Ayrshire College

Detailed Strategic Risk Report

Run by: Board Member

Friday, 11 September 2026 4:32 PM

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
1	**Financial Sustainability**	There is a risk that the College is unable to maintain long-term financial sustainability because of uncertainty in public funding, inflationary and pay pressures, capital funding constraints, and an inability to generate sufficient alternative income, resulting in reduced organisational resilience, constraints on strategic investment, and an inability to fully deliver the College's Strategic Ambition.	Alan Ritchie	↔	PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Almost certain**	**Major**	**20**
Residual	**Likely**	**Major**	**16**

Existing Controls

1 Financial Governance **Owner** Alan Ritchie **Effectiveness** Highly effective

Strong financial governance by the Board of Management and its Committees. Members receive and discuss detailed financial information and provide oversight, scrutiny and challenge to support the Senior Leadership Team. The Board reviewed and approved the 2026-27 Budget in June 2026. The College will continue to monitor and review its financial position. PIFCo are receiving quarterly reports on the financial position against the 2025-26 budget, including delivery risks.

Comment

2 Effective Financial Controls and Internal Systems **Owner** Liz Walker **Effectiveness** Highly effective

2024-25 external audit report concludes that the College has effective financial controls and internal systems in place, with no significant weaknesses identified.

The College's arrangements for fraud prevention and detection are appropriate, and recommendations for improvement are minor and focused on enhancing efficiency and reducing manual errors.

The 2024-25 Internal Audit Report concluded that the College had adequate and effective risk management, control, and governance processes to support the achievement of the College's objectives at the time of our audit work. In our opinion, the College has proper arrangements to promote and secure value for money.

Comment

3 Financial Planning Systems and Robust Processes **Owner** Liz Walker **Effectiveness** Highly effective

Financial planning systems and robust processes are in place, including detailed monitoring and control procedures to assess income levels and forecast expenditure against the budget.

Budget holders are fully involved and engaged, and the College has a mature and well-developed culture of financial accountability.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Comment

4	Positive History of Meeting External Financial Reporting Deadlines	**Owner**	Liz Walker	**Effectiveness**	Highly effective

SFC's Mid-Year Return and Financial Forecast Return
2024-25 completion and updating of SFC's Mid-Year Return and Financial Forecast Return, requiring colleges to prepare financial projections for the next three years. Submitted on time and queries from SFC addressed.

2026-26 completion and updating of SFC's Mid-Year Return and Financial Forecast Return, requiring colleges to prepare financial projections for the next three years. Submitted on time and queries from SFC addressed.

Comment

5	Robust and Effective Internal Audit Plan	**Owner**	Alan Ritchie	**Effectiveness**	Highly effective

The 2025-26 Internal Audit Plan was highly positive. Five of the six planned internal audit assignments were completed, with the Strategic Planning review deferred into 2026-27. All completed audits received Strong Assurance, and only one low-priority recommendation was raised across the entire programme. No high or medium recommendations were identified. Wbg concluded that the College had adequate and effective risk management, control and governance processes and appropriate arrangements to promote and secure value for money.

Comment

6	Maintaining Positive Dialogue with the SFC	**Owner**	Alan Ritchie	**Effectiveness**	Highly effective

The College maintains an open dialogue with the SFC in regard to the College financial challenges and also through the CDN Finance and Vice Principals networks. The College has written to and met with the SFC to indicate that the current levels of uncertainty are now placing significant planning constraints on the College.

Comment

7	Continued working with Colleges Scotland	**Owner**	Alan Ritchie, David Davidson, Sara Rae	**Effectiveness**	Highly effective

The College continues to work with Colleges Scotland to lobby the SFC and the Scottish Government on the future sector financial position through a new or revised funding model.

Comment

66	2025-26 External Audit Report	**Owner**	Liz Walker	**Effectiveness**	Highly effective

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

2025-26 external audit report expected to conclude that the College has effective financial controls and internal systems in place, with no significant weaknesses identified. The College's arrangements for fraud prevention and detection are expected to be judged as appropriate, with minor recommendations for improvement and focused on enhancing efficiency and reducing manual errors.

Comment

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67 2025-26 SFC's Mid-Year Return and Financial Forecast Return **Owner** Liz Walker **Effectiveness** Highly effective

2025-26 SFC's Mid-Year Return and Financial Forecast Return submitted on time after approval of the Board of Management.

Comment

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68 Financial Strategic Risk Register **Owner** Liz Walker, Alan Ritchie **Effectiveness** Highly effective

The College is aware of the financial challenges faced in the coming years and maintains a separate financial risk register as part of the Management Accounts. This risk register is reviewed monthly as part of the accounts preparation by the Vice Principal and Chief Financial Controller.

Comment Management Accounts risk register is updated monthly

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71 Fraud Risk Assessment **Owner** Liz Walker **Effectiveness** Not audited

The College undertakes an annual review of the fraud risk areas. This is recorded and reported to PIFCo and ARC at the end of each year. The 2025-26 review did not highlight any material areas of concern or action required

Comment

Actions Linked to the Risk

1 Continued engagement with the SFC / external auditors on RDEL/CDEL **Owner** Alan Ritchie **Due Date** 31/10/2026 **Status** Due

The College continues to engage with the SFC / external auditors to discuss the College's future financial position and the use of CDEL/RDEL funding. 2026-27 final funding announcement indicates no transfer of capital to revenue funding is allowed. However, SFC have indicated that it is willing to discuss possible individual college solutions. The College has submitted a business case to allow for the transfer from CDEL to RDEL. Discussions are ongoing with the SFC

54 Financial Sustainability Action Plan **Owner** Alan Ritchie, Liz Walker **Due Date** 31/07/2027 **Status** Due

Approve and implement a refreshed Financial Sustainability Action Plan aligned to the Strategic Plan, risk register and medium-term financial forecast, with at least 90% of planned actions on track at each quarterly reporting cycle.

#	Risk	Description						
55	Deliver the approved 2026-27 budget	**Owner**	Alan Ritchie, Liz Walker	**Due Date**	31/07/2027	**Status**	Due	

Deliver the approved 2026-27 budget within a variance of ±1% of budgeted operating position and maintain cash balances above the Board-approved minimum liquidity threshold throughout the financial year.

#	Risk	Description						
56	Increase non-SFC income	**Owner**	Sara Rae	**Due Date**	31/07/2027	**Status**	Due	

Increase non-SFC income by 2% compared with the 2025-26 outturn by 31 July 2027 through commercial activity, employer-funded training, partnership projects and subsidiary operations.

#	Risk	Description						
57	New External Funding	**Owner**	Sara Rae	**Due Date**	31/07/2027	**Status**	Due	

Secure at least £200,000 of new external funding awards or commercial contracts in priority growth sectors (including energy transition, renewables, engineering and skills development) by 31 July 2027.

#	Risk	Description						
58	College-wide Workforce Sustainability Plan	**Owner**	Gillian Brown	**Due Date**	31/07/2027	**Status**	Due	

Complete a College-wide Workforce Sustainability Plan by 31 July 2027, incorporating establishment reviews, succession planning, vacancy management and service redesign opportunities across all departments.

#	Risk	Description						
59	Reduce Staff Costs	**Owner**	Gillian Brown, Liz Walker	**Due Date**	31/07/2027	**Status**	Due	

Reduce staff costs as a percentage of total income by 2 percentage points against the 2025-26 baseline while maintaining achievement of agreed student success, quality and service performance measures by 31 July 2027.

#	Risk	Description						
60	Complete Curriculum Contribution and Sustainability Reviews	**Owner**	Liz Walker	**Due Date**	31/12/2026	**Status**	Due	

Complete curriculum contribution and sustainability reviews covering 100% of curriculum areas by 31 December 2026 and implement agreed actions for all programmes identified as financially or operationally unsustainable.

#	Risk	Description						
61	College Wide-Estate Utilisation Review	**Owner**	Alan Ritchie, Barry Morton	**Due Date**	31/12/2026	**Status**	Due	

Complete a College-wide estate utilisation review by 31 December 2026 and identify recurring efficiency savings or cost avoidance opportunities equivalent to at least 5% of annual estates expenditure for implementation from 2027-28 onwards.

#	Risk	Description						
62	Implement a Financial Sustainability Dashboard	**Owner**	Liz Walker	**Due Date**	31/10/2026	**Status**	Due	

Implement a Financial Sustainability Dashboard by 31 October 2026 containing agreed Key Risk Indicators (KRIs), with quarterly reporting to PIFCo and the Board covering:
-Cash days in hand
-Staff costs as a percentage of income
-Operating surplus/(deficit)
-Student recruitment performance
-Alternative income generation
-Delivery of savings targets

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
2	**Data Security**	There is a risk of College systems and processes being the victim of a cyber-attack because of increased virtual working and deliberate targeting of the education sector resulting in the loss of key data, financial loss, students being unable to successfully progress on their learning journey and significant reputational damage.	Brad Johnstone	↔	PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Almost certain**	**Major**	20
Residual	**Likely**	**Major**	16

Existing Controls

8 Vulnerability and Patch Management **Owner** Brad Johnstone **Effectiveness** Not audited

Regular vulnerability scanning of servers, endpoints, cloud services and network infrastructure. Identified weaknesses assessed and remediated according to risk.
Vulnerability reports showing remediation timescales and closure rates.

Security patches applied to operating systems, applications and network devices within defined timescales based on criticality.
Monthly patch compliance reports. Exceptions register.

Comment

9 Experienced Digital Team **Owner** Brad Johnstone **Effectiveness** Not audited

Experienced Digital Team in place with the required key skills, which are supplemented by specialist maintenance contracts or consultants when required. The Infrastructure Team regular monitors the servers supporting key data sources to ensure that they are appropriate for the information held.

Comment

10 Chief information Security Officer (CISO) **Owner** Brad Johnstone **Effectiveness** Not audited

The College has engaged a Chief information Security Officer (CISO). The CISO was secured through a shared service role across the college and university sectors. The CISO shared service enables the College to access experienced and dedicated staff who work across the sector and who can utilise their knowledge and experiences from other organisations. This means the College benefits from cross-institutional learning and best practice and is not reliant on only one individual.

Comment

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

12 Security Awareness Training **Owner** Brad Johnstone, Liz Walker **Effectiveness** Not audited

Mandatory cyber security and GDPR training for all staff, with refresher training and targeted training for higher-risk users.
Training completion reports. Phishing simulation results.
Review of compliance levels.

Comment

13 Structure of the IT Team **Owner** Brad Johnstone **Effectiveness** Not audited

A review of the structure of the IT team has been undertaken to ensure that sufficient and effective cyber security knowledge and resource is available to ensure College systems are secure. A revised structure including the appointment of a Cloud and Security Manager has been concluded and is operating as intended.

Comment

14 External and Internal Auditors **Owner** Alan Ritchie **Effectiveness** Not audited

The College has positively engaged with the recommendations made by both external and internal auditors following audit assignments. All recommendations are addressed as required. Rolling Audit Action Plan monitored by ARC

Comment

15 Managed Security Operations Centre (SOC) **Owner** Brad Johnstone **Effectiveness** Not audited

24/7 monitoring of cloud services, networks, firewalls, endpoints and security logs.
Monitoring in place for malicious activity, suspicious logins, malware, ransomware and unauthorised access attempts.
Monthly security dashboard showing alerts, incidents, response times, escalations and resolved threats.
Annual review of SOC effectiveness.

Comment

Actions Linked to the Risk

8 Complete annual cyber simulation exercise **Owner** Brad Johnstone **Due Date** 31/07/2027 **Status** Due

Formal annual cyber incident exercise undertaken involving SLT, Digital Infrastructure and key business areas. Exercise report produced detailing scenario tested, participant attendance, response times, lessons learned, control weaknesses identified and management actions agreed. Progress against actions reported to ARC.

9 Maintain Cyber Incident Response Plan **Owner** Brad Johnstone **Due Date** 31/07/2027 **Status** Due

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Incident Response Plan, contact lists, escalation procedures and incident playbooks reviewed and updated. Evidence that all critical systems, suppliers and recovery priorities remain current and tested.

10 Internal audit of Cyber Incident Response Plan **Owner** Brad Johnstone **Due Date** 31/12/2026 **Status** Due

To undertake internal audit of Cyber Incident Response Plan along with carrying out desk top exercise to test the plan.

11 Review SOC Effectiveness **Owner** Brad Johnstone **Due Date** 31/12/2026 **Status** Due

Formal review of Managed Security Operations Centre service including alert volumes, response times, incident escalation, threat intelligence outputs, service level performance and value for money assessment. Findings reported to ARC/PIFCo.

47 Conduct Penetration Testing of Critical Systems **Owner** Brad Johnstone **Due Date** 31/07/2027 **Status** Due

Independent external penetration test completed covering internet-facing systems, cloud services and priority business applications. All high and critical vulnerabilities assigned remediation plans and tracked to closure.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
3	**Job Evaluation**	There is a risk that delays or failure to reach a national job evaluation outcome result in equal pay claims, employee relations issues and financial liabilities, leading to workforce instability, adverse employee relations, financial pressure and reputational damage to the College.	David Davidson	↔	PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Likely**	**Catastrophic**	20
Residual	**Possible**	**Major**	12

Existing Controls

16 Strategic HR Group **Owner** David Davidson **Effectiveness** Not audited

The College actively participates in the College Employers Scotland (CES) Strategic HR Group and associated governance structures supporting the National Job Evaluation Project. The Vice Principal, People, Performance and Transformation, and the Strategic People Partner contribute to sector discussions, influence policy development, and monitor emerging implementation risks. Key developments, potential implications and recommended actions are reported periodically to the Senior Leadership Team and PIFCo to support organisational preparedness and risk management.

Comment

17 National Job Evaluation Project **Owner** David Davidson, Alan Ritchie **Effectiveness** Not audited

The College actively supports and engages with the National Job Evaluation Project through CES governance arrangements. The College reviews consultation outputs, implementation proposals, emerging guidance and sector communications to assess potential operational, financial and employee relations implications. The College monitors progress through established governance arrangements to ensure it remains appropriately prepared for future implementation requirements.

Comment

18 Professional Services Staff Updates **Owner** David Davidson **Effectiveness** Not audited

The College maintains a structured communication and engagement approach for Professional Services staff regarding Job Evaluation developments. Staff receive timely updates on progress, key milestones, anticipated timescales, and implications as information becomes available. Communication materials, briefing sessions and frequently asked questions are used where appropriate to support transparency, understanding and employee confidence.

Comment

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

19 Engagement with Trade Unions **Owner** David Davidson, Alan Ritchie **Effectiveness** Not audited

The College regularly engages with recognised trade unions through the Local Joint Negotiating and Consultative Committee (LJNCC) and other appropriate forums. Discussions include national Job Evaluation developments, implementation considerations, equal pay risks and employee relations matters. This collaborative approach supports transparency, promotes constructive dialogue and seeks to minimise the risk of disputes arising from future job evaluation outcomes.

Comment

20 Pay and Grading Benchmarking **Owner** David Davidson **Effectiveness** Not audited

The College undertakes periodic benchmarking of Professional Services roles, pay structures and grading arrangements against sector comparators and relevant public sector organisations. Benchmarking outcomes are used to assess the ongoing integrity of local pay and grading arrangements, identify potential equal pay risks and inform future workforce planning and job evaluation preparedness activities.

Comment

21 Job Role and Role Change Register **Owner** David Davidson **Effectiveness** Not audited

The College maintains a comprehensive register of new, amended and significantly evolved Professional Services roles. Records include changes in duties, responsibilities, reporting arrangements and organisational design since September 2018. The register supports workforce planning, equal pay risk assessment, financial modelling and the evaluation of potential impacts arising from national or local job evaluation implementation. The information is reviewed periodically to ensure it remains complete and accurate. The register supports periodic assessment of potential financial liabilities, implementation readiness, and organisational exposure arising from future job evaluation outcomes.

Comment

Actions Linked to the Risk

12 Equal Pay and Job Evaluation Risk Review **Owner** David Davidson **Due Date** 31/07/2027 **Status** Due

Complete an Equal Pay and Job Evaluation Risk Review, identifying potential areas of exposure, mitigating controls, data gaps and further actions. Report findings to PIFCo.

13 Financial Impact Assessment **Owner** Alan Ritchie **Due Date** 31/07/2027 **Status** Due

Develop financial scenarios modelling potential implementation costs, recurring pay impacts and retrospective liabilities arising from national or local job evaluation outcomes. Report to PIFCo and include in financial planning assumptions.

14 Sector Funding and Implementation Engagement **Owner** David Davidson, Alan Ritchie **Due Date** 31/07/2027 **Status** Due

Maintain engagement with CES, SFC and Scottish Government regarding implementation arrangements, funding support and sector guidance, providing six-monthly updates to PIFCo.

#	Risk	Description		Owner	Movement	Oversight Committee	Treatment Strategy
15	Local Job Evaluation Options Appraisal and Implementation Readiness Review	**Owner**	David Davidson, Gillian Brown	**Due Date**	31/12/2026	**Status**	Due

Undertake a comprehensive review of the viability and implications of implementing a local Professional Services Job Evaluation Scheme. The review will assess available job evaluation methodologies, pay and grading structure options, equal pay considerations, financial affordability, implementation costs, organisational capacity, systems and payroll implications, employee relations impacts, and governance requirements.

The review will also evaluate the College's readiness to implement either a national or local solution and identify the actions required to support successful delivery. The outcome will be an options appraisal and recommendation report presented to PIFCo, including a preferred approach, implementation roadmap, indicative timescales, resource requirements, key risks and mitigating actions

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
4	**Climate Change**	There is a risk that the College will not achieve its climate change targets because of lack of internal capacity, access to wider government funding or a lack of sectoral strategic focus resulting in the College not being able to meet its environmental responsibilities.	Angela Cox	↔	LTQCo, PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Almost certain**	**Major**	20
Residual	**Possible**	**Major**	12

Existing Controls

22 Board-approved Sustainability Framework and Delivery Plan. **Owner** Barry Morton, Lisa Keggans **Effectiveness** Not audited

The College maintains an approved Sustainability Framework, supported by annual delivery priorities, named owners, measurable targets and regular reporting to PIFCo and the Board. The Framework aligns with relevant national climate ambitions, sector expectations and the College's wider strategic objectives.

Comment

23 SEES Group Governance, Delivery and Reporting Framework **Owner** Alan Ritchie **Effectiveness** Not audited

The Social, Economic, Environmental and Sustainability Group provides oversight of sustainability and climate-related activity across the College. The Group maintains an action tracker, reviews progress against agreed priorities, monitors delivery risks, and escalates key issues through established reporting routes to senior management and relevant committees.

Comment

24 Energy, Carbon and Sustainability Performance Monitoring **Owner** Barry Morton, Lisa Keggans **Effectiveness** Not audited

The College monitors energy use and environmental performance through energy management and IoT systems. Performance data is used to inform estate decisions, identify opportunities for efficiency, support statutory reporting, and provide regular updates to PIFCo through the Estates Update process.

Comment

25 Renewable Energy and Decarbonisation Project Pipeline **Owner** Barry Morton, Lisa Keggans **Effectiveness** Not audited

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

The College maintains and reviews a pipeline of renewable energy, energy efficiency and estate decarbonisation opportunities, including existing initiatives such as hydro, solar and biomass. Projects are assessed against environmental impact, affordability, external funding availability, deliverability and strategic benefit.

Comment

26 Climate Resilience and Business Continuity Planning **Owner** Alan Ritchie **Effectiveness** Not audited

The College maintains Business Continuity Planning arrangements that support continuity of critical services during climate-related or environmental disruption, including severe weather, energy supply issues and campus access constraints. Plans are reviewed and tested periodically to ensure they remain effective.

Comment

27 Staff, Student and Curriculum Sustainability Engagement **Owner** Barry Morton, Lisa Keggans **Effectiveness** Not audited

The College promotes sustainability among staff and students through communications, training, engagement activities and curriculum-related initiatives. This supports behavioural change, environmental responsibility and wider progress towards climate and sustainability targets.

Comment

28 External Alignment and Sector Benchmarking **Owner** Alan Ritchie, Barry Morton, Lisa Keggans **Effectiveness** Not audited

The College reviews its sustainability priorities and delivery timelines against local authority priorities, regulatory guidance, the Further Education Climate Change Roadmap and relevant sector practice, to support compliance and continuous improvement.

Comment

Actions Linked to the Risk

16 Approve annual SEES Group workplan and reporting schedule **Owner** Barry Morton, Lisa Keggans **Due Date** 31/10/2026 **Status** Due

Annual SEES workplan approved, with named owners, due dates, reporting route and quarterly review of progress.

20 Develop partner engagement and sustainability opportunities plan **Owner** Barry Morton, Lisa Keggans **Due Date** 31/12/2026 **Status** Due

Partner plan prepared identifying local authority, SFC, community, sector and commercial opportunities to support decarbonisation, climate adaptation or sustainability projects.

#	Risk	Description		Owner		Movement	Oversight Committee	Treatment Strategy
21	Map sustainability across curriculum areas		**Owner**	Barry Morton, Lisa Keggans	**Due Date**	31/10/2026	**Status**	Due
Curriculum areas complete a sustainability mapping exercise identifying where climate literacy, net zero skills and environmental responsibility are embedded or could be strengthened.								
22	Create sustainability funding pipeline		**Owner**	Barry Morton, Lisa Keggans	**Due Date**	31/07/2027	**Status**	Due
Pipeline maintained of government, SFC and other external funding opportunities, including bids submitted, outcomes, match-funding requirements and unfunded priority projects.								
23	Complete climate-related BCP review and scenario exercise		**Owner**	Alan Ritchie, Lisa Keggans	**Due Date**	31/01/2027	**Status**	Due
Review completed of climate-related disruption risks, with a desktop exercise covering severe weather, energy disruption or campus access disruption. Lessons learned reported to relevant committee.								
50	Submit 2025-26 public sector climate change report		**Owner**	Alan Ritchie	**Due Date**	30/11/2026	**Status**	Due
College to submit annual public sector climate change report by end of November 2026								

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
5	**Curriculum Offer**	There is a risk of curriculum activity not being linked to current and future skills requirements or social and economic recovery needs and issues because of reduced engagement / communication, insufficient planning, impact of changes to HE institutions admission policy and real term reduction in SFC funding resulting in the College failing to deliver a portfolio that is relevant, flexible and responsive to employer and industry needs.	Sara Rae	↔	LTQCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Almost certain**	**Major**	20
Residual	**Possible**	**Major**	12

Existing Controls

29 Strategic Curriculum Planning **Owner** Sara Rae **Effectiveness** Not audited

The College operates a strategic curriculum planning process that aligns provision with regional and national skills needs, labour market intelligence, employer demand, student demand, demographic trends, and economic priorities. The Curriculum Development Planning process includes an annual review of curriculum performance, sustainability, progression outcomes, and future growth opportunities, ensuring provision remains relevant, responsive, and affordable.

Comment

30 Regional Skills Intelligence **Owner** Sara Rae **Effectiveness** Not audited

The College maintains an evidence-based approach to curriculum planning by analysing regional and national labour market intelligence, SDS datasets, Regional Economic Strategies, Skills Planning Reports, industry forecasts, and employer engagement activity. Intelligence is reviewed routinely to identify emerging sectors, future workforce requirements and changing skills demands.

Comment

31 Employer Engagement Strategy **Owner** Sara Rae **Effectiveness** Not audited

The College maintains structured employer engagement arrangements through Industry Advisory Boards, employer forums, sector groups and strategic partnerships. The College systematically gathers feedback and uses it to inform curriculum design, curriculum reviews, new programme development, and workforce skills planning. Employer engagement activity, participation levels and outcomes are monitored and reported through established governance arrangements.

Comment

32 Curriculum Governance **Owner** Sara Rae **Effectiveness** Not audited

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Regular reporting is provided to the Senior Leadership Team, Learning, Teaching and Quality Committee and Board of Management, covering curriculum performance, employer engagement, student recruitment, retention, achievement, progression and alignment with strategic skills priorities. The governance framework supports challenge, scrutiny and evidence-based decision-making regarding the curriculum portfolio.

Comment

33 Partnership Working **Owner** Sara Rae **Effectiveness** Not audited

The College maintains strategic partnerships with universities, local authorities, Skills Development Scotland, employers, business organisations and regional economic partners to support curriculum planning, articulation pathways, workforce development and alignment with regional economic priorities. Partnership outcomes are reviewed periodically to assess impact and identify opportunities for improvement.

Comment

34 Financial Scenario Planning **Owner** Liz Walker **Effectiveness** Not audited

Financial and curriculum planning processes are integrated to assess programme sustainability, contribution, student demand, funding assumptions and affordability. Scenario modelling is used to assess the impact of changes in recruitment, funding methodologies, demographic trends and partner behaviour to support informed curriculum decision-making.

Comment

35 Marketing and Communication **Owner** Sara Rae **Effectiveness** Not audited

A coordinated marketing, recruitment and curriculum planning approach is maintained to support awareness of curriculum opportunities and alignment with future skills priorities. Recruitment performance, applicant conversion, campaign effectiveness and student demand trends are monitored regularly and used to inform future curriculum planning and investment decisions.

Comment

Actions Linked to the Risk

26 Curriculum Stakeholder Engagement Framework **Owner** Alistair Rodgers **Due Date** 31/07/2027 **Status** Due

Develop and implement a Curriculum Stakeholder Engagement Framework covering employers, industry bodies, local authorities, universities and economic partners. The framework should identify key stakeholders, engagement mechanisms, reporting arrangements and success measures. An annual review of effectiveness should be undertaken.

27 Curriculum Innovation and Emerging Technologies Review **Owner** Doreen Wales **Due Date** 31/07/2027 **Status** Due

Undertake an annual review of emerging technologies, delivery models and pedagogical innovation to ensure programmes remain relevant, flexible and aligned with employer expectations. Recommendations to be incorporated into curriculum planning processes.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

28 Student Recruitment and Conversion Intelligence Dashboard **Owner** Sara Rae **Due Date** 31/12/2026 **Status** Due

Implement dashboard reporting covering applicant conversion, enrolment performance, retention, achievement, progression and student destinations. Report quarterly to SLT and LTQCo.

30 Skills and External Partnership Group **Owner** Sara Rae **Due Date** 31/01/2027 **Status** Due

Establish a Skills and External Partnership Group with representation from employers, economic partners, SDS, universities and local authorities to support curriculum planning, labour market responsiveness and future skills development. Produce and monitor an annual action plan.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
6	**Recruitment and Retention of Staff**	There is a risk that the College is unable to recruit, develop and retain a workforce with the skills and capacity required to deliver its strategic objectives because of labour market pressures, national bargaining constraints and increasing competition for talent, resulting in service disruption, reduced organisational performance and increased operational risk.	David Davidson	↔	LTQCo, PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Likely**	**Major**	**16**
Residual	**Possible**	**Major**	**12**

Existing Controls

36 National Recognition and Procedures Agreement (NRPA) **Owner** David Davidson **Effectiveness** Not audited

The College is a signatory to the National Recognition and Procedures Agreement (NRPA) and actively participates in national bargaining arrangements through College Employers Scotland. National agreements, workforce trends and employment developments are considered within local workforce planning and employee relations arrangements to support workforce stability and organisational effectiveness.

Comment

37 Staff Voice Group **Owner** Gillian Brown **Effectiveness** Not audited

The College maintains a Staff Voice Group and other employee engagement mechanisms that enable staff to contribute to organisational development and inform strategic decision-making. Senior management reviews feedback regularly, identifies actions, monitors them, and communicates them to staff. Outcomes support employee engagement, organisational culture, and retention.

Comment

38 Recruitment and Selection Framework **Owner** David Davidson **Effectiveness** Not audited

The College maintains a robust recruitment and selection framework supported by regular review of job descriptions, person specifications, recruitment processes and candidate experience. Recruitment performance metrics are monitored to assess effectiveness, identify recruitment challenges and support continuous improvement.

Comment

39 Vacancy Promotion and Talent Attraction **Owner** David Davidson **Effectiveness** Not audited

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Vacancies are promoted through a range of recruitment channels, professional networks and targeted campaigns. Recruitment approaches are reviewed periodically to assess effectiveness, attract diverse candidate pools and support the recruitment of individuals with skills aligned to current and future College requirements.

Comment

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40 Professional Development and Workforce Capability **Owner** David Davidson **Effectiveness** Not audited

The College provides structured professional learning and development opportunities that support current role requirements, future skills development, leadership capability and organisational priorities. The College monitors participation levels and outcomes to support workforce resilience and succession planning.

Comment

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41 National Bargaining Process **Owner** David Davidson **Effectiveness** Not audited

Members of the College's Executive Team are involved in the national bargaining process involving college employers and the trade unions. The College contributes to negotiating strategies through the College Employers Association (CES).

Comment

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42 Monitoring Recruitment Activity **Owner** Gillian Brown **Effectiveness** Not audited

Recruitment performance metrics, including vacancy levels, time-to-hire, applications received, appointment rates and hard-to-fill posts, are monitored regularly. Trends are reviewed to identify emerging workforce risks and inform recruitment strategies and workforce planning activities.

Comment

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43 Social Media Campaigns **Owner** Gillian Brown **Effectiveness** Not audited

Detailed social media campaigns are developed for posts which are identified as difficult to recruit. The College works with advertising agencies to support promotion of vacancies across suitable networks.

Comment

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45 Investors in People and Staff Wellbeing **Owner** David Davidson **Effectiveness** Not audited

The college maintains Investors in People and Investors in Wellbeing accreditations and uses the associated frameworks, staff surveys and action plans to support organisational culture, employee experience and staff wellbeing. The college monitors progress through established governance arrangements and implements improvement actions where required.

Comment

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

46 Employee Value Proposition **Owner** Gillian Brown **Effectiveness** Not audited

The College promotes and periodically reviews its employee value proposition, including terms and conditions, wellbeing support, flexible working arrangements, professional development opportunities and employee benefits. The aim is to support both recruitment and retention in a competitive labour market.

Comment

Actions Linked to the Risk

31 Workforce Sustainability and Talent Strategy **Owner** David Davidson **Due Date** 31/07/2027 **Status** Due

Develop and implement a Workforce Sustainability and Talent Strategy identifying workforce risks, critical skills requirements, succession priorities, recruitment challenges and retention initiatives. Progress to be reviewed annually by PIFCo.

32 Employee Value Proposition Review **Owner** David Davidson **Due Date** 31/07/2027 **Status** Due

Undertake a review of the College's employee value proposition, including rewards, recognition, wellbeing, flexible working, professional development and employee benefits. Identify opportunities to enhance recruitment and retention, and develop an implementation plan where improvements are approved.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
7	**AI Framework**	There is a risk that without a clearly defined AI Framework, using a common language, that the investment, development or application of AI solutions fails to deliver the anticipated benefits because of a knowledge gap and a misalignment to the College strategic objectives resulting in the various parties involved in AI governance, implementation and management will have misunderstandings, resulting in ineffective decision making and risk management."	Alan Ritchie	↔	PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Likely**	**Major**	**16**
Residual	**Possible**	**Major**	**12**

Existing Controls

47 Digital Governance and Transformation Group **Owner** Brad Johnstone **Effectiveness** Not audited

The College maintains a Digital Governance and Transformation Group that oversees digital transformation, data governance, and AI-related activity. A dedicated AI workstream reviews proposed AI use cases, associated risks, opportunities, resource implications and compliance requirements. The Group oversees AI policy implementation, assurance reporting, and alignment with the College Strategic Ambition.

Comment

48 Legal and Regulatory Compliance **Owner** Brad Johnstone **Effectiveness** Not audited

The College monitors emerging legal, regulatory and sector guidance relating to AI, data protection, intellectual property, copyright, information governance and ethical use. New AI initiatives undergo appropriate compliance assessment before implementation and are reviewed periodically to ensure ongoing compliance with applicable requirements.

Comment

49 Risk Management Framework **Owner** Alan Ritchie **Effectiveness** Not audited

The College Risk Management Framework supports identification, assessment and monitoring of AI-related risks. Significant AI initiatives require documented risk assessments that consider information governance, cybersecurity, ethical considerations, operational impacts, bias, and reputational implications. High-risk issues are escalated through established governance arrangements.

Comment

50 AI Procurement and Third-Party Assurance **Owner** Brad Johnstone **Effectiveness** Not audited

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Procurement and contract management arrangements require AI suppliers and technology partners to demonstrate compliance with appropriate security, data protection, and governance standards. Procurement exercises consider transparency, explainability, data ownership, intellectual property rights, cybersecurity and contractual responsibilities when acquiring AI-enabled products or services.

Comment

51 Ethical and Responsible Use of AI **Owner** Sara Rae **Effectiveness** Not audited

The College promotes the ethical, responsible and transparent use of AI among students and staff. Guidance, learning resources and awareness activities support understanding of appropriate use, academic integrity, data privacy, bias, fairness and accountability. Emerging risks and concerns are reviewed through established governance arrangements.

Comment

52 Safe Experimentation and AI Capability Development **Owner** Sara Rae **Effectiveness** Not audited

The College supports controlled experimentation with approved AI technologies to develop staff capability, assess benefits and identify risks. Pilot activities are undertaken within defined governance arrangements, and lessons learned are shared across the organisation to support AI maturity and informed decision-making.

Comment

Actions Linked to the Risk

33 AI Governance Framework **Owner** Brad Johnstone **Due Date** 31/12/2026 **Status** Due

Develop and implement an AI Governance Framework that defines roles and responsibilities, approval processes, governance arrangements, risk appetite, oversight mechanisms, performance measures, and reporting requirements for AI use across the College.

34 AI Policy and Responsible Use Standard **Owner** Brad Johnstone **Due Date** 30/04/2027 **Status** Due

Develop and approve an AI Policy and Responsible Use Standard covering governance, ethical principles, data protection requirements, academic integrity, procurement expectations, staff responsibilities and monitoring arrangements.

35 AI Awareness and Capability Programme **Owner** David Davidson **Due Date** 31/07/2027 **Status** Due

Deliver an organisation-wide AI awareness and capability programme tailored to staff and leadership roles, covering responsible use, risk management, legal compliance and practical opportunities for AI adoption. Training completion and effectiveness measures to be monitored.

36 AI Incident and Assurance Monitoring **Owner** Brad Johnstone **Due Date** 31/07/2027 **Status** Due

Establish AI incident reporting, monitoring and assurance arrangements covering data breaches, inappropriate AI use, system failures, bias concerns or governance breaches. Outcomes reported periodically through established governance arrangements.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

37 College Data Governance Framework **Owner** Brad Johnstone **Due Date** 31/12/2026 **Status** Due

Develop and implement a College Data Governance Framework supporting AI and wider data-driven decision making. The framework should define data ownership, quality expectations, access controls, retention arrangements and approved use of data within AI systems.

38 AI Guidance and Approved Use Cases **Owner** Brad Johnstone **Due Date** 31/07/2027 **Status** Due

Publish guidance covering approved AI use cases, prohibited activities, data handling requirements, academic integrity considerations and examples of effective practice. Maintain an approved AI use-case register and review the guidance annually.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
8	**People and Culture**	There is a risk that organisational change, workload pressures or ineffective engagement result in a deterioration of organisational culture and employee experience, leading to reduced staff wellbeing, engagement and productivity, and adversely affecting student experience and organisational performance.	David Davidson	↑	LTQCo, PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Likely**	**Major**	**16**
Residual	**Possible**	**Major**	**12**

Existing Controls

53 Staff, Stakeholders and Partner Communications and Engagement — **Owner** David Davidson — **Effectiveness** Not audited

The College maintains a structured programme of communication and engagement with staff, trade unions, stakeholders and partners. The College provides regular updates on organisational priorities, strategic developments, and operational changes through a range of channels. Feedback mechanisms are in place to support two-way communication and inform management decision-making. The Senior Leadership Team reviews outcomes and themes arising from engagement activity periodically.

Comment

54 National Bargaining and Employee Relations — **Owner** David Davidson — **Effectiveness** Not audited

The College actively participates in national bargaining arrangements through CES and maintains constructive local employee relations through regular engagement with recognised trade unions. The College regularly reviews national developments, workforce issues, and employee relations risks to support workforce stability, organisational culture, and effective partnership working.

Comment

55 Policy Development and Review Working Group — **Owner** David Davidson — **Effectiveness** Not audited

The College maintains formal arrangements for developing, reviewing, and consulting on workforce-related policies and procedures. Policy development involves staff and trade union representatives and aligns with national agreements, legislative requirements and recognised good practice. Established governance arrangements monitor progress.

Comment

56 Leadership and Management Forums — **Owner** David Davidson — **Effectiveness** Not audited

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

The College operates leadership and management forums to support communication, collaboration, organisational learning and the sharing of effective practice. These arrangements support leadership alignment, organisational development and consistent implementation of strategic priorities across curriculum and professional service areas.

Comment

57 Investors in People and Organisational Culture Monitoring **Owner** David Davidson **Effectiveness** Not audited

The College uses Investors in People, Investors in Wellbeing, staff surveys, pulse surveys and other engagement mechanisms to measure organisational culture, employee experience and staff wellbeing. Senior management reviews the results, identifies improvement priorities, and monitors progress through agreed action plans.

Comment

58 Staff Development and Organisational Capability **Owner** David Davidson **Effectiveness** Not audited

The College maintains a structured approach to learning, professional development and leadership capability through the Knowledge, Skills and Behaviour Framework, Elevate, Great Conversations and College-wide development activities. The College periodically reviews participation rates, outcomes, and workforce capability requirements to support organisational performance and future workforce needs.

Comment

Actions Linked to the Risk

39 Evolve Leadership and Management Development Programme **Owner** Gillian Brown **Due Date** 31/07/2027 **Status** Due

Continue developing and evaluating the Evolve Leadership Programme and Coaching Network. Implement annual measures of leadership capability, programme participation and participant feedback to assess organisational impact and identify future development priorities.

40 Embedding The Ayrshire Way **Owner** David Davidson **Due Date** 31/07/2027 **Status** Due

Continue to embed The Ayrshire Way and associated cultural initiatives across the College. Undertake periodic staff feedback exercises to assess awareness, understanding and behavioural adoption. Report findings and improvement actions to the Senior Leadership Team.

41 Investors in People Development Plan **Owner** Gillian Brown **Due Date** 31/07/2027 **Status** Due

Implement and monitor improvement actions arising from Investors in People and Investors in Wellbeing assessments, maintaining progress towards reaccreditation and continuous improvement in employee experience and organisational culture.

48 People Strategy Delivery Report **Owner** Gillian Brown **Due Date** 31/07/2027 **Status** Due

Provide an annual report to PIFCo evaluating progress against the People Strategy, including workforce indicators, employee engagement outcomes, wellbeing measures, organisational culture indicators and key areas for improvement.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
49	Aspire Leadership Programme and Succession Planning	**Owner** Gillian Brown	**Due Date** 31/03/2027	**Status**		Due

Refresh the Aspire Programme as part of a broader succession planning and leadership pipeline framework. Monitor participation, progression and leadership development outcomes.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
9	**Investing in College Infrastructure**	There is a risk that the College is unable to deliver on the objectives set in the College Infrastructure Strategy because of SFC capital funding allocations and capital funding restrictions resulting in the failure to develop and maintain an inspirational college experience through an integrated and high-quality infrastructure.	Alan Ritchie	↔	PIFCo	Reduce risk consequences, Reduce risk likelihood

	Likelihood	Impact	Score
Inherent	**Possible**	**Catastrophic**	**15**
Residual	**Possible**	**Moderate**	**9**

Existing Controls

59 Strategic Infrastructure Planning Framework **Owner** Alan Ritchie, Barry Morton **Effectiveness** Not audited

The College maintains a Board-approved Infrastructure Strategy covering the physical estate, digital infrastructure and specialist curriculum equipment. The Strategy is supported by a rolling five-year investment plan, annual review process and affordability assessment. All significant infrastructure investment proposals must demonstrate alignment to the Strategic Plan, Curriculum Plan, Sustainability Framework and Financial Sustainability Plan before approval is granted. Progress against strategic infrastructure objectives is reported annually to PIFCo and the Board.

Comment

60 Infrastructure Funding and External Stakeholder Engagement **Owner** Alan Ritchie, Barry Morton, Lisa Keggans **Effectiveness** Not audited

The College maintains regular engagement with the Scottish Funding Council, Ayrshire Growth Deal partners, local authorities, government agencies and other relevant stakeholders to maximise awareness of future infrastructure requirements and identify opportunities for external capital investment. Progress on funding opportunities and strategic infrastructure projects is reviewed and reported through established governance arrangements.

Comment

61 Capital Planning and Affordability Review **Owner** Alan Ritchie **Effectiveness** Not audited

The College undertakes an annual capital planning and affordability review which considers lifecycle replacement requirements, statutory compliance obligations, digital transformation priorities, sustainability objectives, curriculum requirements and financial capacity. Proposed investments are prioritised using agreed criteria to ensure resources are directed towards activities that deliver the greatest strategic benefit and risk reduction.

Comment

#	Risk	Description				Owner	Movement	Oversight Committee	Treatment Strategy
62	Investment Appraisal and Business Case Framework	**Owner**	Alan Ritchie, Liz Walker, Barry Morton	**Effectiveness**	Not audited				

All significant infrastructure projects are supported by a documented business case that evaluates strategic fit, whole-life cost, affordability, funding sources, sustainability impact, carbon implications, benefits realisation, value for money, operational risk and expected outcomes. Approval thresholds are clearly defined within Financial Regulations and all projects are subject to appropriate scrutiny before approval.

Comment

#	Risk	Description				Owner	Movement	Oversight Committee	Treatment Strategy
63	Infrastructure Funding Pipeline	**Owner**	Alan Ritchie, Barry Morton, Lisa Keggans, Brad Johnstone	**Effectiveness**	Not audited				

The College maintains a live infrastructure funding pipeline which identifies external funding opportunities, sponsorship arrangements, partnership investments and government funding streams capable of supporting estate, digital and sustainability projects. Progress against potential opportunities is reviewed regularly through the capital planning process.

Comment

#	Risk	Description				Owner	Movement	Oversight Committee	Treatment Strategy
65	Strategic Demand-Led Investment Planning	**Owner**	Sara Rae	**Effectiveness**	Not audited				

Infrastructure investment priorities are informed through the Curriculum Development Planning process, digital transformation requirements, learner experience expectations, workforce needs, sustainability objectives and emerging industry requirements. Investment decisions are therefore aligned to current and future College priorities.

Comment

#	Risk	Description				Owner	Movement	Oversight Committee	Treatment Strategy
72	Formal Capital Project Governance Framework	**Owner**	Alan Ritchie	**Effectiveness**	Not audited				

All significant infrastructure projects operate under an approved project management methodology with defined project boards, risk registers, reporting arrangements, approval gateways and change controls. Progress against cost, programme, scope and benefits is monitored regularly and escalated where variances arise. This ensures projects remain on schedule, within budget and aligned to approved objectives.

Comment

#	Risk	Description				Owner	Movement	Oversight Committee	Treatment Strategy
73	Procurement and Framework Compliance	**Owner**	Liz Walker	**Effectiveness**	Not audited				

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy

Infrastructure investments are procured through approved procurement procedures and framework agreements, including APUC arrangements where appropriate. Procurement exercises include competitive tendering, documented evaluation criteria and contract management controls to ensure transparency, compliance and value for money throughout project delivery.

Comment

74	Planned Asset Lifecycle Management	**Owner**	Barry Morton, Lisa Keggans	**Effectiveness**	Not audited	

The College maintains asset lifecycle and replacement plans covering key estate components, ICT infrastructure and specialist equipment. Regular condition assessments identify maintenance and replacement requirements, enabling the College to prioritise expenditure and minimise the risk of infrastructure failure, service disruption or deterioration of the learner experience.

Comment

75	Estates Condition and Compliance Management	**Owner**	Barry Morton, Lisa Keggans	**Effectiveness**	Not audited	

A planned preventative maintenance programme is in operation across the estate and digital environment. Maintenance schedules, compliance inspections and condition surveys are conducted regularly, with outcomes informing future investment priorities and capital planning decisions. This provides assurance that existing assets remain safe, compliant and operational.

Comment

76	Committee Oversight of Major Capital Projects	**Owner**	Alan Ritchie, Barry Morton	**Effectiveness**	Not audited	

Significant capital projects receive regular scrutiny by the Board and relevant committees. In accordance with current arrangements, projects exceeding defined financial thresholds are formally reported, allowing members to review progress, budget performance, risks and emerging issues. This provides independent challenge and oversight of major investment decisions.

Comment

77	Post-Implementation Evaluation and Benefits Review	**Owner**		**Effectiveness**	Not audited	

Completed projects are subject to formal post-implementation review, including post-occupancy evaluations for major developments. Reviews assess whether approved objectives, benefits, budget and timescale expectations were achieved and identify lessons learned to improve future investment and project delivery arrangements.

Comment

Actions Linked to the Risk

#	Risk	Description		Owner		Movement		Oversight Committee	Treatment Strategy
63	Infrastructure Investment Prioritisation Framework		**Owner**	Barry Morton, Brad Johnstone	**Due Date**	31/12/2026	**Status**		Due

Develop and implement a College Infrastructure Investment Prioritisation Framework by 31 December 2026 which assesses 100% of proposed estate, digital and curriculum infrastructure investments against agreed criteria including strategic alignment, learner impact, sustainability, statutory compliance, affordability, whole-life cost, risk reduction and return on investment. Annual outputs to be reported to PIFCo and the Board.

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
10	**Aerospace and Aviation Skills Expansion**	The College is central to Scotland's aerospace sector, especially through its Prestwick hub. New courses like the 12-week Aerospace Engineering programme and partnerships with GE Caledonian and NMIS position the College to lead in high-value job creation and advanced manufacturing training.				

	Likelihood	Impact	Score
Inherent			
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
11	**Digital and 5G Innovation Leadership**	Ayrshire has been designated a 5G Innovation Region, with the College playing a pivotal role in immersive learning using AR/VR and AI. This opens doors for leadership in digital skills development, smart manufacturing, and tech-enabled education.				

	Likelihood	Impact	Score
Inherent			
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
12	**Strategic Partnership with UWS**	The formal partnership with the University of the West of Scotland enables joint curriculum development, shared facilities and a unified regional skills strategy in key sectors like healthcare, digital and creative industries				

	Likelihood	Impact	Score
Inherent			
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
13	**Clean Growth and Net Zero Transition**	The College is aligning with regional and national priorities around clean energy including the Offshore Wind Skills Programme. This positions the College to support Scotland's net zero ambitions through workforce development.				

	Likelihood	Impact	Score
Inherent			
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
14	**Community Wealth Building**	As part of the Ayrshire Regional Economic Strategy, the College is a key anchor institution in Community Wealth Building, supporting inclusive growth, local procurement and social enterprise development.				

	Likelihood	Impact	Score
Inherent			
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
15	**Visitor Economy and Marine Tourism**	With major investments in marine tourism (e.g., Cumbrae Marina), the College can expand training in hospitality, tourism and marine operations, supporting regional economic diversification				

	Likelihood	Impact	Score
Inherent			
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
16	**Skills Investment Fund (ASIF)**	The £3.5 million Ayrshire Skills Investment Fund offers direct funding to upskill residents and employees in growth sectors like engineering, digital and clean growth. The College is the lead training partner.				

	Likelihood	Impact	Score
Inherent			
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
17	**Advanced Manufacturing and Food Tech**	The College is expanding its reach to underserved communities, aligning with regional goals to reduce deprivation and improve employability through targeted programmes for women, youth and those with health challenges.				

	Likelihood	Impact	Score
Inherent			
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
18	**Curriculum Transformation and Flexible Delivery**	Through the College Transformation Framework, the College can innovate its curriculum delivery, including flexible credit models, hybrid learning and industry-aligned micro credentials.				

	Likelihood	Impact	Score
Inherent			
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
19	**Funding Dependency and Public Sector Budget Pressure**	There is a risk that changes to Scottish Government funding priorities, SFC allocations or public sector spending constraints reduce the resources available to the College, adversely affecting service delivery and long-term planning.	Angela Cox			

	Likelihood	Impact	Score
Inherent	Rare	Insignificant	1
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
20	**Public Sector Reform and Tertiary Education Reform**	There is a risk that changes arising from tertiary education reform, regional skills planning or wider public sector reform require significant adaptation to the College's operating model, governance arrangements or funding framework.	Angela Cox			

	Likelihood	Impact	Score
Inherent	Rare	Insignificant	1
Residual	Rare	Insignificant	1

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
21	**Curriculum Relevance and Skills Alignment**	There is a risk that the College's curriculum and training provision do not sufficiently align with regional and national skills needs, resulting in reduced student demand, employer engagement and economic impact.	Angela Cox			

	Likelihood	Impact	Score
Inherent	**Rare**	**Insignificant**	**1**
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
22	**Commercial Activity and Subsidiary Governance**	There is a risk that the College's commercial activities, subsidiary operations and alternative income initiatives fail to achieve their intended outcomes or expose the College to financial, governance, legal or reputational risks, resulting in a reduced contribution to long-term financial sustainability.	Angela Cox			

	Likelihood	Impact	Score
Inherent	**Rare**	**Insignificant**	**1**
Residual	**Rare**	**Insignificant**	**1**

#	Risk	Description	Owner	Movement	Oversight Committee	Treatment Strategy
23	**Energy Transition and Offshore Wind Opportunity Risk**	There is a risk that the College is unable to secure a leading role in supporting offshore wind, net-zero and energy transition workforce development, resulting in missed opportunities for growth, funding and regional economic impact.	Angela Cox			

	Likelihood	Impact	Score
Inherent	**Rare**	**Insignificant**	**1**
Residual	**Rare**	**Insignificant**	**1**