

## Risk Register Summary – September 2025

	Risk – short title	Owners/Review Committee	2024/25	2025/26					Notes	Last review date
			Q4	Q1		Q2	Q3	Q4		
				Before Mitigation	After Mitigation					
1	HE Numbers	DP, SMT, LTR	12	12	9					02/09/2025
2	FE Numbers	DP, SMT, LTR	12	3	3				(note change of wording)	02/09/2025
3	Reputation	Bd, P, VP, SMG	4	9	4					11/03/2025
4	Key staff member	HR&R, SMT, HROD	6	9	6					19/08/2025
5	Compliance	Bd, SMT, HSW, GDPR	6	15	6					03/06/2025
6	Governance	C, BS, SN	9	15	9					11/09/2024
7	Finance	F&GP, SMT, SMG, DF, CPG	12	20	16					24/09/2025
8	Estate	F&GP, OE, CP, VP, DF, CF	6	15	12					24/09/2025
9	Academic Quality	LTR, QIC, DP	4	9	4					12/02/2025
10	Student Experience	LTR, AB, SMG, DP, VP, HSE	4	9	4					04/06/2025
11	Research	LTR, REKT, RD	6	9	4					16/09/2025
12	Cyber-security	F&GP, SMT, OE, GDPR, VP, DF, HROD, IT lead	6	12	6					20/08/2025
13	Net Zero	F&GP, SMT, SMG, VP	9	12	9					20/08/2025
14	BCP	OE, VP, IT lead, CF	3	16	9					04/06/2025
15	Transformation								Drafted & in review	

## KEY

**P** Principal; **DP** Depute Principal; **VP** Vice Principal Operations, **RD** Director REKT; **HROD** Head of HR & OD; **DF** Director of Finance; **CF** Campus Services & Facilities Manager; **HSE** Head of Student Experience  
**C** Chair; **BS** Board Secretary

**SMT** Senior Management Team; **SMG** Senior Management Group; **REKT** Research Enterprise and Knowledge Transfer Committee; **HSW** Health Safety & Wellbeing Group, **GDPR** GDPR working group, **CPG** Capital Planning Group, **QIC** Quality Improvement Committee; **AB** Academic Board; **OE** Operation and Estates Committee

**Bd** Board; **LTR** Learning, Teaching & Research sub-committee; **HR&R** Human Resources & Remuneration sub-committee; **F&GP** Finance & General Purposes sub-committee; **SN** Search & Nominations sub-committee

RISK MAP		Timescale 3 Years			
Impact	5 - Catastrophic				
	4 - Major	10 – Student Experience		8 - Estates	7 – Financial Failure
	3 – Significant		12 – Cyber-Security	2 – FE Numbers 9 – Governance Failure 13 – Net Zero 14 – Business Continuity	
	2 – Minor		3 – Reputation 9 – Academic Quality 11 - Research	4 – Loss of Staff Member 5 – Non-Compliance	
	1 – Insignificant			1 – HE Numbers	
		1 – Very Rare	2 – Unlikely	3 – Possible	4 – Likely
					5 – Almost Certain
Likelihood					