AUDIT COMMITTEE REPORT

BORDERS COLLEGE REGIONAL BOARD

Subject: Strategic Risk Register	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: Kirsty Robb - Vice Principal – Finance and Corporate Services,	**Date:** 14 November 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: 4b - Governance

New Risk Commentary: Encompassing all risks

Executive Summary:

Summary risk profile

	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	6
Financial	2a Financial plan and in year targets	6	16
Internal process/ compliance	3a Maximize technology deployment	6	6
	3b Breakdown in internal controls	6	6
	3c Protection from cyber risk	10	12
Organisational capacity	4a Motivated, engaged and capable staff	4	6
	4b Inadequate governance arrangements	2	2
	4c Turnover in Executive team	2	9

No new risks have been identified and no risks have been closed

There have been the following changes in rating:

- 3b rating has reduced from 9 to 6.
  Full valuation exercise completed on assets.
  Strong rating gained from internal audit review of budget controls and procedures.
- 4c – rating has reduced from 9 to 4
  Executive posts now fully filled and key actions completed.

Recommendation:

Members are asked to:

- Review the register and assurances provided.
- Endorse the current status of risks, actions and linked performance review.

Previous Committee Approvals:

Regional Board - 09/06/2022
Finance & General Purpose – 17/11/22
Audit – 29/09/22

For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

Strategic Risk Management Report

Nov 22

Strategic Risk Management Report

	Strategic ambition performance measures	Strategic Risk Theme	Scrutiny	Perspective	Target	Rating Nov 22
1a	Recognised leader in sustainable practice; influential and collaborative partner; recocgnised 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
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
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
2a	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
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
3b	Compliance with financial regulations	Potential breakdown in internal financial controls leading to loss of funds / excess costs / fraud	Audit	Organisational	TREAT (6)	6
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)	12
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
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
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)	4

Customer perspective (external partners)

1a Major changes / opportunities in socio political environment				Nov-22
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	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	Dec-22	Skills plan included in Share prosperity fund investment plan, awaiting news. Developing esports development and Immersive space being implemented Dec 22
Political lobbying for growth and fair funding	Principal meeting with and writing to political figures	Principal	Jan-22	Letters re growth and funding sent. Growth in credits for 2022/23 and in other SFC funds
Liaise with policy forum - Principals Group, Colleges Scotland, SFC	Diversifying funding streams	SLT	Jul-22	SG budget published 9/12, SFC indicative allocations published, FFR Completed and submitted. Funding stream options being actively pursed
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 complete in May 2022. Procurement to be completed by November 2022. Aim to go live March 2023.
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
Principal	Board	3	2
		Overall score (as is)	6
		Strategy and appetite	TREAT (6)

Status
No change

Customer perspective (Covid19 impact)

1b Profound impact of COVID19 on delivery and student achievement				Nov-22
Positive uncertainty – opportunity	**Negative uncertainty – threat**			
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	potential disruption due to isolation and illness of			
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			
Existing controls	**Planned activity**	**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
Performance measures	**Tolerance level**			**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)

Status:
No change

Customer perspective (learners)

1c Ability to proactively engage with our community and stakeholders to ensure our practice reflects their needs				Nov 22
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 lie 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		
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 envirnonment - 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				
Further develop MH support - with local orgs	Non attendance	Ongoing collaboration with local MH providers incl Andys Mans Club, Quarriers, BLISS Academy, Bloom and other MH Providers		
Cost of living crisis	Students may have no alternative but to leave college			
Financial forecast of College	Constraints towards funding of all curriculum areas			
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	Complete July 2022	Quality standards being used for adoption of Canvas.
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, FM and ISLT, Union	Promote service management approach	VPF&CS	Jun-22	One stop shop discovery phase complete. Service management implementation in progress. Phased implementation - phase 1 IT & Facilities will go live in November 2022.
Student experience committee	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	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	
Allocation of hardship / discretionary funding	Targeted engagement and communication with students	H of SS	ongoing	
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	
Quality of LTA				
Student survey - 50 % response rate	decreasing trend and / or less than national averae			
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)

Status:
no change

Financial perspective (financial stability)

2a Long term variability in spend and /or insufficiency in income streams leading to financial instability				Nov-22
Positive uncertainty – opportunity	**Negative uncertainty – threat**			
Maximise opportunities for commercial funding	Loss of funding streams, insufficient income to deliver future model			
Bid for project funding to lever major changes in College	National bargaining drives pay costs upwards without			
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**	**Update**
3 year financial plan through FFR	Integrated planning approach	VPF&CS	Complete	Significant deficit forecast beyond 22-23, look towards SFC/Sco Gov response to College Plans, expect senario planning required after feedback.
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	Jun 23	Margin analysis to be built in Pro-Solutions for allocation of payroll cost to courses
Treasury management of debtors creditors and cash	Refresh KPIs and implement targets for P2P	AP Finance	Mar 23	Proceedures Manual given Strong rating from Internal Audit, work to be finalised on Capital Investment Decision Making
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%		(0.0%), planning to 22/23 budget, cost pressures from pay and targets for income represent risk, catering provision to be recovered from HWU, possible successful VAT gain. Overall close to target this year.	
% non SFC income	less than 15%		25%. Budgeted well ahead of target	
Staff costs as % of total costs	less than 67%		67%. Budgeted, this target will be challenged with	
Cash days	less than 31 days		48 days April 2022 - Core cash remains acceptable	
Creditor payment days	increasing trend within 30 days		73% within 30 days- improvements throughour 21-22 now showing strongly in 22-23	
% savings delivered	less than 75% achievement		budgets take account of savings requirement, as above some concerns re cost pressures	

Owner	Scrutiny	Impact	Likelihood	Status:
VP F&CS	F&GP Committee	4	4	no change
		Overall score (as is)	16	
		Strategy and appetite	TREAT (6)	

Internal process perspective (information management)

3a Inadequate IT and information management and security leading to information breach, excess costs and service unavailability				Nov-22
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 downtime 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	Nov 22	
IT management controls	Rebrand as IT Service, with service management culture and formal change management processes	Head of ISLT	Nov 22	New help desk software being launched on 14/11/22
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, 1 complex SAR. New arrangements being introduced for management of SARs
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)

Status:
no change

Internal process perspective (internal financial controls)

3b Potential breakdown in internal financial controls leading to loss of funds / excess costs / fraud				Nov-22
Positive uncertainty – opportunity	**Negative uncertainty – threat**			
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 wiil 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			
Existing controls	**Uncontrolled variability in funding streams**	**Responsible**	**Date**	**Progress**
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	Mar 23	Proceedures Manual given Strong rating from Internal Audit, work to be finalised on Capital Investment Decision Making
	Improved fixed asset management	FBP	Complete	Register reviewed to reflect new accounting policy, asset verification complete, buildings revaluation complete
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 September
Performance measures	**Tolerance level**			**Current position**
Positive audit outcomes	only low risk IA issues - 2 significant deficiencies in external audit - priority to address			Agreed approach to valuation of asssets, 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 accs			
Serious breach of financial regulations	no reported issues			no reported issues

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

Status:
Reduced Likelihood to 2 following asset valuation exercise and internal audit of budgeting and procedurers

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 Acreditation, Cyber Technical Risk	Complete implementation of action plan	Head of ISLT	Complete	Additionally acccreditation renewed.
	Move to datavita backup as a service, and	Head of ISLT	Complete	
	Disaster recovery and fail over test	Head of ISLT	Complete	DR and resilant lines tested sucesffully in June
	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	Nov 22	Board presentation on a ransomware scenario completed in August. Further plans to be put in place for more staff to receive scanario training in conunction with JISC
Board awareness	Briefings for audit committee and Board	VPF&CS	Complete	Board session successfully completed
	Compile response to 16 questions for	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	4	3
		Overall score (as is)	12
		Strategy and appetite	TREAT (10)

Status:
no change

Organisational capacity perspective (staffing)

4a Staff are not motivated, engaged or capable				Nov-22
Positive uncertainty – opportunity	**Negative uncertainty – threat**			
Continuing to gather and use engagement info through GPTW	Not being able to attract the right individuals			
Wellbeing and mental health initiatives	Insufficent 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			
Existing controls	**Planned activity**	**Responsible**	**Date**	**Current position**
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	Head of HR	Complete	action plan in place - close item
NJNC involvement	Involvement in national pay and grading group	Head of HR	Ongoing	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	Head of HR	ongoing	local dispute ongoing
H&S Committee	Agile workstation assessmenets, all training up to date	H&S Manager	Complete	
F&GP oversight	Report to every meeting	Head of HR	ongoing	Report to be presented in November
SPDR reviews - interim and annual	100% target - monitor through dashboard	WLT	Complete	Fully implemented and monitored
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
Performance measures	**Tolerance level**			
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
Head of HR	F&GP Committee	2	3
		Overall score (as is)	6
		Strategy and appetite	TREAT (4)

Status:
No change

Organisational capacity perspective (inadequate governance arrangements)

4b Staff are not motivated, engaged or capable — Nov-22

Positive uncertainty – opportunity	Negative uncertainty – threat
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

Existing controls	Planned activity	Responsible	Date	Current position
Standing orders	Governance admin review including admin support	Board Sec	Mar-22	
Code of conduct	Development and enhancement plan	Board Sec	Jul-22	not yet due
External evaluation	Process of new appointment of internal auditors	VPC & CS	Nov-22	Contract extended to July 2024
	Chairs of committees and new Execs	Board Sec	Nov-22	New Chairs in place and Terms of references being reviewed
Self evaluation				
Appraisals of members				
Board Secretary report to Board				
Board Secretary - independent				

Performance measures	Tolerance level
External evaluation	Weak outcome
Internal audit	Weak outcome
Self evaluation	material drop in ranks

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

Status:
No change

Organisational capacity perspective (turnover in Executive team)

4c Staff are not motivated, engaged or capable				Nov-22
Positive uncertainty – opportunity	**Negative uncertainty – threat**			
Key priorities to be embedded before leaving	Knowledge loss - you don't know what you don't know			
Progress with business case for land-based	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			
Existing controls	**Planned activity**	**Responsible**	**Date**	**Current position**
Existing strategic direction - strategies and priorities	Identify priorities / individuals to transition to new posts		completed	
Staff communications	Communications from Board through Ray, Angela		completed	
Strategic contacts	Make introductions to other members of team		completed	
Appoint someone who has value base consistent with BC	Nominations committee to recommend appointment		completed	New Principal and Vice Principal commenced Sept 22
Gap filling approach	Nominations to decide re acting		completed	
	Consider temporary change of portfolios to reduce risk		completed	
MS Teams ownership and membership	Add additional owners		completed	
Staff engagement and management of disputes	Continued staff engagement eg 3 week meet, resolve two disputes	Head of HR	Feb-23	One dispute resolved one outstanding
Strong track record in relation to governance support	Review and potentially strenghten governance support		completed	
Performance measures	**Tolerance level**			

Owner	Scrutiny	Impact	Likelihood
	Board	2	2
		Overall score (as is)	4
		Strategy and appetite	TERMINATE (2)

Status:
Risk reduced as Exec appointments completed

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), pubic 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 incapacity
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	Can't 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 change 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
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5