

Sidney Sussex College
Cambridge

Risk Register 2015/16

June 2015

Risk Register: contents and formulation

1. The Register comprises the following:
 - (a) *Contents and formulation;*
 - (b) *The principles*
 - (c) *The Risks and Risk Owners;*
 - (d) *Overall Risk Assessment;*
 - (e) *Risk Analysis Sheets: Risk No. 1 to Risk No. 14*
 - (f) *Action Points from 2012/13 & for 2015/16;*
 - (g) *Notes on methodology.*

2. Finance & Needs Committee review the principles and methodology and the list of Risks and Risk Owners.

3. The process is coordinated by the Bursar and each Risk Owners will review the Risk Register in order to identify the further work needed.

4. The Risk Register is presented to the Finance and Needs Committee for approval. The papers will then be submitted to Council.

5. Although ownership of each individual Risk lies with its Risk Owner, the process of the formulation of the Register should be as inclusive as possible with wide consultation within the College. The purpose of the Risk Register is not to avoid risk, but to manage it. An increased general awareness of the measured approach to be taken to risk is likely to benefit the administration of the College.

Risk Register: the principles

1. The Risk Register is concerned with the management of risk.
2. The first step is the identification of the principal risks facing the College, that is to say the events the occurrence of which would be likely to inflict material damage on the College.
3. With each Risk, thus identified, is associated a Risk Owner. He or she is the College officer who is assigned the responsibility for assessing, managing and reporting on the Risk.
4. The Risk Register lists, for each Risk,
 - The Risk
 - The Risk Owner
 - A description of the Risk
 - A numerical assessment of the Risk disregarding any control measures (the Raw Risk)
 - A list of measures that have been put in place for controlling the Risk
 - A numerical assessment of the Risk after control measures (the Residual Risk)
 - A list of Risk Indicators
 - A note of further action required
 - A list of outcomes of the latest Risk Assessment
 - The Risk Tolerance
 - The difference between the Residual Risk and the Risk Tolerance.
5. For the purpose of the Register, the measurement of a Risk is made by assessing the likelihood of its crystallisation and by assessing the impact on the College should that occur. Those judgments, which are subjective, attribute each factor with a score in the range 1 to 5. The numerical assessment of the Risk is the product of those two scores.
6. The risk is assessed disregarding the College's measures in place for controlling it, the result being the Raw Risk. It is also assessed in the light of those control measures; that is the Residual Risk. An acceptable level is assessed for each risk: the Risk Tolerance. If the Residual Risk does not exceed the Risk Tolerance, no further action is required. Otherwise the matter must be kept under review. The level and frequency of review will depend on the size of the Residual Risk.
7. The Risk Register is a dynamic document. It is under constant revision and formal review with reports to the Finance and Needs Committee and to Council annually.
8. The purpose of the Register is the focus the regular attention of Risk Owners on their Risks so that they will direct resources in a proportionate way to their management.
9. The final section describes more fully the methodology.

Risk Register: the Risks and Risk Owners

| <i>Risk</i> | <i>Risk Owner</i> |
|--|----------------------|
| A: Governance | |
| 1) Governance | Master |
| 2) The Fellowship | Master |
| 3) University and inter-Collegiate relations | Master |
| 4) Public Relations | Master |
| 5) Government policy and regulation | Bursar |
| B: Academic performance and research | |
| 6) Academic staff employment | Senior Tutor |
| 7) Student admissions | Senior Tutor |
| 8) Academic performance | Senior Tutor |
| 9) The student experience | Senior Tutor |
| C: Financial Health | |
| 10) Financial health of the College | Bursar |
| 11) Development | Development Director |
| D: Operations | |
| 12) Assistant Staff employment | Bursar |
| 13) Condition/Maintenance of College buildings | Domus Bursar |
| 14) Health and Safety | Domus Bursar |
| 15) Building Programme | Bursar |
| 16) Business Continuity | Domus Bursar |

Overall Risk Assessment*Ordered by Residual Risk*

| <i>Risk No</i> | <i>Risk</i> | <i>Raw Risk</i> | <i>Residual Risk</i> |
|----------------|--|-----------------|----------------------|
| 11 | Inadequate funds from Development | 16 | 16 |
| 8 | Delivering excellent academic performance | 16 | 12 |
| 10 | Ensuring financial health of the College | 16 | 12 |
| 6 | Ability to employ effective academic staff | 15 | 10 |
| 7 | Poor student admissions | 12 | 8 |
| 13 | Maintaining the buildings in good condition | 12 | 6 |
| 15 | Keep Building Programme on track | 12 | 6 |
| 2 | Unable to maintain an effective Fellowship | 9 | 6 |
| 3 | Maintaining good relations within the University | 9 | 6 |
| 1 | Ensuring good governance | 16 | 4 |
| 5 | Complying with Government regulation | 6 | 4 |
| 12 | Ability to employ effective assistant staff | 6 | 4 |
| 9 | Inadequate student experience | 6 | 3 |
| 14 | Health & Safety | 6 | 3 |
| 4 | Public Relations | 9 | 2 |
| 16 | Business Continuity | 6 | 2 |

Risk Analysis Sheet: Risk No. 1**RISK:** Governance**OWNER:** Master

DESCRIPTION: Statutes, rules, structures, procedures and processes which establish authority, accountability and legitimacy to make and enact strategic and operational decisions, within a college culture can enable or inhibit effective forms of governance. Governance encompasses both formal and informal practices and customs. When governance is effective, it is almost imperceptible. When there are breakdowns in effective governance the risks include failure to act to secure the best interests of the college; a loss of legitimacy or respect for College officers, or a lack of trust between College officers, Council and Governing Body.

The College is working on changes to its formal governance structure and revised Statutes & Ordinances are being drafted. This is a lengthy process and changes to statutes require Privy Council approval. The current time table is for the revised Statutes & Ordinances to be in place in 2015/16.

NUMERICAL ASSESSMENT

| | | |
|----|----------------------------|--------------|
| 1. | Likelihood: high - | 4/5 |
| 2. | Impact: serious - | 4/5 |
| | Raw Risk is medium: | 16/25 |

CONTROL MEASURES

- The Council, as charity trustees, are responsible for the governance of the College. The Council takes all key decisions for the College. The work of Council is monitored by the Governing Body, who reviews all Council minutes.
- The Master, Vice-Master, Senior Tutor & Bursar are working together as a team. They involve other officers, such as Council Secretary, Development Director & Admissions Director as appropriate.
- Regular meetings of the Council review the work of the officers.
- Officers also report to sub-committees of Council and Governing Body where issues of governance are discussed in detail.
- Annual meetings of Council and Governing body make elections to Council, review committee structure and membership, appoint officers.
- A Remuneration Committee, including external members, approve the stipends & benefits of the Master & the Fellows.
- There is an active standing committee to review the Statutes & Ordinances, which is supported by a consultant lawyer.

RESIUAL RISK

| | | |
|----|---------------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: serious - | 2/5 |
| | Residual Risk is medium: | 4/25 |

RISK INDICATORS

1. Inability of Council to agree on issues before it.
2. Decisions made but not carried through.
3. Lack of mutual respect and trust within the Fellowship.
4. Over dependence on informal and ad hoc governance mechanisms.
5. Poor relations within and between fellows, staff and students.
6. Lack of clarity concerning individual and team responsibilities.

ACTION SINCE LAST ASSESSMENT:

1. Appointment of a new Master and Vice-Master.
2. Improved team working amongst the officers.
3. Governing Body has started to formally review all Council minutes.
4. The Statutes & Ordinances Committee is making progress in drafting the revised Statutes & Ordinances.

FURTHER ACTION REQUIRED

- Complete the drafting of the revised Statutes & Ordinances.
- Set two informal meetings of principal officers a year aside for the discussion of strategic longer-term matters.
- Establishment of an Audit Committee.
- Consider instituting a whistle blowing procedure.

Risk Analysis Sheet: Risk No. 2**RISK:** **The Fellowship****OWNER:** Master**DESCRIPTION:** The Fellows of the College are the foundations of its governance. All non-retired Fellows form the Governing Body which elects annually a Council to undertake the management of the College.

The Fellows are the key resource through which the college pursues its purposes of teaching, learning, scholarship and research.

Fellowships can create a culture of trust, mutual respect, intellectual challenge and the strongest commitment to advancing knowledge and its application through their own work and through their teaching.

Fellowships can also encourage introspection, complacency, bigotry and factionalism. The Fellowship sets the culture of the College as it goes about its daily business; that culture can sustain or destroy its capacity to fulfil its purposes effectively.

Care needs to be taken to review the size, age, career development, academic discipline mix and cultural background of the fellowship having regard to the long-term development as well as short term needs of the College.

NUMERICAL ASSESSMENT

| | | |
|----|----------------------------|-------------|
| 1. | Likelihood: low - | 3/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is medium: | 9/25 |

CONTROL MEASURES

- Regular review of the size, age, academic discipline mix and cultural background of the Fellowship, seeking to recruit to and develop it within a strategic framework;
- paying attention to interpersonal relationships as well as structural arrangements;
- ensuring rotation of Council and committee membership and of office holders;
- the regular appraisal of Fellows and the following of a careful process of Fellowship re-election; and
- encouraging openness in communication within the Fellowship.

**RESIDUAL
RISK**

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: very low - | 2/5 |
| 2. | Impact: moderate - | 3/5 |
| | Residual Risk is low: | 6/25 |

RISK INDICATORS:

ACTION SINCE LAST ASSESSMENT:

- Successful recruitment of a number of University Teaching Officers.
- Restructuring of Tutorial office has reduced burden of work on Tutors.

FURTHER ACTION REQUIRED

- Continue to reduce the administrative burden placed on members of the fellowship.

Risk Analysis Sheet: Risk No. 3

RISK: **University and inter-Collegiate issues**

OWNER: Master

DESCRIPTION: Inter-collegiate issues relate to the adherence of the College to University-wide policy, including those dictated by government policy, and include issues such as:

- Undergraduate fees
- Graduate fees
- Evaluation of academic performance
- Access

The ability of the University and the Colleges to work together, especially against common threats, is fundamental to the well-being of all Colleges.

In the current economic climate, there could be increasing pressure from the University for Colleges to take on more teaching or other costs from the University.

NUMERICAL ASSESSMENT

| | | |
|----|----------------------------|-------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is medium: | 9/25 |

CONTROL MEASURES

- The regular participation of the principal College officers in meetings of, and with other work of, the Colleges' Committee, the Bursars' Committee, the Senior Tutors' Committee and the Admissions Forum;
- Reports to Council by the principal College officers of the main business of those bodies;
- Discussion at Council of matters pertaining to changes in fees structures
- Review of academic performance on going via the Education Committee.

RESIDUAL RISK

| | | |
|----|-------------------|-----|
| 1. | Likelihood: low - | 2/5 |
|----|-------------------|-----|

| | | |
|----|--------------------------------|-------------|
| 2. | Impact: unchanged (moderate) - | 3/5 |
| | Residual Risk is low: | 6/25 |

RISK INDICATORS

1. A new arrangement for graduate fees needs to be monitored.
2. The access performance of the Colleges collectively needs to meet planned targets. Admissions data and access initiatives require careful monitoring.
3. Increasing burden of teaching being passed to Colleges.

ACTION SINCE LAST ASSESSMENT:

- A new agreement with the University on fees for graduate students is being implemented.

FURTHER ACTION REQUIRED

Risk Analysis Sheet: Risk No. 4**RISK:** **Public Relations****OWNER:** Master**DESCRIPTION:** To achieve its objectives the College needs to have effective relationships with a wide range of stakeholders including academics, students, donors, schools, officials, politicians, and the local community.

The University of Cambridge and its Colleges are a very visible part of the education system. As a result they can attract a disproportionate amount of attention.

Colleges are an important part of the community and economy of the Cambridge region. Their actions can have or can be perceived to have an impact on the region.

NUMERICAL ASSESSMENT

| | | |
|----|----------------------------|-------------|
| 1. | Likelihood: high - | 3/5 |
| 2. | Impact: serious - | 3/5 |
| | Raw Risk is medium: | 9/25 |

CONTROL MEASURES

- Maintaining a high standard of governance.
- An active outreach programme.
- Control over contact with the media & working closely with the University's external affairs department.
- Appropriate responses to FOI requests.
- Active participation in the local community.

RESIDUAL RISK

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: very medium - | 1/5 |
| 2. | Impact: moderate - | 2/5 |
| | Residual Risk is low: | 2/25 |

RISK INDICATORS:

ACTION SINCE LAST ASSESSMENT:

- FOI requests all co-ordinated via the Bursar
- The Domus Bursar has joined the Board of the Cambridge BID

FURTHER ACTION REQUIRED

- Review potential PR risks.

Risk Analysis Sheet: Risk No. 5**RISK:** Government policy and regulation**OWNER:** Bursar**DESCRIPTION:** Legal Compliance issues relate to the adherence of the College as an individual organisation to strict government policies and include issues such as:

- Charity Commission
- HMOs
- Freedom of information
- Data Protection
- Carbon reduction commitment. (CRC)

The likelihood of the risk crystallising with a serious short-term impact is relatively low, but College policy should be directed to the avoidance of longer-term risks.

NUMERICAL ASSESSMENT

| | | |
|----|----------------------------|-------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: minor - | 2/5 |
| | Raw Risk is medium: | 6/25 |

CONTROL MEASURES

- Registration with Charity Commission and annual reporting;
- Reports by city Environmental & Fire Officers; and
- Peer group audit reports co-ordinated by ANUK.

RESIDUAL RISK

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: minor - | 2/5 |
| | Residual Risk is low: | 4/25 |

RISK INDICATORS:**ACTION SINCE LAST ASSESSMENT:****FURTHER ACTION REQUIRED**

- Complete review data protection policy & procedures.

Risk Analysis Sheet: Risk No. 6

| | |
|---------------------|---|
| RISK: | Academic staff employment |
| OWNER: | Senior Tutor |
| DESCRIPTION: | <p>Academic staff are the foundation of all the core functions of the college, namely teaching and research; education and learning.</p> <p>Recruitment and retention, and associated activities of encouragement, support, development and evaluation of academic staff are crucial to the success of the College.</p> <p>External pressure and internal motivations to create academic careers where the dominant measures derive from an RAE driven culture, create risks for colleges committed to Cambridge style education.</p> <p>Traditionally most academic staff have held their major employment contract with the University; yet there are now an increasing number of different employment relationships between fellows, colleges and the university. In some subjects it is difficult to attract UTOs as teaching fellows. The position of CTOs (recognition, career prospects, clarity of mutual expectations) is a source of dissatisfaction for incumbents and thus poses a strategic and financial risk for the College.</p> <p>Conditions of academic employment in an internationally competitive labour market create financial, educational and strategic risk for the College.</p> |

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: very serious - | 5/5 |
| | Raw Risk is high: | 15/25 |

CONTROL MEASURES

- Review of terms and conditions in comparison with other Cambridge and Oxford Colleges, and other institutions of HE in UK and rest of world;
- some flexibility in the requirements placed on UTOs newly recruited to the College;
- regular review of the position and employment of CTOs;
- annual appraisal of all academics whose main employment is with the College;
- fundraising to increase endowment to enable more direct support of fellows and the capacity to implement recommended salary increases;
- creation and sustenance of a supportive, intellectually engaged, and mutually respectful, whilst challenging culture which encourages loyalty and commitment to the College and its academic purposes; and

- The creation of flexible pay packages that allow CTAs to be rewarded for their service to the college.

RESIDUAL RISK

| | | |
|----|---------------------------------|--------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: serious - | 5/5 |
| | Residual Risk is medium: | 10/25 |

RISK INDICATORS

1. Proportion of UTOs invited who accept / decline Fellowships.
2. Assessment of quality of CTO fields on appointment and their career trajectories after initial period of employment.
3. Student evaluations, and Education Committee review of academic standards of teaching and learning in the College.

ACTION SINCE LAST ASSESSMENT

- Review of Fellowship terms & conditions carried out by the Council & the Remuneration Committee

FURTHER ACTION REQUIRED

- Continue to recruit and retain good academic staff.
- Develop ways to ensure college participation in the evaluation and development of Fellows' academic careers. This could include a mentoring scheme, whereby Fellows are given career by experts in their subject area.

Risk Analysis Sheet: Risk No. 7**RISK:** **Student admissions****OWNER:** Senior Tutor**DESCRIPTION:** The maintenance of the highest quality of admissions, both at undergraduate and graduate level, is central to the continued success of the College.

Areas of risk include:

- the need to ensure there is a fair and transparent selection process;
- the impact on Sidney's admissions policy of OFFA targets and other external decisions/factors within the University or imposed politically;
- the need to expand the pool of schools who consider sending candidates to Sidney;
- the impact of a reduced commitment by College Fellows and Directors of Studies to the recruitment process;
- the impact of Sidney's academic performance on the attractiveness to students;
- the impact of Sidney's graduate provision on the attractiveness to graduate students.

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: high - | 4/5 |
| | Raw Risk is high: | 12/25 |

CONTROL MEASURES

- The regular participation of the principal College officers in the work of the Admissions Forum, Senior Tutors' Committee and Colleges' Committee and the requisite reporting to Council & Governing Body of the likely impact of external policy shifts;
- careful forward planning by the Admissions Director along with the Principal Officers, closely informed by the Admissions Committee and Education Committee, and endorsed as necessary by Council;
- a disciplined approach to admissions under which certain academic criteria must be fulfilled by each applicant to the college;
- an active outreach programme including school visits and summer schools;
- a commitment to ensure the adequate provision of accommodation as well as facilities for the academic and recreational activities of students.

RESIDUAL RISK

| | | |
|----|----------------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: high - | 4/5 |
| | Residual Risk is medium : | 8/25 |

RISK INDICATORS

- Total Undergraduate admission numbers contributing to access targets.
- Annual review of graduate admissions and graduate provision (assessed in the light of the General Board's Review of Graduate Accommodation).
- Academic performance by subject.
- OFFA targets are directing expenditure away from student support towards outreach activities.

ACTION SINCE LAST ASSESSMENT:

- Summer schools for Humanities and Sciences have been run.
- The admissions & academic performance in key subjects has been reviewed and recommendations for improvement made.

FURTHER ACTION REQUIRED

- Review how to effectively increase outreach expenditure.

Risk Analysis Sheet: Risk No. 8**RISK:** **Academic performance****OWNER:** Senior Tutor**DESCRIPTION:** The maintenance of the highest level of academic performance, both at undergraduate and graduate level, are central to the continued success of the College. This should be considered in terms of standing against other Cambridge colleges and academic institutions of high standard.

Areas of risk include:

- Sidney's ability to attract the best quality undergraduate & graduate students;
- the impact of any externally driven admissions targets on Sidney's accommodation provision;
- Sidney's ability to recruit good teachers;
- the impact of increasing departmental pressures on individual UTO's (both in terms of rate of research output and of fund-raising) on their willingness and capability to devote time to supervisions and direction of studies;
- Making effective use of the human & financial resources available to support teaching.

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: high - | 4/5 |
| 2. | Impact: high - | 4/5 |
| | Raw Risk is high: | 16/25 |

CONTROL MEASURES

- careful forward planning by the Principal Officers, closely informed by the Admissions Committee and Education Committee, and endorsed as necessary by Council;
- a systematic effort to retain the attractiveness of a College Fellowship for University Teaching Officers by identifying and enhancing the key attractions of membership, and by devising flexible packages recognizing different levels and areas of contribution by UTO's to the College;
- careful assessment of the quality of the contribution made by individual fellows by the Fellowships Re-election Committee and clear communication to individuals;
- quality control of the supervision teaching provided by graduate students and more generally by new supervisors;
- systematic use of the transition and study skills support, provided both by the College and the University.

RESIDUAL RISK

| | | |
|----|----------------------------------|--------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: moderate - | 4/5 |
| | Residual Risk is medium : | 12/25 |

RISK INDICATORS

1. Academic performance by subject.
2. Contribution to teaching by individual Fellows

ACTION SINCE LAST ASSESSMENT:

- Review of admissions & academic performance in key subjects has been undertaken and recommendations for improvement have been made;
- The mechanisms for assessing teaching needs in Education Committee, and prioritizing them in Finance and Needs have been strengthened;
- The roles of Director of Studies & Tutors have been reviewed

FURTHER ACTION REQUIRED

- Ensure that the new chaplain is integrated into the pastoral care system.

Risk Analysis Sheet: Risk No. 9**RISK:** **The student experience****OWNER:** Senior Tutor**DESCRIPTION:** The maintenance of the high quality of the student experience in the College, of the development of student in the widest sense through that experience, and the nature of the College as a diverse society of junior members of the highest abilities and standards is essential to the success of the College.

Areas of concern include:

- The dilution of the graduate experience where recent large increases in the number of graduates enrolled departmentally on premium fee courses, and its indirect impacts on undergraduate numbers and on the undergraduate experience;
- the impact of College-student relations on Sidney's reputation;
- the impact of adverse publicity relating to the student experienced on recruitment to the College; and
- the impact of the student experience on alumni relations and the College's earning potential.

NUMERICAL ASSESSMENT

| | | |
|----|-------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is low: | 6/25 |

CONTROL MEASURES

- Regular close liaison between the College's principal officers and the representatives of the JCR and MCR;
- regular review of the effective representation of the student body on key committees;
- regular review of the effectiveness of communication with alumni through the Sidney Sussex Society and the Membership and Development Office; and
- regular comparison by the Senior Tutor with the student experience at other Colleges through the work of the Senior Tutors' Committee and his work with CUSU.

RESIDUAL RISK

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: very low - | 1/5 |
| 2. | Impact: moderate - | 3/5 |
| | Residual Risk is low: | 3/25 |

RISK INDICATORS

1. Student feedback identifies substantive concerns with College provision.
2. College fails to maintain its current programme of improvements to student accommodation and facilities.

ACTION SINCE LAST ASSESSMENT:

1. New accommodation in Sidney House and upgrade in Garden Court.

FURTHER ACTION REQUIRED

- New accommodation in Sidney Street
- Upgrade accommodation in Sussex House

Risk Analysis Sheet: Risk No. 10

| | |
|---------------------|---|
| RISK: | Financial Health of the College |
| OWNER: | Bursar |
| DESCRIPTION: | <p>On-going risk requiring constant monitoring. The College's financial health underpins its whole operation. Its resources are such that the risk of insolvency is low. By contrast the risk of avoidable, though containable, loss through inattention, or poor accounting procedures, or failure to have regard to value-for-money considerations is high. The financial health of the college can broadly be broken into three main areas:</p> <ul style="list-style-type: none">• Investment management• Resource Allocation• Financial Control <p>Areas of concern include:</p> <ul style="list-style-type: none">• the efficiency of the College Office and the College's financial systems;• the absence of annual Departmental budgets and an annual budgetary process; and |

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: high - | 4/5 |
| 2. | Impact: serious - | 4/5 |
| | Raw Risk is high: | 16/25 |

CONTROL MEASURES

- Leadership for the Bursar & Head of Finance.
- Guidance by and control from the Finance & Needs Committee
- Guidance by and control from an Investment Committee, with external members.
- Appointment of Investment Managers.
- Annual external audits and regular control review.
- Monitoring performance of College Office.

RESIDUAL RISK

| | | |
|----|---------------------------------|--------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: serious - | 4/5 |
| | Residual Risk is medium: | 12/25 |

RISK INDICATORS

1. College not having necessary financial resources to carry out what is required to meet its objectives.
2. Frequency & size of unexpected numbers in the Management Accounts.
3. Time profile of receipt and payment of invoices by the College.
4. Time profile of issue of invoices and receipt of payments by the College.
5. Inter-College comparison of financial information.

ACTION SINCE LAST ASSESSMENT:

1. Recruitment of Head of Accounting & Finance and a Reporting Accountant.
2. Restructure of College Office and revised accounting systems
3. Production of half yearly management accounts

FURTHER ACTION REQUIRED

- The introduction of an effective budgetary process;
- The introduction of more regular management information.

Risk Analysis Sheet: Risk No. 11**RISK:** **Development****OWNER:** Development Director

DESCRIPTION: The provision of funds is an on-going risk requiring constant monitoring. Without sufficient income from fundraising, the ability of the college to function as an organisation would be severely jeopardised. Areas requiring an increased funds include support for student support, provision of teaching by the College and building student accommodation & facilities.

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: high - | 4/5 |
| 2. | Impact: serious - | 4/5 |
| | Raw Risk is high: | 16/25 |

CONTROL MEASURES

- Ensuring there is an adequate development team, including a Development Director at the Fellowship level.
- Ensuring that there is an effective Development Database.
- Having an agreed set of funding priorities for the College.
- Regular monitoring the performance against targets and market norms.
- Regular meetings between the Development Director and the Master & Bursar.
- Ensuring that the fellowship is committed to development.

RESIDUAL RISK

| | | |
|----|---------------------------------|--------------|
| 1. | Likelihood: Low - | 4/5 |
| 2. | Impact: serious - | 4/5 |
| | Residual Risk is Medium: | 16/25 |

RISK INDICATORS

1. Failure to reach fundraising targets over consecutive years or a significant shortfall in the total amount generated in a single year.
2. Falling participation rates for our alumni
3. An unbalanced source of donations
4. Team working in the Development team

ACTION SINCE LAST ASSESSMENT:

1. Successful telephone fundraising campaign in 2014.
2. An active Development Committee has been established with external members.
3. New Development Director recruited.

FURTHER ACTION REQUIRED

- Recruitment of Development staff and creation of an effective team;
- Shift the balance of the Development work from establishing processes to fund raising;
- Take agreed fundraising priorities and develop the 'case for support';
- Plan further fundraising Campaigns.

Risk Analysis Sheet: Risk No. 12**RISK:** **Assistant staff employment****OWNER:** Bursar**DESCRIPTION:** On-going risk requiring constant monitoring. The likelihood of the risk crystallising in a serious failure is relatively low, but material financial and reputational damage and damage to the operation of the College might result.

Areas of concern include:

- adequacy of staff development and consultation arrangements;
- adequacy of arrangements for obtaining external advice on employment-related matters; and
- sufficient focus on the importance of employment matters, the improvement of management performance, and the need to maintain a high level of productivity.

NUMERICAL ASSESSMENT

| | | |
|----|-------------------------|-------------|
| 1. | Likelihood: medium - | 3/5 |
| 2. | Impact: minor - | 2/5 |
| | Raw Risk is low: | 6/25 |

CONTROL MEASURES

- Appointment of a HR Manager who, with other identified members of staff, has responsibility for personnel matters under the direction of the Bursar;
- the appointment of an external advisory firm (to prevent any conflict of interest by the provider);
- Maintenance of an effective Staff Liaison Committee; and
- Maintenance of a system of personal development reviews.

RESIDUAL RISK

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: minor - | 2/5 |
| | Residual Risk is low: | 4/25 |

RISK INDICATORS

1. Monitoring of staff absences by Department (other than approved holiday leave).
2. Monitoring of personal development review reports and of the operation of the Staff Liaison Committee.
3. Regular salary survey.
4. Regular audit of staffing practice generally and of the Staff Handbook, with reference to developments in employment law and to inter-Collegiate practice.

ACTION SINCE LAST ASSESSMENT:

1. Recruitment of HR Manager & HR Assistant

FURTHER ACTION REQUIRED

- Policy on Staff Recruitment & Retention

Risk Analysis Sheet: Risk No. 13

| | |
|---------------------|--|
| RISK: | Condition/Maintenance of the College buildings |
| OWNER: | Domus Bursar |
| DESCRIPTION: | <p>The College buildings (including buildings off the main College site used for student/staff accommodation purposes) constitute a key operational asset of the College. The risk is that the College does not invest sufficiently in the on-going maintenance of its unique estate leading to the decay of business-critical infrastructure.</p> <p>HEFCE recommend expenditure of at least 1.5% of insurance replacement cost (IRC) of the Estate as an appropriate maintenance budget. This would represent about £450,000. Although that represents roughly the annual commitment for the College's summer works, there is some reason to think that expenditure at a higher level should be committed to bring the estate into good condition, so that the College buildings are fit for current purposes and are of a standard to meet modern expectations.</p> <p>Failure to satisfy the requirements of HMO legislation could lead to serious health and safety risks, prosecution and the need to execute unplanned and expensive works or lose the availability of student accommodation.</p> <p>In difficult financial times buildings maintenance is a relatively painless target for cuts but in the medium term that is likely to be a false economy.</p> |

NUMERICAL ASSESSMENT

| | | |
|----|--------------------------|--------------|
| 1. | Likelihood: high - | 4/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is high: | 12/25 |

CONTROL MEASURES

- Appointment of a professional (external) surveyor with responsibility for advising on maintenance and building works.
- A rolling inspection is made of the College buildings.
- Detailed consideration is given by the Building Committee of the annual maintenance & work programme;
- A rolling plan for works, covering the next three years.
- The establishment of a clear maintenance budget under which there are allocations for general maintenance and updating in addition to emergency funds for more pressing building matters.

RESIDUAL RISK

| | | |
|----|------------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: Moderate - | 3/5 |
| | Residual Risk is low: | 6/25 |

RISK INDICATORS

1. Benchmarking expenditure against other Colleges or guidelines.
2. Visual inspection of condition of buildings.
3. High levels of emergency repairs.

ACTION SINCE LAST ASSESSMENT:

1. Continued maintenance and refurbishment of student accommodation.

FURTHER ACTION REQUIRED

- Completion of refurbishment and maintenance of student accommodation.
- Budgeting process needs to be implemented.

Risk Analysis Sheet: Risk No. 14

| | |
|---------------------|--|
| RISK: | Health and Safety |
| OWNER: | Domus Bursar |
| DESCRIPTION: | On-going risk requiring constant monitoring. The likelihood of the risk crystallising in a serious failure is relatively low, but serious injury or death and financial and reputational damage might result. Areas of concern include: <ul style="list-style-type: none">• accident, injury or death to visitors, students or staff;• lack of general awareness of the importance of the risk; and• inability to keep abreast of changes in Health and Safety law. |

NUMERICAL ASSESSMENT

| | | |
|----|-------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is low: | 6/25 |

CONTROL MEASURES

- Appointment of the Domus bursar who is responsible, with the assistance of the HR manager, for operational control of Health and Safety matters under the direction of the Senior Bursar;
- staff training as appropriate;
- strategy for Safety Management;
- annual report to Council and regular statistics and surveillance;
- regular audit of Departments;
- regular fire drills; and
- exchange of information with other Colleges through the Health and Safety Committee of the Bursars' Committee.

RESIDUAL RISK

| | | |
|----|-------------------------------|-------------|
| 1. | Likelihood: very low - | 1/5 |
| 2. | Impact: unchanged (serious) - | 3/5 |
| | Residual Risk is low: | 3/25 |

RISK INDICATORS

1. Regular monitoring of accident statistics.
2. Comparisons of Health and Safety statistics/standards with those of other Colleges.
3. Regular audit of safety systems.

ACTION SINCE LAST ASSESSMENT

1. Twice yearly Health & Safety meetings held supported by an external Consultant.

FURTHER ACTION REQUIRED

- The production of an annually reviewed information sheet relating to health and safety, to be provided to all staff and students and/or placed in all college property.

Risk Analysis Sheet: Risk No. 15

RISK: **Building Programme**

OWNER: Bursar

DESCRIPTION:

- The College property is a key operational asset of the College. The risk is that the College does not enhance and improve or add to the existing portfolio to ensure adequate accommodation for future growth.

NUMERICAL ASSESSMENT

| | | |
|----|-------------------------|--------------|
| 1. | Likelihood: low - | 4/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is low: | 12/25 |

CONTROL MEASURES

- Professional advisors have been appointed to assist with our building plan.
- Building Committee reviews project works.
- Rolling plan for future works.

RESIDUAL RISK

| | | |
|----|-------------------------------|-------------|
| 1. | Likelihood: very low - | 2/5 |
| 2. | Impact: unchanged (serious) - | 3/5 |
| | Residual Risk is low: | 6/25 |

RISK INDICATORS

1. Benchmarking against other Colleges

ACTION SINCE LAST ASSESSMENT

New Risk

FURTHER ACTION REQUIRED

- Update 5 year College building plan.

Risk Analysis Sheet: Risk No. 16

| | |
|---------------------|--|
| RISK: | Business Continuity |
| OWNER: | Domus Bursar |
| DESCRIPTION: | Ongoing risk requiring monitoring. The likelihood of the risk resulting in a serious failure is low but damage to reputation may arise. Areas of concern include: <ul style="list-style-type: none"> • Loss of data • Lack of awareness of importance of risk • Inability to recover within a suitable timescale |

NUMERICAL ASSESSMENT

| | | |
|----|-------------------------|-------------|
| 1. | Likelihood: low - | 2/5 |
| 2. | Impact: moderate - | 3/5 |
| | Raw Risk is low: | 6/25 |

CONTROL MEASURES

- Use of professional advisors to assist in business continuity planning
- Training of key staff in business continuity planning
- Production of business continuity plan

RESIDUAL RISK

| | | |
|----|-------------------------------|-------------|
| 1. | Likelihood: very low - | 1/5 |
| 2. | Impact: unchanged (serious) - | 2/5 |
| | Residual Risk is low: | 2/25 |

RISK INDICATORS

1. Benchmark against other Colleges plans
2. Continued review of plan.

ACTION SINCE LAST ASSESSMENT**New Risk****FURTHER ACTION REQUIRED**

- Implement an agreed Business Continuity plan.
- Carry out a desktop exercise to walk through business continuity plan
- Areas for improvement to be identified and documented as part of the exercise.

Risk Register: Action Points 2012/13

1. Recruitment of Fellows in identified areas of teaching need.
Status: Four additional UTOs have been recruited
2. Renegotiate graduate fee arrangement.
Status: New fee agreement is being implemented
3. Review potential PR risks and raise awareness amongst the Fellows.
Status: Done
4. Develop ways to ensure College participation in the evaluation and development of Fellows' (CTOs & RFs) academic careers. This should include a mentoring scheme, whereby fellows are given career advice by senior experts in their subject area.
Status: PDRs being carried out
5. Improve financial information for management and introduce budgeting.
Status: Restructuring of College Office has been completed. Management accounts are being produced.
6. Review fundraising targets and priorities.
Status: Done

Risk Register: Action Points 2015/16

1. Improvements in Development:
 - a. Recruiting staff for Development Office
 - b. Creating an effective team, including Staff, Development Director, Master & Fellows
2. Improvements in Accounting
 - a. Production Management Accounts every quarter
 - b. Continue the roll out the introduction of departmental budgets
 - c. Introduction of forecasts of I&E and Balance Sheet
3. Complete review of the College's Statues and ordinances, and propose changes.
4. Expand outreach activities in an effective manner
5. Implement Business Continuity Plan
6. Review packages for teaching staff
7. Completed the programme of upgrading student accommodation

Risk Register: the methodology

The Top Level Risk Register is a tabular summary of the risks which are ranked and prioritised according to severity.

That is followed by a full risk analysis for each risk, including raw and residual risk scores, control measures, risk indicators, further work required and risk tolerance scores.

The scoring matrix is as follows.

Likelihood of risk

| | |
|---------------|----------------------|
| 1 - Very low | 2% likely to happen |
| 2 - Low | 5% likely to happen |
| 3 - Medium | 10% likely to happen |
| 4 - High | 20% likely to happen |
| 5 - Very high | 50% likely to happen |

If likelihood was assessed as very low (e.g. the risk of an earthquake) it could be given a score of 1 so that even highest impact risks in such a case would attract an overall score not exceeding 5.

Impact of risk (see Impact Guide below)

- 1 - Insignificant
- 2 - Minor
- 3 - Moderate
- 4 - Serious
- 5 - Very serious

Total risk score (likelihood x impact)

| | | |
|---------|-----------|--|
| 1 - 6 | Low | Low level of risk; should not require much attention but should be reviewed at least annually |
| 8 - 12 | Medium | Medium level of risk; should be monitored and reviewed annually as a minimum, or six-monthly if necessary |
| 14 - 20 | High | High level of risk; should be constantly monitored and reviewed quarterly or six-monthly. Possibly escalate to Finance and Needs Committee if required |
| Over 20 | Very high | Top level of risk; should be constantly monitored and reviewed monthly. Escalate to Finance and Needs Committee |

Definitions

Risk the threat or possibility that an action or event will adversely or beneficially affect the College's ability to achieve its objectives.

Raw Risk the level of risk faced by the College before any internal controls are applied.

Residual Risk the level of risk faced by the College after internal controls have been applied.

Control Measures the processes, policies and procedures used to govern the College's work or any additional controls or mitigating actions taken to deal with a particular situation. A judgment has to be made by the risk owner as to the numerical reduction to the raw risk score to produce the residual risk score.

Risk Owner an individual College officer, who is closely involved with the risk and is able to monitor the risk, to initiate action if the risk becomes more serious, or to escalate to the Finance and Needs Committee or to Council if necessary.

Risk Indicators provide the risk owner with early warning that action may be required to mitigate that risk through stronger Control Measures or, if it is outside the College's control, enable the Risk Owner to be aware of and closely monitor it. There should if possible be a minimum of three risk indicators for each risk, but some risk owners may select more to assist them in monitoring. The indicators should be measurable and underpinned with data.

Size of Risk - Impact Guide

The Impact guides are only for guidance and are not intended to be prescriptive. It should be the worst-case scenario that is usually used to rate the risk.

| Severity descriptors | Possible consequences | Examples |
|--|---|--|
| 1 - Insignificant | No impact | |
| 2 - Minor Negative outcomes from risks or lost opportunities that are unlikely to have a permanent or significant effect on the College's reputation or performance | <ul style="list-style-type: none"> • Less than <0.5% of total turnover financial impact • No regulatory consequence • Minor adverse publicity • Minor remediable physical injury | <ul style="list-style-type: none"> • College summer works programme overruns causing minor temporary accommodation need • Employee has a minor work related injury, e.g. slips |
| 3 - Moderate Negative outcomes from risks or lost opportunities that will have a significant impact on the College but can be managed without major impact in the medium term | <ul style="list-style-type: none"> • Financial loss up to 2% of total turnover in any year • Limited regulatory consequence • Local adverse publicity • Major remediable physical injury | <ul style="list-style-type: none"> • Major building project is late or overspent • Asbestos discovered • Staff injured due to College negligence • Loss of a major business or recruitment opportunity |
| 4 - Serious Negative outcomes from risks or lost opportunities with a significant effect that will require major effort to manage and resolve in the medium term but do not threaten the existence of the College in the medium term | <ul style="list-style-type: none"> • Financial loss over 2% of total turnover in a single year • Major savings programme required to break-even in the medium term • Significant regulatory consequence • Negative headlines in the national press • Permanent injury or death | <ul style="list-style-type: none"> • Systematic falsification of information to a funding or regulatory authority • Major and sustained recruitment problems of staff or students • College financial systems fail completely and cannot be recovered |
| 5 - Very serious Negative outcomes from risks or lost opportunities which if not resolved in the medium term will threaten the existence of the College | <ul style="list-style-type: none"> • Financial loss (or loss of potential financial surplus) over 2% of turnover for consecutive years • Sustained negative | <ul style="list-style-type: none"> • Major accident due to College negligence • Major fire that destroys a substantial part of the College • Collapse in student |

| | | |
|--|--|---|
| | <p>headlines in the national press</p> <ul style="list-style-type: none"> • Closure of major part of College activity • Multiple permanent injury or death | <p>application numbers</p> <ul style="list-style-type: none"> • Sustained failure to recruit staff |
|--|--|---|

Size of Risk - Monitoring Regime

The Monitoring Regime is as follows:

- a Residual Risk score of **6 or less** should be considered acceptable and will require no further action other than ensuring the relevant controls are in place and are effective. Risk owners should review controls for low risk areas to ensure they are not excessive and review the risk score annually;
- a Residual Risk score of **8 to 12** should trigger a review of the existing controls, if a new Risk, and may require the implementation of additional controls. Risks with this score should be reviewed at least annually and possibly twice a year at the risk owners discretion;
- a Residual Risk score of **14 to 20** should trigger a review of the existing controls, is likely to require the implementation of additional controls and the problem may need to be escalated to the Finance and Needs Committee for consultation. Risks with this score should be reviewed every 6 months and perhaps quarterly at the risk owners discretion; and

a Residual Risk score of **over 20** should trigger a review of the existing controls, is likely to require the implementation of additional controls, and the problem should be escalated to the Finance and Needs Committee for consultation. Risks with this score should be reviewed monthly.