E

FINANCE & RESOURCES COMMITTEE REPORT

BORDERS COLLEGE REGIONAL BOARD

Subject: Strategic Risk Register – F&R	**Purpose:** **For Approval** ☐ **For Discussion** ☒ **For Information** ☐
Prepared by: Kirsty Robb, VP Finance and Corporate Services and Ingrid Earp, Board Secretary	**Date of Committee:** 21 September 2023

Purpose: To introduce the Committee to a potential new format Risk Register and to welcome feedback and comment on the approach taken, risks identified and allocated to Committee and the risk appetite score of the Committee for each risk.

Executive Summary:
The previous Risk Register has now been running for more than 12 months and has been met with varying degrees of enthusiasm by Board Members (format rather than content). It was agreed at Board that the Risk Register would be made more user friendly, and consist of only high level, strategic risks that would each be allocated to a Committee for oversight with Board seeing the whole Risk Register.

12 strategic risks have been identified of which five have been initially allocated to the Finance and Resources Committee.

Linked to Strategic Ambition(s):
Create high quality learning and training opportunities which are relevant, enabling and flexible
Choose an item.

Performance Measures:
Recogise nationally as a progressive organisation
Choose an item.

Linked to Strategic Risk Register:
4b - Governance
Choose an item.

Recommendation:
Members are asked to consider the risks and note any which they feel may be missing or should be changed and to consider the risk appetite level suggested.

Feedback from all Committees will be collated for Board with a view to agreeing a new format for the Risk Register.

Previous Committee Approvals: None

For publication ☐	**Not for publication** ☒ **If not, why not?** **Draft for approval by Board**

Borders College Risk Register as at 07/09/2023

no	Risk	Causes/ Risk factors	Consequences/ Potential Effect	Risk Owner	Committee	Likelihood	Impact	Score	Existing Mitigation Actions	Likelihood	Impact	Score	Appetite	Actions
	Financial Stability													
1.1	Commercial income targets not fully reached.	Availability of external grants lack of Employer demand lack of Student demand External training providers competing for same market	income targets not achieved resulting in budget deficit Costs incurred not fully covered by income resulting in losses Under utilization of permanent staff and resources Not meeting needs of community & employers Possible impact on credit targets Long term financial targets not achieved.	Dir Fin & Proc/ VP Finance & Corp Services	F&R	4	4	16	Income targets set and monitored on regular basis Membership of National, local and sectors to identify potential funding sources Regular market research and communication with employers Regular Partnership working	3	3	9	Open	TREAT - Increased monitoring and reporting of Non Core funding to SLT and F&R Committee - Identify new funding sources - Imbed commercial income into curriculum areas supported by DEBI
1.2	Delivery of College outcomes unaffordable	Strategic political policies Changes to SFC funding methodology & allocations Identified savings not achieved Loss of HWU rent/SLA income unaffordable national pay awards under utilization of estate	Possible reductions in funding and credits reduction could result in deficit position Unable to deliver to the level required by students and employers Long term Financial targets not achieved Adverse impact on reputation of College Possible staff losses	Dir Fin & Proc/ VP Finance & Corp Services	F&R	5	4	**20**	Budgetary monitoring process in place Membership of CDN networks Regular contact with SFC and outcome agreement manager Working with Colleges and CES to lobby Regular reporting to SLT and F&R Committee Partnership working with HWU	4	3	12	Cautious	TREAT - Develop 3 year budget setting - Increased monitoring and reporting of savings target - Undertake increased liaison with HWU for future estate use - Savings monitor report to be developed for SLT - Agree KPI's for Board and F&R reports
	Objectives/Strategies													
3.1	College does not meet its sustainability targets	Cost and availability of technology Culture of organisation Changes to legislation Lack of funding	Environmental impacts Adverse risk to reputation of College Failure to meet needs of customer base through carbon training/carbon literacy Financial impacts	Dir Estate & Facilities/ VP Fin & Corp Ser	F&R	3	4	12	Sustainability Strategy Regular progress reporting Sustainability Committee Carbon emissions data monitoring Membership of the Central and South Scotland College partnership with EAUC	2	3	6	Open	TREAT -Develop further carbon reduction projects through sustainability workstreams - Identify and access available and future funding - Complete scoping works and funding application for decarbonisation of Campus through NDEEF - Establish Sustainablity Champions
3.2	College unable to recruit, retain and maintain effective and skilled staff	Failed recruitments Low staff moral External competition Age profile of staff Pay awards Lack of succession planning	High staff turnover Inability to provide services due to staff vacancies Strike action from staff High sickness levels Increased staff performance issues Poor student experence	Dir People Services	F&R	3	4	12	Workforce Strategy Policies and Procedures, reguallary reviewed Regular monitoring and reporting to F&R Committee Regular staff survey via Great Places To Work Staff Performance and Reviews carried out regularly	2	3	6	Cautious	TREAT -Increased publicity around success -Improve profile of Great Place To Work - more staff involvement -Consider succession planning

no	Risk	Causes/ Risk factors	Consequences/ Potential Effect	Risk Owner	Committee	Likelihood	Impact	Score	Existing Mitigation Actions	Likelihood	Impact	Score	Appetite	Actions
3.4	Disruption or failure of IT/Digital services or infrastructure	Cyber attack Power Loss system failure Data breach Business interruption	Business Interruption Potential loss of essential data Impact on student outcomes Impact on ability to meet future obligations Adverse financial impact	Dir IT & Digital/ VP Fin & Corp Ser	F&R	3	5	15	Various technical controls in place for end users and infrastructure Cyber threat early warning notifications Server/Network Monitoring/Alerts Backup as a Service Disaster Recovery as a Service	3	4	12	Cautious	TREAT -Network redesign to remove SBC as single point of failure -Network infrastructure refresh -End User Awareness Training