



CURRICULUM, QUALITY & STUDENT EXPERIENCE COMMITTEE

30 May 2024

Strategic Risk update

1.0 PURPOSE OF PAPER **For discussion**

- 1.1 The purpose of this paper is to present to the Committee the risks assigned to it, within the current strategic risk register, and to provide an update on the agreed actions.

2.0 EXECUTIVE SUMMARY

- 2.1 Following the Board development day on 9th November two risks have been assigned to the Committee.
- 2.2 Due to a number of factors around the application numbers for HNC and HND courses the risk score for 2.1 has increase from 6 to 12. The increase is due to the increase in likelihood.
- 2.3 Both risks are within the risk appetite agreed by the Board.
- 2.4 Appendix 1 details each risk and the progress on the agreed actions.

3.0 RECOMMENDATION

- 3.1 It is recommended the Committee note the progress on the agreed actions
- 3.1.2 Agree the revised risk score for risk 2.1.

4.0 BACKGROUND

- 4.1 Identifying and managing risk is a corner stone of effective management and good governance. The strategic risk register was developed through a period of engagement with Board Members and with the Senior Leadership Team. The Board development day on 9th November 23 agreed the revised format of the risk register and the Committee responsible for monitoring progress on the risks.
- 4.2 The Board agreed risk appetites for each of the identified risks. The table provides details on the parameters for each risk appetite:

Risk Appetite	Description	Risk Appetite Score
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.	Lower than 7
Minimal	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.	between 7 -9
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.	between 10 - 14
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.	between 15- 19
Hungry	Eager to be innovative and to choose options based on maximizing opportunities and potential higher benefit even if those activities carry a very high residual risk.	20 and above

5.0 CURRICULUM, QUALITY & STUDENT EXPERIENCE RISKS UPDATE

- 5.1 Following the Board Development day on 9th November the following were agreed for the Curriculum, Quality & Student Experience Committee to monitor.

no	Risk	Appetite	Score
2.1	Student application numbers low	Cautious	12
2.2	Students are not adequately supported to enable them to complete their studies	Cautious	9

- 5.2 Due to changes in entry criteria for University and the cost of living crises resulting in students going directly into the work place the college has seen a drop in the number of applications for HNC and HND courses. This trend is likely to continue and has resulted in the risk score being revised to 12 from 6. The increase is a result of the likelihood increasing from 2 to 4. This risk remains within the agreed risk appetite.
- 5.3 Both risks assigned to the CQSE Committee are below or within the risk appetite agreed by the Board.
- 5.4 Progress has been made on the actions agreed by the Board and these are detailed in Appendix 1.
- 5.5 The Senior Leadership Team has fully reviewed the risks and progress of actions on 20 February, 19 March, 23 April and 21 May 2024. No new risks have been added to the strategic risk register.

6.0 IMPLICATIONS AND CONSIDERATIONS

6.1 Financial Implications

A potential reduction in Fees as a result of decreased applications.

6.2 Learner Implications

Potential for learners not getting on their preferred course (not the case for HNC Game Keeping) .

6.3 Staff Implications

Time tables will be revisited should applications not be realised.

6.4 Equality and Diversity Implications/Equality Impact Assessment

There are no direct equality implications from the contents of this report.

6.5 Sustainability/Environmental Implications

There are no direct sustainability implications from the contents of this report.

7.0 RISK COMMENTARY

- 7.1 The management of risks is an essential part of good governance for an organisation. The monitoring of risk is a key element of this management. This report provides the Committee with assurance that the monitoring of risks is undertaken and agreed actions to further mitigate risks are being progressed.

8.0 CONCLUSION

- 8.1 The risks register has been reviewed and progress has been made on the actions approved by the Board. The risk score for 2.1 has increased from 6 to 12, but remains within the agreed risk appetite

Anne-Marie Sturrock, Vice Principal for Student Experience

Previous Board or College Committee Approvals: CQSE, 8 February 2024

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For publication ☒

Not for publication ☐

If not, why not?

no	Risk	Causes/ Risk factors	Consequences/ Potential Effect	Risk Owner	Committ	Appetit	Likeliho	Impact	Score	Existing Mitigation Actions	Likeliho	Impact	Score	Actions	Progress as at 21/5/24
	Financial Stability														
	Student Experience														
2.1	Student application numbers low	Curriculum doesn't meet student demand Poor or inadequate teaching and student social spaces Course offer not matching employers demand Changes to course requirements Reduced demand for traditional trades/careers New technology resulting in new trades/careers lack of student transport Changes to SFC Guidance Universities reduce entry criteria Cost of living crises	Reduced student applications adverse impact of reputation Lower success rates Loss of students to other providers Failure to meet ROA targets Financial clawback of SFC grant Failure to meet needs of the economy Reduced commercial income due to relevance of commercial courses Not meeting Community and employer Increase in school leavers going directly to employment	VP Student Experience	CQSE	Cautious	3	4	12	Working with schools , DYW & universities to establish learner pathways that meet students, employers and regional need Use DATA supplied by SDS on Senior Phase pupils career routes to influence the curricular offer Strategies to support students to become successful learners imbedded in all areas Employers forums in place Marketing action plan in place Work with SBC for transport planning Monitoring labour market information to inform curriculum planning Early withdrawals monitored regularly	4	3	12	TREAT -Further development of Employers forums across all curricular areas (ongoing). -Further development of curriculum planning process (Completed) -Develop further use of DATA (ongoing) -Implementation of Pro-monitor for student support needs (Completed) -Implementation of aligned student support services structure. (July 24) -Increase ownership of DATA across the College (Ongoing)	- Student support services structure on tack in July - Almost all staff engaged with Pro-monitor for staff engagement -Some employer forums have commenced
2.2	Students are not adequality supported to enable them to complete their studies	Lack of support staff Poor access and signposting to support staff Increase demand for support services	Reduced student applications adverse impact of reputation Lower success rates Loss of students to other providers Failure to meet ROA targets Financial clawback of SFC grant Failure to meet needs of the economy Reduced commercial income due to relevance of commercial courses Not meeting Community and employers needs	Dir Student Support Services	CQSE	Cautious	4	4	16	Transition support of mental health issues is being funded 23/24 Induction activities Quite induction Partnership working with Student Association Partnership with 3rd sector Robust tracking and monitoring of issue including attendance	3	3	9	TREAT -Implementation of Pro-monitor for student support needs - complete -Implementation of aligned student support services structure - complete	All actions complete