

Board Meeting

Date of Meeting	Monday 4 September 2017
Paper Title	Risk Management Review
Agenda Item	12
Paper Number	BM1-L
Responsible Officer	Jim Godfrey, Interim Director of Finance & Resources
Status	Disclosable
Action	For Decision

1. Report Purpose

- 1.1. To review the approach of GCRB to risk management.

2. Recommendations

The Board is invited to:

- **note** the progress made in respect of GCRB's approach to Risk Management;
- **approve** the updated Policy and Procedures;
- **consider** and **approve**, subject to amendment, the proposed risk appetite as set out in the Risk Management Policy and Procedure; and
- **review** the content, and format, of the new risk register and make changes as appropriate.

3. Background

- 3.1. GCRB implemented a Risk Management Policy and Procedures in 2015. As part of this policy, the Risk Register has been considered at every meeting of the Board since then.
- 3.2. In 2016/17, the Board agreed to review its approach to risk to determine if there were improvements that could be made. Therefore, it was agreed that the Internal Auditors would review Risk Management as part of their work programme for the current financial year. This work is now complete and the report was approved by the Audit Committee of GCRB on 15 May 2017 and members considered key risks to the Glasgow College Region.
- 3.3. It was also agreed that a Joint Audit Meeting, involving the GCRB Audit Committee and the Audit Committees of the three assigned colleges, should be held. This meeting took place on 5 May 2017.

- 3.4. A Risk Management Workshop was held on 2 June 2017. This provided an opportunity for the GCRB Board to consider good practice, the initial risks identified at the Joint Audit Meeting and reach a consensus on the critical risks.
- 3.5. The members of the GCRB executive met on 5 July 2017 to review the draft risk register (that emerged from the Workshop on 2 June 2017). The particular focus of this meeting was to consider the actions that would mitigate these risks. The executive met again on 25 August 2017 and made further refinements e.g. to incorporate the causal factors that could lead to the risk crystallising.

4. Report

4.1. Internal Audit Report

The remit of the work of the Internal Auditors is reproduced below:

“Following on from the work undertaken in this area during 2015/16 we (Henderson Loggie) have assisted GCRB by providing information on elements of risk management good practice. In addition, we have conducted a review to determine whether robust internal control systems are in place to identify, assess, manage and report risks. We also considered how GCRB obtains assurance that all three assigned colleges are managing risk appropriately. The overall outputs and objectives of our audit were three-fold:

- Firstly, to provide GCRB management with good practice risk management models, including examples of risk register formats, for them to consider implementing in order to strengthen the existing risk management framework;
- Secondly, to work with the Board, through facilitating a risk workshop, to populate the chosen format of the risk register;
- Thirdly, to obtain reasonable assurance that existing systems in place were sufficient to ensure that GCRB’s principal risks were identified and responses to these risks are appropriate to ensure that overall risk is kept within GCRB’s approved levels of tolerable risk. This also considered the adequacy of the assurance that GCRB has received from the assigned colleges regarding the adequacy of their risk management frameworks and the extent to which these are operating effectively. We also examined the processes for sharing information from the assigned colleges’ risk registers.

We have provided management with copies of good practice risk management documentation and good practice risk management models (including examples of risk registers).”

4.2. Internal Audit Level of Assurance

At the end of the audit, the Internal Auditors concluded that the level of assurance is ‘Satisfactory’ and that the “System meets control objectives with some weaknesses present”.

4.4. Internal Audit Recommendations

Four recommendations were made as follows:

- Ensure that in future there is more in-depth review of the GCRB risk register by the Board including review of the risk register, consideration of changes, and requesting updates. The minutes should also better reflect the discussion that was undertaken regarding the risk register and confirm that the risk register was reviewed and confirm any changes agreed.
- Ensure that management undertake an annual review of the effectiveness of the system of internal control and provide a report on this to the Board.
- Ensure that Annual Statement on the Effectiveness of the System of Internal Control in the GCRB Annual Report and Accounts is in line with the format that is set out in the internal audit report.
- Put in place a mechanism for reviewing assigned colleges' risk registers and escalating up any risks or issues to GCRB.

4.5. Joint Audit Meeting/Risk Workshop

These two half-day meetings, provided the opportunity for Board members to engage in an in-depth discussion of the risks facing GCRB and the Assigned Colleges. The sessions also provided an opportunity to consider key developments and examine best practice as presented by Henderson Loggie. As a result, the profile of risk management has been raised and, importantly, the risks facing GCRB have emerged as a result of this dialogue

4.6. Risk Policy, Procedures and Risk Register

Following the workshop, it is an opportune time to review the current Risk Policy and Procedures. This review has been completed and a few minor updates with no material changes. A copy of the updated Policy and Procedures is attached for consideration.

The risk appetite has been revised to reflect the risks identified in the Risk Register. The Board is asked to consider, and approve subject to amendment, these risk appetite levels.

The Risk Register has been revised to reflect the risks identified by the Board. In addition, the format has been updated as follows:

- Each risk has an identified 'Risk Owner'.
- Risks are linked to the 'Ambitions' identified within Glasgow Region Strategic Plan.
- Control Measures are identified with an identified 'Control Owner'.

4.7. Summary

In conclusion, it is helpful to summarise the significant progress made:

- Risk Management has been independently reviewed by the Internal Auditors and the existing arrangements are satisfactory.
- There were four recommended improvements to the Risk Management process and these have been/are being implemented.
- Best practice from other organisations has been reviewed and elements of this incorporated within the arrangements for GCRB.
- Board/Audit Committee members have participated in two workshops to consider risk management.
- The Risk Policy and Procedures have been reviewed and updated.
- The Risk Register has been revised to mirror the Risks identified by the Board at the workshops.
- The analysis of the revised risk register has helped to identify, and prioritise, mitigating actions.

Given the above actions, and substantial progress made, the Board can take confidence in the Risk Management of GCRB. These actions also provide assurance in respect of a key element of the systems of internal control.

5. Risk Analysis

- 5.1.** The purpose of this paper is to review the approach of the GCRB in respect of risk management. The implementation of the policy and procedures will help to ensure that risks are appropriately managed and a culture of risk management is embedded in GCRB.

6. Legal Implications

- 6.1.** There are no specific legal implications associated with this paper for GCRB.

7. Financial Implications

- 7.1.** There are no direct financial implications associated with this policy. However, there are costs associated with the actions to mitigate and reduce risks.

8. Strategic Implications

- 8.1.** The implementation of this policy will support the delivery of Regional Outcomes and the Glasgow Region Strategic Plan.



Risk Management Policy and Procedure

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Risk Management Policy and Procedure

1 Introduction

- 1.1 This Risk Management Policy and Procedure form part of GCRB's internal control and corporate governance arrangements.

2 Purpose and Aims

- 2.1 The Policy and Procedure explains GCRB's underlying approach to risk management, and documents the roles and responsibilities of the Board and management, in developing a culture of risk management throughout GCRB. The Policy and Procedure also outlines the key aspects of the risk management process, and identifies the main reporting procedures.

3 Scope

- 3.1 This applies to all GCRB activities, and at all levels within the organisation.

4 Policy Statement

4.1 Key Principles

The following key principles outline GCRB's approach to risk management and internal control:

- 4.1.1 The Board has responsibility for overseeing risk management within GCRB as a whole and regular monitoring of Risk is undertaken by the Board.
- 4.1.2 GCRB adopts an open and receptive approach to risk identification and management.
- 4.1.3 The management team supports, advises and implements policies and strategies approved by the Board.
- 4.1.4 GCRB makes conservative, and prudent, recognition and disclosure of the financial and non-financial implications of risks.
- 4.1.5 The management team is responsible for ensuring good risk management practice.
- 4.1.6 The management team takes into account the possibility of the differential impact of risks, and risk treatments, upon people who share protected characteristics¹.
- 4.1.7 Key risk indicators will be identified and closely monitored on a regular basis.

¹ <http://www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/protected-characteristics-definitions/>

4.1.8 GCRB would, in general, seek to treat risks with the potential of negative impact prudently. However, the Board and the management team recognise the possibility of positive outcomes in the treatment of risks, and accordingly will be careful to evaluate each risk individually. “Risk appetite” will be determined by the Board with guidance from the management team. (See Section 6 below).

5 Definitions

5.1 HM Treasury defines “Risk” thus:

“Risk is defined as [the] uncertainty of outcome, whether positive opportunity or negative threat, of actions and events. The risk has to be assessed in respect of the combination of the likelihood of something happening, and the impact which arises if it does actually happen”². Risk in the context of GCRB will focus upon those uncertain events, which would, if they occurred, result in a negative impact on the operation and objectives of GCRB.³ This is the definition of risk used in all GCRB documents relating to Risk Management.

6 Risk Appetite

6.1 GCRB’s approach is to minimise its risks, whilst accepting and encouraging an increased degree of risk in pursuit of its mission and objectives. It recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established. GCRB’s appetite for risk across its activities is provided in the following statements, and is illustrated diagrammatically:

Appetite level	Low	Medium	High
Risk score	1-2	3-5	6-9
Macro-Economic Changes			
Opportunities			
Education & Student Experience			
Internal/External Relationships			
Quality of Learning & Teaching			
Reputation			
Compliance			
Financial			
People and Culture			

² HM Treasury Orange Book

³ It should be noted, however, that the opportunity for a positive outcome should not be overlooked in the management of risks.

- 6.2 Macro-Economic Changes – GCRB is aware that changes in the external environment could have a material impact on our activities. In respect of macro-economic changes, it will maintain a watching brief and be prepared to respond as appropriate. GCRB will also constrain its activities to those external factors that it can influence i.e. it will maintain a cautious approach and seek to minimise the risks posed by the external environment.
- 6.3 Opportunities – GCRB wishes to achieve the ambitions set out in the Glasgow Region Strategic Plan. In order to realise ambitions, and seize opportunities, GCRB recognises that there is an element of risk attached to this. It is prepared to accept a level of risk in order to achieve its ambitions.
- 6.4 Education and Student Experience – GCRB hopes that students in the region will be stimulated to develop a lifelong ambition for knowledge and learning, and therefore encourages an innovative approach to learning delivery. It recognises that this should involve an increased degree of risk in developing education and the student experience, and is comfortable in accepting this risk. This is subject to ensuring that potential benefits, and risks, are fully understood and that sensible measures to mitigate risk are established.
- 6.5 Internal/External Relationships – GCRB does not deliver services directly but is an enabling body. As such, internal and external relationships are pivotal to its success. There will be existing relationships to develop and new partnerships to be fostered. There are risks attached to such relationships and GCRB is prepared to accept a level of risk that is commensurate with the on-going development of such partnerships.
- 6.6 Quality of Learning and Teaching – high standards of learning and teaching are at the core of our success and underpin everything else. The risk appetite is therefore low.
- 6.7 Reputation - it is critical that GCRB maintains a high reputation. GCRB therefore has low appetite for risk in the conduct of any of its activities that could put its reputation in jeopardy, could lead to adverse publicity, or could lead to loss of confidence by the Scottish and UK political establishment, and funders of its activities.
- 6.8 Governance – it is vital that GCRB upholds the highest standards of corporate governance and there is no appetite for risk taking in this respect. The risk appetite for this aspect of GCRB is low.
- 6.9 Compliance – GCRB places great importance on compliance, and has no appetite for any breaches in statute, regulation, professional standards, bribery or fraud.
- 6.10 Financial – GCRB aims to achieve long term financial viability and overall financial strength for both itself and the region. It is prepared to accept some financial risk in order to achieve the ambitions of the strategic plan.
- 6.11 People and culture – GCRB will support the assigned colleges in their efforts to value, support, develop and utilise the full potential of staff across the region. GCRB places importance on a culture of equality and diversity, dignity and respect, collegiality, the

development of staff, and the health and safety of staff, students and visitors. It has low appetite for any deviation from the recognised standards in these areas.

7 Responsibilities

7.1 Role of the Board

The Board has a fundamental role to play in the management of risk. Its role is to:

7.1.1 Set the tone, and influence the culture of risk management within GCRB, including:

- Determining whether GCRB is 'risk taking' or 'risk averse' as a whole or on any relevant individual issue (i.e. determining "risk appetite" for each risk).
- Determining what types of risk are acceptable and which are not.
- Setting the expectations of staff members with respect to conduct and probity.

7.1.2 Approve major decisions affecting GCRB's risk profile or exposure.

7.1.3 Review risks at each main meeting of the Board and monitor the management of significant risks to reduce the likelihood of significant adverse outcomes.

7.1.4 Seek assurance that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.

7.1.5 Annually review GCRB's approach to risk management and approve changes or improvements to key elements of its processes and procedures.

7.1.6 Annually review the effectiveness of internal control of GCRB, based on information provided by the management team. Its approach is outlined in the Risk Management Procedure.

7.2 Role of the Audit Committee

The role of the Audit Committee is to support the Board in the fulfilment of its responsibilities for risk management by:

7.2.1 Advising the Board on the appropriate tone and culture of risk management.

7.2.2 Advising the Board on major decisions affecting GCRB's risk profile or exposure.

7.2.3 Annually review GCRB's approach to risk management and approve changes, or improvements to, key elements of its processes and procedures.

7.2.4 Annually review the effectiveness of internal control of GCRB, based on information provided by the management team. Its approach is outlined in the Risk Management Procedure.

7.3 Role of the Management Team

The key roles of the management team are to:

7.3.1 Implement policies on risk management and internal control.

7.3.2 Identify, and evaluate regularly, the significant risks faced by GCRB for consideration by the Board.

7.3.3 Liaise with the assigned colleges to share information on the identification and management of risks, and to promote consistency in risk management across the region (to the extent that it is appropriate and relevant to do so).

7.3.4 Provide adequate information in a timely manner to the Board and its committees on the status of risks and controls.

7.3.5 Include a section on risk management implications on all formal reports the Board and its committees.

7.3.6 Undertake an annual review of effectiveness of the system of internal control and provide a report to the Board.

7.4 Role of Internal Audit

7.4.1 Internal audit will conduct an annual review of the internal control system.

8 Risk Identification, Review and Escalation Procedure

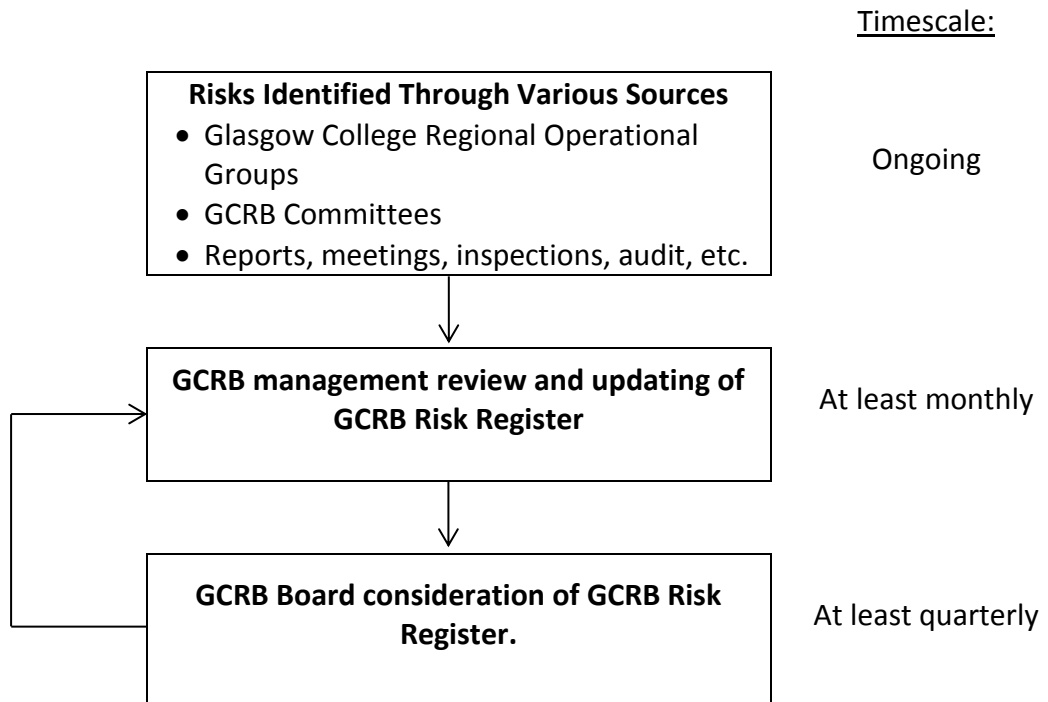
8.1 Progress towards meeting Regional Outcome Agreement objectives is monitored regularly. Risks are linked to strategic priorities as outlined in the Regional Outcome Agreement.

8.2 GCRB management will review and update the Risk Register at least monthly. The Executive Director will ensure that the Risk Register is maintained. The Risk Register provides detail of the impact and likelihood of individual risks (“risk score”), how risks will be controlled and mitigated, who will manage (“own”) the risks, and an account of risk treatment actions. The Risk Register should indicate linkage of risks to the achievement of strategic priorities.

8.3 Generic guidance on Risk Management, and reviewing the Risk Register in particular, is provided in the Risk Management Guidance document, which should be read in conjunction with the Risk Management Policy and Procedure.

8.4 The Risk Register is approved by the Board, with advice from the Audit Committee, and guidance from the management team. The documents are formally reviewed at each main meeting of the Board (although emerging risks are added as required, and improvement actions and risk indicators are monitored regularly).

8.5 The flowchart below provides an overview of the risk identification, review and escalation procedure.





Risk Management Guidance

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Risk Management Guidance

1. Introduction

The document should be read in conjunction with the Risk Policy and Procedure.

2. Managing Risk

The approach to identifying, prioritising, and managing risk should be open and receptive. It is also recognised that effective risk management at strategic and operational levels requires open participation. The purpose of risk management is to manage the barriers to achieving GCRB's objectives. The key to progress and innovation lies in being "risk aware" not necessarily "risk averse". So GCRB's Risk Policy and Procedure clearly recognises "the possibility of positive outcomes in the treatment of risk" and the need to "evaluate each risk individually".

The purpose of this document is to provide a concise guide to using the Risk Register and Risk Matrix.

3. Risk Categories

All identified risks have been grouped together and aligned to the Glasgow Region Strategic Plan for College Education 2017-2022.

4. Risk Management Approach

Risk management is concerned with addressing uncertainty, and taking steps to manage a situation or potential situation. In so doing, the opportunity to best manage the risk is enhanced with the fullest possible understanding of the associated consequences and opportunities.

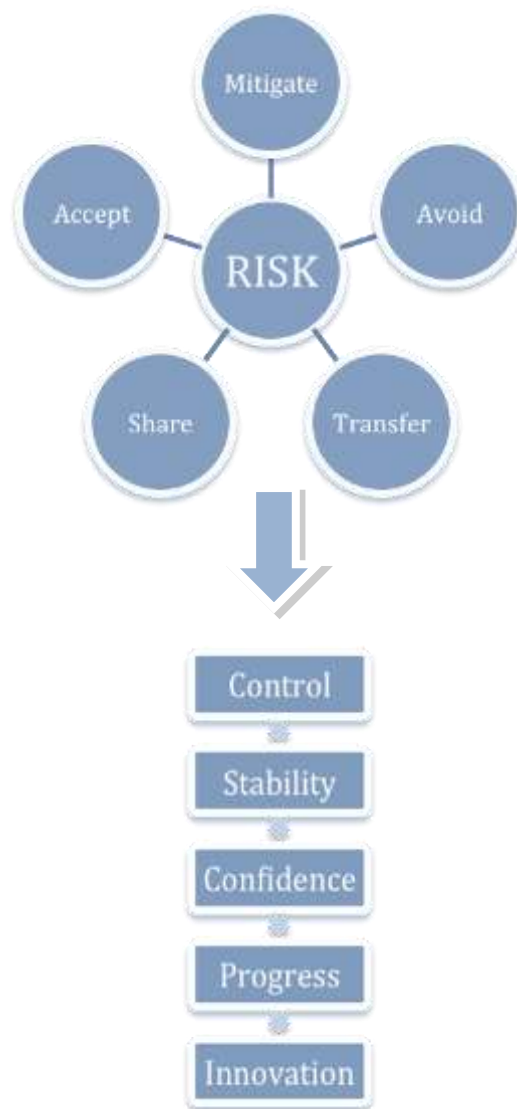
This approach is monitored by the Board, Audit Committee and management team, to increase confidence in the organisation's ability to cope with events or circumstances, which would potentially impact negatively on the operation and function of GCRB. The key treatment strategies for risks are mitigation - that is, to take steps to reduce the impact and/or likelihood of the risk - and avoidance of the risk altogether.

However, there are other risk management treatments; five in all:

- Mitigate: take actions to reduce the impact/and/or likelihood of the risk
- Avoid: adopt a different approach in order not to take the risk
- Transfer: take out insurance, warranty, or otherwise contract another party to take the risk (usually for a premium or fee)
- Share: similar to Transfer - come to an agreement with another party to spread the risk, e.g. with a partner organisation in collaboration

- Accept: accept the risk; then monitor, review and make contingency plans. Whether or not it is appropriate to 'accept' a risk will be influenced by the relevant level of risk tolerance as defined in the Risk Policy and Procedure.

It should be emphasised that risk is not an excuse to be unimaginative – being aware of risk should not stifle innovation. But rather, the confidence which proper management of risk gives to an organisation should be the foundation for assured progress.



5. The Risk Matrix

The Risk Matrix provides a summary of the strategic risks arranged by risk score (likelihood multiplied by impact). The Matrix thereby provides a simple reference tool to highlight movement of risks between the high/low likelihood, and high/low impact axes, and to highlight new or deleted risks. The Matrix is compiled by the management team.

6. The Risk Register

The Risk Register provides a means to record details of all strategic risks with risk owners, a risk evaluation in terms of likelihood and impact, risk tolerance, and last review date. The Risk Register also indicates links to the Risk Management Action Plans for each risk.

7. Risk Management




The Risk Owners are required to provide regular updates on progress with regards to risk actions and other changes, and highlight any proposed changes to risk likelihood or impact. Changes to risk score if any, Gross Risk Score, and the Risk Tolerance will be recorded in the papers and minutes of the Board and Executive Meetings.




The management team is required to advise the Board and its Audit Committee of any emerging risks to GCRB, together with guidance on appropriate risk score and treatment actions.

8. Risk Score and Definitions

Risks are scored according to likelihood and impact, each scored 1, 2 or 3, low to high. Risk likelihood is largely self-explanatory, and category definitions are provided below.

Risk impact is defined below in terms of potential financial loss to GCRB. It is acknowledged that some risk consequences are easier to quantify by this measure than others.

Likelihood	
Category	Description
High (Score 3) 	Almost certain or very likely to occur
Medium (Score 2) 	Some probability it will occur, but still significant uncertainty
Low (Score 1) 	Improbable occurrence, not expected to happen; but possible.

Impact		
Category	Description	Estimated Financial Impact
High (Score 3) 	Failure to deliver outcome.	> 2.5% of total income
Medium (Score 2) 	Significant delay to, or risk of non-achievement of outcome.	1.0 – 2.5% of total income
Low (Score 1) 	Minor or negligible effect on outcome.	< 1.0% of total income

The Risk Score is obtained by multiplying impact by likelihood, e.g. impact of 2 x likelihood of 3 = Risk Score of 6. This may change as likelihood or impact is judged to have changed. Current risk scores are RAG rated on the register: Score 9 = red, score 6 = amber, score 4 or less = green, indicating high, medium, or low scores.

Past versions of the Risk Register, including previous risk scores, are archived to maintain a record of risk management. The Risk Tolerance Score, recorded on the Register, sets the GCRB's appetite for risk for this category of risk. The Gross Risk Score, recorded on the Risk MAPs, indicates the risk score assuming no mitigation.

9. Closed Risks

Some risks are ongoing, although the description of these risks may vary over time as circumstances change. Other risks will have a defined timescale during which they require to be managed to a conclusion. In such cases the management team and Board will confirm closure of the risk, and remove it from the Risk Register and Matrix. The Board will consider the success of the Risk Management Plan for each closed risk.

AMBITION		RISKS			EVALUATION OF RISK				MANAGEMENT OF RISK			
Glasgow Region Strategic Plan	Risk ID	Risk Owner	Risk Description	Likelihood	Impact	Net Risk Score	Risk Appetite	Recent Trend	Mitigating Actions	Responsibility for Mitigating Action	Target Risk Score	June to August Update
Ambitious for Glasgow	0001	Board	Poor environment scanning and scenario planning results in a failure to respond proactively to macro-level changes.	1	2	2	Low (1/2)	➡	Ensure Board are informed of environmental developments, economic trends, policy developments etc. by proactively managing board/committee agendas, providing policy briefing notes, developing board member communications and online access to information. Constrain activity to those external factors GCRB can influence	Exec Director	2	CPP plan presentation and review of Education and Skills review phase 2 report to September board. On-going review of Colleges Scotland Sector Briefings and stakeholder announcements.
	0002	Board	Effective working relationships are not developed/maintained with key partners due to a focus on short-term internal priorities.	1	2	2	Medium (3/4)	➡	Develop engagement strategy with key partners and maximise their participation in regional structures. Through board development promote opportunities for board member engagement with stakeholders and fully utilise range of board members skills.	Exec Director, Chair & Board members	3	Executive meetings held with SG, SFC, SDS, Chamber of Commerce & local authorities.
	0003	Board	The reputation of Further Education in Glasgow is damaged as a result of adverse publicity.	1	2	2	Low (1/2)	➡	Strengthen partnership approaches to information sharing and coherence of management actions and responses (no surprises).	Exec Director	2	Memorandum of understanding promoting open and proactive communication developed with assigned colleges.
	0004	Board	Opportunities are missed/not resourced appropriately and the potential to add value via the strategic plan is overlooked.	2	1	2	Medium (3/4)	➡	Identify development opportunities within collaborative planning activity, specifying resources and choices.	Exec Director	3	Proposal to develop a regional approach to the development and procurement of a new student data system presented to Glasgow Colleges Group.
Ambitious for Learners	0005	Board	A failure to effectively plan/monitor our educational delivery results in the curriculum not meeting regional economic and social needs.	1	3	3	Medium (3/4)	➡	Continuously improve the quality of our evidence base and undertake systematic reviews of curriculum demand and supply and ensure effective monitoring arrangements.	Exec Director	3	Review of employment demand and curriculum supply in relation to City Deal infrastructure roles completed by regional curriculum hub. Full scale review of curriculum delivery across all curriculum hubs initiated for Sept/Oct.
	0006	Executive Director	The quality of learning and teaching falls and fewer learners achieving positive outcomes.	1	2	2	Low (1/2)	➡	Review and respond to college evaluative reports and quality enhancement plans.	Exec Director	2	Draft ROA evaluation work underway aligned to significant evaluation activity being undertaken by colleges in partnership with Education Scotland.
Ambitious for Colleges	0007	Board	Financial sustainability is jeopardised by a reduction in funding and/or an increase in costs.	2	3	6	Medium (3/4)	➡	Develop long term financial planning, strengthening key external relationships and collate information for lobbying.	Director of Finance, Exec Director & Chair	3	Additional cost pressures resulting from national pay settlement. GCRB review of college financial forecast and resource return information in progress with reports to be provided to GCRB Board and Committees in October.
	0008	Executive Director	Failure to achieve the targets set out in the Regional Outcome Agreement lessens our ability to meet regional needs.	1	2	2	Low (1/2)	➡	Enhance quality and value of performance data and regularly evaluate outcome performance.	Exec Director	2	Regional Data Lead role established and work underway to enhance confidence in data reporting for 17-18 with longer term planning being addressed in specification for new MIS system.
	0009	Executive Director	Working relationships within the Glasgow College Region (e.g. students, staff, board members) are ineffective and reduces our collective impact.	2	2	4	Medium (3/4)	➡	Continue to develop opportunities for regional collaboration and sharing of information, networking opportunities and relationship building.	All staff and board members	3	Arrangements for regional executive groupings set for 2017-18 and Regional Lead structure now in place and operational. Curriculum Hub activity plans enhanced and initial meetings underway.
	0010	Executive Director	The approach to people issues (e.g. equality/diversity, skills mix, resourcing of GCRB etc.) is unsatisfactory and we're unable deliver our objectives.	2	2	4	Low (1/2)	➡	Ensure GCRB staffing is commensurate with Board responsibilities, and that collaborative management structure has capacity to achieve regional ambitions. Forward looking approach to board development and succession planning across the region.	Exec Director, board members, board secretary	2	GCRB staffing paper on September board agenda. Work underway to implement board decision for GCRB to be an employer, including set up of pension and VAT arrangements.
	0011	Board	The capacity and capability of the Board is inadequate and standards of governance fall below the level required.	1	2	2	Low (1/2)	➡	Promote values of good governance, and complete annual review of governance, evaluation of skills and development of board members.	board members	2	Interim Chair arrangements agreed and recent Board appointment process completed. Board development plan for 2017-18 being implemented.
	0012	Executive Director	There is a breach of legislation/guidance/code of practice and this results in a failure of governance.	1	2	2	Low (1/2)	➡	Remain up to date with changes and new developments, ensure knowledge and training are relevant, adopt conservative approach, and take external advice as appropriate.	Executive team	2	Review of GCRB's statutory and functional obligations being undertaken and development plan to be presented to GCRB board and committees in October.
	0013	Executive Director	Controls, and preventative measures, are inadequate, which results a breach of security/safety (e.g. Cyber Attack).	2	2	4	Low (1/2)	➡	Seek regular assurance to ongoing risks and responsive college plans to emerging issues.	Executive team	2	Increasing global threats from terrorism/organised crime. Assurance sought from assigned colleges in wake of recent NHS cyber attack.