experience, students not receiving the appropriate or accurate information or the necessary access to support such as financial or health and wellbeing. Recruitment impacted by outdated systems impacting the experience. Also any delays to bursaries, additional IT equipment and discretionary support may impact.	Applications are monitored by the Student Services Team, review of application and enrolment system in train. Financial and emotional support offered by the Team. Team undertake regular training to provide the best possible service and to keep up to date with changes. Power BI now being used for curriculum planning and to ensure a more efficient application process. Other mitigations include •Same day response provided via dedicated student support email, including responses to financial and emotional crisis support. •Guidance and support staff available on campus for in person support on same day appointment basis. •Ongoing review of new Admissions electronic system to ensure smooth transition from application to enrolment. Additional work to be undertaken in this area via regular working group meetings. •Staff attendance at new Mental Health First Aid training, as provided by SLC. •Dissemination and attendance of external training opportunities, such as those provided by CDN, etc. •Review potential increase in counselling and guidance/support provision to ensure reduction in waiting times for emotional support. •Bursary software under review with developers. •Support being provided to SA including additional recruitment of new VP. •Provision of long term laptop loans via Library service to facilitate engagement in class and coursework. Jan 2022 Robust electronic innovative induction process in place for Aug 2022 starts as well as refreshers in Jan 2022 includes video content. August 2022 Online application process now in place, with additional modules to be added. Barriers to progression removed for students. Curriculum planning process started the work of focussing on the pathways within the College highlighting the increased focus on destinations.	3	2	6	6	0	Additional central funding has been received to allow additional resources to be brought in to address particular issues that may be exacerbated due to the COVID pandemic. Website refresh now out to tender. Power BI being used to for applications and curriculum planning. Review taking place regarding staffing resources to meet student needs of financial and emotional support. This includes reviewing the possibility of additional recruitment within student funding, guidance and support, etc, including student placements for counselling. May 2022 Current strike action by EIS is having a negative impact on the learning experience. EQA activity at risk due to lecturers potentially not engaging and resulting learners as well. August 2022 Mitigating actions have allowed this risk to be reduced due to the completion of the key system updates, removal of barriers to progress and clearer focus on supporting students to achieve their destinations.	As regards student support funds, SFC funds have proved to be more than sufficient in previous years and the current year's funding should be more than adequate for the FE body. Previous years have seen there to be insufficient funds available to support HE students to the same levels, but with a reduced HE intake, this problem will not be as acute in 2021/22. Jan 2022 Funds now identified to address the shortfall to funding HE students.		
13	26/04/2021	3.1, 3.2, 3.4, 3.5, 3.6	That there is a failure of Corporate Governance arrangements	4	3	12	12	0	That the College would fail in its duties as a public body and charity to adhere to statutory expectations. Risk to business delivery; risk to reputation; risk to effective relations between SLC and NCL e.g. given journey towards dissolution and risk of distraction or tension and ensuing impact on operational delivery.	Effective training and development for all staff, including in relation to compliance. Effective T&D for the Board, given 10 new members, building on the recommendations of the EER and including consideration of culture and values of Board. Advice sought from appropriate bodies (SFC, IA, Good Governance Steering Group). Planning for the transition to dissolution will be important to ensure that we have the right systems, processes and relationships in place to take up position as a Regional college. Work already in train to identify agreed actions; SFC has established a liaison group involving themselves, Scottish Government and the two colleges. The Audit and Risk Committee are overseeing a formal, quarterly review of all audit recommendations on a rolling basis to ensure that all actions agreed are completed appropriately and according to timetable. August 2022 The College has robust corporate processes in place. New scheme of delegation approved by the Board Clerk has revised all Terms of Reference for the Committees. 2 Board Strategy days completed with a third in planned for 23 August 2022. Government Improvement Plan and Management Response to the Azets plans almost completed. New approach to register of interest. Revisited and reinvigorated relationships with the regional board.	3	3	9	9	0	Awaiting finalisation of Board member induction programme. g Board discussion on SFC report to progress recommendations. Awaiting clarification from SFC/SG on timeframe for dissolution to allow for planning. Jan 2022 Governance Improvement Plan established post the SFC Governance review as well as input from internal auditors is now being actioned. Governance training and Induction session taking place on 1st Feb 2022 which addresses the majority of actions. May 2022 Board members have been inducted. Key policies have been updated, financial regulations and bribery have all been updated and approved by Committee. Disciplinary, capability and grievance also due to be signed off at next HR Committee meetings. Governance improvement plan shows progress against key actions. Board strategy day planned for 16 May 2022. Acting Principal now in place until investigation has been resolved. Risk now of reputational damage due to increase in press coverage. Challenges in recruiting key staff and risks around staff being able to leave for additional positions. August 2022 Strategy Day planned for August 2022 Clerk to the Board reviewed key documentation New staff and student members appointed through the Clerk's successful recruitment. Significant progress made on Government Improvement and Management Response Plans. The College adheres strictly to the Code of Good Governance for Scottish Colleges.	Acting Chair and acting Principal in place. The letter of which has extensive experience of corporate governance and was part of the group responsible for the drafting and review of the Code of Good Governance for Scottish Colleges. Recommend decoupling corporate governance risk with the ongoing investigations. This would include: Reputational damage risk Financial Risk. Clerk to the Board and the Chair of Audit and Risk Committee consulted and duly agreed to the establishment of a separate risk. See Risk 14 below.		

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14	15/08/2022	3.1, 3.2, 3.4, 3.5, 3.6	The College does not comply with the requirements of the Code of Good Governance for Scotland's Colleges re the financial year 2021/22.	4	3	12	N/A	N/A	<p>The College was subject to a report made under Section 22 of the Public Finance and Accountability (Scotland) Act 2000 by Audit Scotland re the 2020/21 financial statements. The issues that resulted in this happening occurred in financial year 2021/22 prior to the signing off of the 2020/21 financial statements. The College is working to ensure that there is no requirement to have another Section 22 for the 2021/22 financial year.</p> <p>The College is at risk of suffering reputational risk damage should the situation not be resolved in a timely manner.</p> <p>The College is incurring significant additional costs as a result of the ongoing situation which will continue until resolution.</p>	<p>Appropriately experienced and qualified appointments made by Board made to replace key roles temporarily as follows: Vice Chair of the Board with 8 years' Board experience has moved to Chair the Board; the Acting Principal has 8 years' recent experience as a Scottish FE sector college principal and has been involved in the FE sector in Glasgow for 35 years; the role of the Clerk to the Board is being filled by a qualified lawyer who has extensive experience of Scottish FE boards and corporate governance.</p> <p>The Board has a Governance Improvement Plan (GIP) in place to address issues raised and is confident of closing this off successfully. A new GIP will be produced which will look forwards and have a focus on further developing the College's governance structures.</p> <p>The Board and senior management have overseen a comprehensive programme of induction and development for new and existing Board members instituted by the interim Clerk to the Board. This programme of development has been supported with practical assistance from the College's internal audit service providers, Henderson Leggie.</p> <p>The Board commissioned investigations into allegations made against the Chair and the Principal; this course of action has been supported by the RSB.</p>	3	2	6	N/A	N/A	<p>The College are working with the external audit service to ensure that any concerns that they have are addressed prior to the commencement of the 2021/22 audit.</p> <p>It is anticipated that there will be a conclusion of the investigations in mid-2022.</p>			
				Risk Key Low 3-4 Medium 5-11 High 12-16								Risk Key 1-4 5-11 12-16							