Queen Mary
UNIVERSITY OF LONDON

Strategic Risk Management Report for Audit & Risk Committee

Outcome requested:	Audit & Risk Committee is asked to **note** the termly report on QMUL's strategic risk management framework.
Executive Summary:	This is the termly report to Audit & Risk Committee which includes reports that have been produced from the Strategic Risk Register, updated by the Strategic Risk Management Group (SRMG) at its meeting on 20th April 2016. o Summary Register o Risk Matrix o Change Log In addition, the report also includes the outcome of the SRMG action from Audit & Risk Committee – February 2016. Actions: o Risk 12 – Actions taken in response to the increase in risk.
QMUL Strategy: strategic aim reference and sub-strategies [e.g., SA1.1]	The Strategic Risk Register is aligned to all areas of the Strategic Plan.
Internal/External regulatory/statutory reference points:	It is a HEFCE requirement for QMUL to hold a Strategic Risk Register
Strategic Risks:	QMUL Strategic Risk Register
Equality Impact Assessment:	Not required
Subject to prior and onward consideration by:	QMSE
Confidential paper under FOIA/DPA	No
Timing:	Termly report to Audit & Risk Committee
Author:	David Marks, Deputy Director Strategic Planning Monique Arthur, Senior Planning Officer
Date:	23rd May 2016
Senior Management/External Sponsor	Prof Edmund Burke (Vice-Principal, Science & Engineering)

Risk Log

The table below is derived from the Strategic Risk Register, to identify to Audit & Risk Committee where exposure to risk has changed between the SRMG meetings of 12th January 2016 and 20th April 2016.

Increases in risk:

Risk Reference and Group	Reason for change
Risk 12 - Cost control, VFM and expenditure	After a full discussion at SRMG, it was agreed that the current risk score is continuing to increase. The current control impact increased from 4 to 5 and current control likelihood increased from 2 to 3 as the Maths refurbishment project will lead to significantly higher costs than originally planned due to incorrect costings. In addition within the IT Transformation Project, contractual issues remain between IBM and QMUL and still require resolution. Please see the action point below with further details from the Interim Director of IT*.

Decreases in Risk:

Risk Reference and Group	Reason for change
No decreases in risk	

* Action from Audit & Risk Committee – February 2016

1. **Risk 12 – Cost Control, VFM and expenditure**

The committee noted in February 2016 that the risk had increased in relation to cost control, value for money and expenditure (risk 12) due to the lower than anticipated 2014–15 underlying surplus position and a number of contractual issues with IBM in relation to the application migration project, which formed part of the IT transformation programme.

The committee requested an update for the June meeting, describing the actions that would be taken in response to the increase in risk. The Interim Director of IT has provided the following update:

"The risk on the Schools Application Project (SAM) has remained the same status since the last update. The risk mitigation continues to be managed at ITSB level (lead by VP Edmund Burke). A review of options is being scoped in order for a recommendation to be put forward by ITSB to QMSE during May. This will also inform the mitigation needed for the risk of the application migrations not having yet taken place.

Financial risk is being mitigated within the 2016/17 IT Capital plan, setting aside provision to complete the deliverables. A revised IT Project Governance process has been signed off and the SAM Project will be governed by this going forward. This will ensure that a clear mandate, business case and programme plan will be signed off and financial payment gates are fully governed by ITSB, mitigating this part of risk 12 further".

STRATEGIC RISK REGISTER

Reference	Risk Group	Initial risk before any controls				Controls	Residual risk with current controls				Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
		Impact	Likelihood	Initial Risk Score	Direction of Travel		Impact	Likelihood	Residual Risk Score	Direction of Travel					
1	2	6	7	8	9	11	13	14	15	16	18	20	21	23	24

Recruitment and development of students and staff of the highest calibre and potential
20th April 2016

1	**Student recruitment** ▪ Number and quality of students distributed across a range of subjects at UG and PG level ▪ PGR students ▪ Recruitment to Life Sciences ▪ Recruitment of international students	5	4	20.0	↔	▪ Marketing & Communications strategy **(A)** ▪ Faculty and School recruitment target and plans **(A)** ▪ Doctoral College **(B)** ▪ International strategy **(A)** ▪ Life Sciences strategy **(B)** ▪ Space Management Group **(B)** ▪ Expanded and shaped admissions team **(A)** ▪ Review of admissions policy and procedures **(B)** ▪ New ToR for MRAG **(A)**	5	3	15.0	↔	**INTERNAL** **Further Actions** ▪ Monitoring effects of run up on 'Brexit' referendum on enquiries and applications from EU citizens (ongoing) **Notes** ▪ Successful Open Day, increase of 70% attendance, with 16,000 visitors on campus, suggesting strong recruitment in Sept. 2016 ▪ Successful clearing period ▪ Confirmation & Clearing preparations are underway for August 2016	▪ Faculty VPs ▪ VP (Res) ▪ VP (T&L) ▪ VP (Int) ▪ COO	▪ HoSs ▪ Head of Doctoral College ▪ Head of Admissions ▪ Director of Marketing and Communications ▪ MRAG	1.1, 2.2, 3.3, 4.2, 4.3, 4.4	Long Term
2	**Student experience** ▪ High quality student experience throughout the student life cycle	4	4	16.0	↔	▪ Students' Union strategy **(A)** ▪ SETLA strategy and plans **(A)** ▪ Employability and success strategy and plans **(B)** ▪ Components of the Estates strategy **(B)** ▪ Student Experience Advisory Board **(A)** ▪ Effective relationship with Student Union **(A)** ▪ Doctoral College **(B)**	3	3	9.0	↔	**INTERNAL** **Further Actions** ▪ Progress improved standards for teaching space (in progress) ▪ NSS Action Plans - now focusing on areas of poor performance (ongoing) ▪ Strategy to increase the number of academic teaching staff with teaching qualifications in development following HESA data collection process (in progress). ▪ Doctoral College monitoring and responding to PG survey results (in progress) **Notes** ▪ Professional Services Student Experience Strategies ▪ BI project now providing better retention analytics ▪ Increase in QMSU funding focussed on increase in student success engagements and sports participation ▪ NSS improvement indicates a general positive trend over the past two years ▪ Increases in building works on campus have lead to some negative student experiences despite long term investment. ▪ Successful recruitment has increased pressure on teaching space. In some areas of the institution this has increased significantly. ▪ QMSS survey broadly positive about student facing services. ▪ Teaching room improvement project now progressing. ▪ Library enhancement project due to complete by September 2016. ▪ QMUL Model out for consultation. ▪ Risk of industrial action impacting student experience	▪ VP (T&L) ▪ VP (Res) ▪ Faculty VPs ▪ COO	▪ QMSU Liaison Lead (VP T&L) ▪ Director of Estates and Facilities ▪ Faculty Deans for Taught Programmes ▪ Professional Services lead for student experience	1.2, 3.1	Long Term
3	**High quality staff** ▪ Develop and retain high quality staff in the academic disciplines and professional services. ▪ Develop and retain PDRA's and independently funded research fellows	4	2	8.0	↔	▪ HR strategy **(B)** ▪ CAPD strategy **(A)** ▪ High potential leaders programme (HPLP) **(A)** ▪ Implement and monitor research strategy and faculty plans **(B)** ▪ Marketing and Communications strategy **(A)**	3	2	6.0	↔	**INTERNAL/EXTERNAL** **Further Actions** ▪ Ensure comprehensive staff development and management training in place (in progress) ▪ CAPD to enhance Leadership development (in progress) ▪ Research strategy in place with implementation plans being developed (in progress) **Notes** ▪ VFM Pay and Reward project ~~has~~ created a proposal in response to professorial award process enhancement ▪ Launch of shared parental leave policy ▪ Central PS have achieved IIP standard with a plan to roll out across all PS areas ▪ New Head of Schools development programme now launched ▪ Bonus scheme relaunched September 2015 ▪ International staff support policy agreed ▪ Staff survey action plans in place ▪ Online appraisal system successfully rolled out	▪ QMSE Lead for HR ▪ COO ▪ Faculty VPs ▪ VP (Res) ▪ VP (T&L)	▪ Director of HR ▪ COO ▪ HoSs ▪ Director of CAPD ▪ Director of Marketing and Communications	1.3, 2.1, 2.3, 3.4	Long Term

Research Excellence

| 4 | **Research quantity and quality** | 4 | 4 | 16.0 | ↔ | ▪ Implement and monitor QMUL, Faculty & School research plans. **(A)**
▪ Research strategy - including commitment to diversify **(A)**
▪ Annual Research Reviews **(A)**
▪ Research & Development **(A)** | 4 | 3 | 12.0 | ↔ | **INTERNAL/EXTERNAL**

Further Actions
▪ VP Research proposing resourcing plan for next REF cycle - PAR cases (in progress)
▪ Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2016 PAR (in progress)
▪ REF interviews within schools/institutes (in progress)

Notes
▪ Excellent outcome in REF
▪ REF financial settlement maintains status quo, with a decrease of 0.6% offset by other HEFCE allowances
▪ QMUL, faculty and school research plans reviewed and reported on in Annual Research Reviews
▪ Potential impact of comprehensive spending review needs to be quantified although commitment to dual support has been retained for now.
▪ £4.7 million research equipment investment agreed and plans for deployment in development
▪ Next REF likely to be in 2021, guidance yet to be released | ▪ VP (Res)
▪ Faculty VPs | ▪ HoSs
▪ Faculty Deans for Research | 4.1 | Medium Term |

Reference	Risk Group	Initial risk before any controls				Controls	Residual risk with current controls				Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
		Impact	Likelihood	Initial Risk Score	Direction of Travel		Impact	Likelihood	Residual Risk Score	Direction of Travel					
5	**Development and implementation of the Life Sciences Strategy**	4	5	20.0	↔	• Life Sciences Strategy Group **(A)** • Life Sciences communication strategy **(B)** • Life Sciences Academic strategy **(A)** • Estates Strategy **(B)**	4	4	16.0	↔	**INTERNAL** **Further Actions** • Procurement of site and financial strategy (in progress) • Strengthen partnership arrangements (ongoing) • Life Sciences 2016 PAR proposed establishment of further Centres to strength inter-Faculty working (in progress) **Notes** • Estates Strategy Development plan agreed by Estates Project Board • Change in Trust leadership risks additional delay to the project • £5m successful Catalyst grant is a positive development and is being deployed	• CSO • Faculty VPs • VP (Res) (Acting Dir LSI) • Principal	• Life Sciences academic & education leads	1.1, 1.3, 2.1, 2.2, 2.3, 2.4, 3.2, 4.1, 5.1, 5.2, 6.1, 6.2	Short, Medium and Long
6	**Innovation and Impact** • Enterprise and entrepreneurship • Evidencing impact	3	4	12.0	↔	• Implementation of Research Strategy and Faculty plans **(B)** • QMI Business Plan **(B)** • Public Engagement strategy **(A)** - for student enterprise) • Intellectual property policies **(A)** • Membership of National Centre for Universities and Business (NCUB) **(B)** • Membership of London Higher **(A)** • Tier 1 visa process **(A)** • BDU Strategy **(C)**	3	3	9.0	↔	**INTERNAL/EXTERNAL** **Further Actions** • Coordination of impact work across QMUL (ongoing) **Notes** • IP Policy has now been formally approved by Senate • Improved promotion and engagement of QMI with internal and external researchers and partners • Financial model for QMI generated income in development • Bid made to Tower Hamlets in support of the Neuron Pod development • QMSE approved additional investment in technology transfer capability • Additional resource provided to support IP commercialisation • QMI Business Plan agreed with QMSE August 2015 • New IP Policy in place; on-going work with QMI on guidance documents and Faculty implementation • NCUB Membership approved • Continuation of London Higher membership • Additional investment agreed by QMSE to boost IP development and PDC funds • Careers & Enterprise staff paid from 'soft' money of HEIF and project funding • Investing in specialist posts to monitor/support impact • Variable evidence of recording impact; appointment of first impact officer in BDU expected to improve situation • Purchase of software (Symplectic Elements) capable of providing central record of impact underway, additional funding requested PAR 2016	• VP (Res) • VP (PE & SE) • Faculty VPs	• HoSs • VP (PE & SE) • Director of QMI	2.4, 5.4	Medium Term
	Teaching, Learning and Assessment														
7	**Design and delivery of high quality portfolio of programmes** • Breadth of programmes • Quality of facilities • Quality of teaching	5	3	15.0	↔	• SETLA strategy **(A)** • Taught programmes planning group **(B)** • Quality Assurance Framework including Taught Programmes Board, External Examiners, Annual Programme Review (APR), Periodic Review and Senate **(A)** • Estates strategy **(B)** • IT Transformation project **(B)** • CAPD strategy **(A)** • Market Intelligence Reports **(B)**	4	2	8.0	↔	**INTERNAL** **Further actions** • Implementation of improved QMPlus and Qreview being delivered (in progress) • SITS, SMART and teaching facilities still work in progress (in progress) • Full implementation of relevant strategies (in progress) • £1million enhancement project will in 2015/16 create templates for high quality teaching rooms. First implementation and beginning of rolling programme (in progress). **Notes** • Lecture capture and DDA project complete • Successful £5m STEM bid to develop teaching facilities has been completed • JP Morgan funding in support of student internships • £1.6m Library refurbishment underway • QM Plus stage 3 improvement project now complete • Higher than expected growth may put pressure on timetabling and therefore teaching capacity in suitable rooms; Estates Strategy Board actively seeking off-site accommodation for PS staff to create capacity, and options for further temporary buildings	• VP (T&L)	• Acad Sec • Faculty Deans for Taught Programmes • Director of Estates and Facilities • Director of IT Services	3.1, 3.2, 3.3, 3.4, 4.2, 4.3	Short - Medium Term
	Public Engagement and Reputation														
8	**Commitment to public engagement** • Promoting the College's values to the public, community, businesses and government • Growing and improving the quality and profile of public engagement activities	4	3	12.0	↔	• Public Engagement strategy **(A)** • Marketing and Communications strategy **(A)**	4	1	4.0	↔	**INTERNAL/EXTERNAL** **Further Actions** • Establish common systems for large PE projects; menus project rolled out across Faculties to provide means for researchers to cost programmes of public engagement activity within new grant applications (in progress) **Notes** • VP Advisory Group now running • Institutional website Content Management System is on target for delivery in 2015/16 • Applying for NCCP watermark	• VP (PE & SE) • COO	• Director of Estates and Facilities • Director of Marketing and Communications • Director of Centre for Public Engagement	5.1, 5.2, 5.3	Short - Medium Term

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9	**Reputational Development and External Relations** ▪ International reputation and relations ▪ London Living Wage ▪ Environmental sustainability ▪ Short and long term development projects ▪ Engaging potential and past students	5	3	15.0	↔	▪ Marketing and Communications strategy **(A)** ▪ Development and Alumni strategy **(B)** ▪ CAPD strategy **(A)** ▪ Public Engagement strategy **(A)**	4	2	8.0	↔	**INTERNAL/EXTERNAL** **Notes** ▪ QMUL ranked in top 100 universities in the world in the QS World University Rankings ▪ QMUL ranked 9th in REF 2014 ▪ QMUL performance was six places lower in Guardian league table compared to 2014/15. Faculties considering responses to negative student feedback that has driven this performance ▪ QMUL ranked top in London for Russell Group for NSS in 2015 ▪ Press coverage actively managed to seek net positive coverage of our research, teaching and community engagement ▪ Reputation working group looking at ways to improve QMUL position in league tables.	▪ QMSE Lead for Estates (RL) ▪ VP (PE & SE) ▪ VP (Res) ▪ VP (Int) ▪ Principal ▪ COO	▪ Equality & Diversity Manager ▪ Head of Sustainability ▪ Ethics Committee ▪ VPRAG ▪ Director of Marketing and Communications ▪ Director of Development ▪ Director of Marketing and Communications	1.4, 4.1, 5.1	Medium - Long Term
10	**Partnerships** ▪ International ▪ NHS - Barts Health, UCLP ▪ UK academic partnerships e.g. Warwick ▪ Commercial & Community ▪ BUPT and Nanchang educational partnerships, NPU ▪ Membership of the University of London ▪ Genomics England ▪ Drapers Multi Academy Trust ▪ St Paul's Way Multi Academy Trust	5	4	20.0	↔	▪ Utilising the QMUL Collaborative Provision Framework **(B)** ▪ Ensuring effective use of Educational Partnership Board, **(A)** ▪ Representation on Barts Health NHS Trust Board and UCLP Board **(A)** ▪ Developing appropriate international partnerships **(B)** ▪ Strong engagement with NHS governing bodies **(A)** ▪ International Strategy **(A)** ▪ Transnational Education Strategy **(B)** ▪ Engagement with governance, direction and strategy of University of London **(A)** ▪ Engagement with the Drapers **(A)** ▪ Membership of LEP (Local Enterprise Partnership) **(C)** ▪ Internal and external joint steering committees for TNE **(B)**	5	3	15.0	↔	**EXTERNAL** **Further Actions** ▪ Ongoing discussions on LEP membership (ongoing) **Notes** ▪ Malta project has not received 2016/17 GMC approval yet - there have been delays with the capital project. A revised submission sent on 18th December, further round of questions initiated in January 2016, discussions ongoing. ▪ Genomic England partnership working and focussed on £26m MRC grant ▪ BH NHS Trust subject to special measures within NHS; significant personnel changes, potentially disrupting normal working relationships ▪ Annual report on UCLP to QMSE has been submitted, outcome expected in February 2016 ▪ Adverse occurrences in partnerships	▪ CCVPs (inc VP Int) ▪ Faculty VPs	▪ COO (SMD) ▪ Dean for China Operations ▪ Director of Marketing and Communications ▪ Academic Registrar	4.1	Long Term
	Financial strength through a balanced portfolio of activities														
11	**Sustainable income streams for activities** ▪ Volume and overhead recovery of increasingly diversified research grant income ▪ Volume and margin achieved through the delivery of teaching activity ▪ Impact on QM of the external funding environment ▪ Surplus levels achieved in support of Capital funding ▪ Sustaining and developing commercial income ▪ Philanthropic income (development) ▪ Sustaining and increasing teaching income ▪ Accurate reporting of student numbers to ensure appropriate levels of grant income	5	5	25.0	↔	▪ Develop a strategy to maximise overhead recovery on grants **(A)** ▪ Implement QMI strategy **(B)** ▪ Creation of a 5 year financial forecast and financial strategy to achieve 7% surplus **(B)** ▪ 5 year Capital Plan **(B)** ▪ Research strategy **(A)** ▪ Research Support strategy **(B)** ▪ Engagement with UUK and Russell Group monitoring of and contribution to USS pension consultation **(A)** ▪ Implement business development strategy for research **(B)** ▪ Delivery of the Residential Strategy and Estates Strategy **(B)** ▪ Development and Alumni strategy **(B)** ▪ Space Management Group **(B)**	4	3	12.0	↔	**INTERNAL/EXTERNAL** **Further Actions** ▪ Development of Research Grant Management System project - phase one being implemented (pre-award costings) (in progress) ▪ JRMO working with academics to maximise overhead recovery in grants and commercial collaborations (ongoing) ▪ Work is being undertaken to enable the use of either a private placement or a bond to fund the potential life sciences project and rating has been obtained to allow this to progress when ready (in progress) ▪ Annual review of progress against Fundraising target & Development Strategy and Finance & Investment Committee shows continued above target performance (in progress) ▪ Final negotiations in support of Alumno Stratford 400 bed scheme still not completed as the developer lost its funder after the Heads of Terms were agreed. The developer had to find a new funder and is trying to pass on the costs causing delay and also likely higher costs (in progress) ▪ Space Management Group to undertake space audit; develop a space standard and look to increase useable space through the Estates Master plan (in progress) ▪ Research strategy now finalised; implementation at Faculty level (in progress) ▪ BDU Director to initiate necessary meetings and work (in progress) **Notes** ▪ Modelling of space utilisation using scientia now possible, providing an insight into options to increase space utilisation & identify future shortfalls in space needs ▪ HEFCE cut to research and STEM transition funding of £750k yet to be mitigated. ▪ 14/15 underlying surplus less than budget £15m ▪ Recruitment for 15/16 does not look positive ▪ QMI strategy underway approval given around new Business Plan ▪ Comprehensive spending review does not appear to be as challenging as once feared. ▪ Issues around revenue/capital definitions will impact on surplus position as some LTM work has to be reclassified as revenue ▪ Forecast one at £1.8million below target; further pressures subsequently identified ▪ Recognition of research overheads subject to project review	▪ Faculty VPs ▪ COO ▪ QMSE Lead for Finance (SG) ▪ VP (Res)	▪ HoSs ▪ Director of Estates and Facilities ▪ Director of Finance ▪ COO ▪ Director of Development ▪ Director of Research & Business Services ▪ VP (T&L) ▪ CEO of QMI	6.1, 6.2, 6.3, 6.4	Short - Long Term
12	**Cost control, VFM and expenditure** ▪ Achieving value for money for all QMUL expenditure including staffing and non-pay costs ▪ Minimising carbon usage ▪ Procurement discipline and process ▪ Financial approval processes. ▪ Understanding and anticipating impact of pensions liability ▪ Treasury management, cash management to deliver efficient debt management ▪ Business planning and investment case appraisal based on the utilisation of accurate management information and robust forecasting.	5	4	20.0	↔	▪ College and Professional Services Financial Controls Improvement Plan **(A)** ▪ Procurement strategy and compliance plan **(A)** ▪ Carbon Management plan **(B)** ▪ Business Intelligence project **(A)** ▪ Development of long-term finance strategy; **(B)** ▪ Engagement with UCEA/USS re: pension liability **(A)** ▪ Planning and Accountability Review (PAR) process **(A)** ▪ IT Transformation Plan **(B)** ▪ Estates Strategy **(B)**	5	3	15.0	↑	**INTERNAL** **Further Actions** ▪ VFM projects: Process Improvement Project, VFM Project, PS Admin Review Project, Reward and Recognition Review (ongoing) ▪ Implementation of FRS102 and enhancement of senior financial support to Faculties progressing well with the potential to strengthen our balance sheet (ongoing) ▪ Consultancy support funded through PAR to review QMUL performance against own carbon management plan to create gap analysis (ongoing) **Notes** ▪ Strategic Project Board and Gateway process implementation ▪ ITSB review performance against ITTP and Estates Strategy Board review progress against Estates Strategy ▪ Monthly finance meetings with Directorates, COO and Finance to facilitate improved financial planning and forecasting ▪ Audit and Risk Committee provided positive assessment of VFM in 2014/15 ▪ COO office developing template for Faculty VFM groups and enhanced VFM report and QMUL VFM Strategy as a result of KPMG review ▪ Target wage percentage achieved for 14/15 (target: to reduce from 60.9% to 59.9%, actual: reduced to 59.15%) £1.75m of procurement savings achieved (slightly under budget). Target margin of 4% not achieved (target: operating surplus of £15m, actual: underlying surplus of £13.1m) ▪ Contractual issues between IBM and IT transformation likely to lead to significantly higher costs. ▪ Refurbishment of Maths building not achievable within current budget due to errors in original costing.	▪ QMSE Lead for Finance (SG) ▪ COO ▪ QMSE Lead for IT (PMcO) ▪ QMSE Lead for Estates (RL)	▪ Director of Finance ▪ Director of HR ▪ Director of IT ▪ Director of Estates and Facilities	6.1	Short - Long Term

Governance, Business Continuity and Data Security

Reference	Risk Group	Initial risk before any controls				Controls	Residual risk with current controls				Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
		Impact	Likelihood	Initial Risk Score	Direction of Travel		Impact	Likelihood	Residual Risk Score	Direction of Travel					
13	**Maintain effective and constructive governance** • A successful Higher Education Review by the QAA in 2016 • Adherence to the highest standards of business conduct, (including anti-bribery, anti fraud and corruption measures) • Compliance with Tier 1, 2 and 4 visa regulations • Governance of health and safety • Clinical governance • Compliance with ASPA and EU legislation • Effective risk management • Maverick staff and students • Acceptance of toxic gifts • Key systems lacking resilience until they are migrated onto the new data centres, putting data at risk	5	4	20.0	↔	• Review of the effectiveness of Council and its committees (A) • Academic governance and the quality assurance framework (A) • Anti Bribery policy (A) • Visa process owned by ARCS for students, HR for staff; (B) • Health and Safety Committee and Departmental Health and Safety objectives; (A) • Health and Safety Directorate Inspections (A) • Use of Internal Audit to drive enhancements (A) • Engagement with UUK RG group and HEFCE to ensure compliance with changing reporting requirements and/or best practice (A) • Animal Welfare & Ethical Review Body (AWERB) - ensuring the highest standards of welfare (A) • Ethics of Research Committee (A) • Internal Audit plan (A) • Prioritisation of key and most vulnerable systems for migration onto DC1 and DC2. Use of old hardware to stabilise vulnerable systems (B) • Campus Safety Task and Finish Group (B) • Channel panel in response to counter-terrorism bill (A)	4	3	12.0	↔	**INTERNAL** **Further Actions** • Planning for Higher Education Review 2016 has now received additional resources (in progress) • Development of Health and Safety training needs and records system is still in progress however has now been successfully linked to appraisal process (in progress) • Development of an internal audit plan is driving faster resolution of outstanding actions (in progress) • Engagement with UK & Home office IT Security forum (ongoing) • Launched emergency response plan now tested by KPMG and found broadly satisfactory. Process of creating a more robust Business Continuity Plan is in progress (in progress) • AWERB - monitoring (ongoing) • Cyber security policy to be approved at the next ITSB (in progress) **Notes** • Anti Bribery policy training; staff induction training • Development of Building User Groups • Joint Research Management Office policies and procedures • Medicines and Healthcare Products Regulatory Agency (MHRA) action plan signed off and in process of implementation • KPMG review of Tier 1, 2 & 4 visa requirements have indicated broad adherence to UKBA standard with fewer remaining actions required • Relaunch of safeguarding policy • Waste issues highlighted by Thames Water. Action Plan being developed • 'Prevent' duty legislation in relation to universities' responsibilities in relation to terrorism and radicalisation is now understood and an action plan is in place . A working group led by the Academic Registrar completed an institutional risk assessment. • HEFCE is the sector regulator for Prevent . The self-assessment progress report was submitted by 22 January. The final risk assessment and action plan to be submitted on 1 April. • Action plan to achieve compliance with modern slavery act in progress. • Following the publication of the HE Green Paper, the QAA audit will not happen in November 2016 and we await further information on the new proposals for the future of quality assessment, consulted upon at the end of 2015.	• Chair of Council • QMSE Lead for HR (MS) • VP T&L • COO	• Academic Registrar and Council Secretary • Director of HR • Director of OSHD • Director of Finance • COO (SMD) • Director of Research and Business Services	1.3, 3.1, 4.4, 6.1	Short Term - Long Term
14	**Failure to develop and implement strategic development projects in support of the College's overarching Strategic Plan** • Life Sciences project • IT Transformation Programme • SETLA strategy - teaching space redevelopment and capacity enhancement project • Estates plans • Teaching & Learning, Research, International plans • Public Engagement projects • University of London, Institute in Paris (ULIP) • TNE in Paris, Malta Medical School (Malta MBBS), International Law school	4	3	12.0	↔	• College Strategy with Strategic Aims implementation plans and IOPs (A) • PS Strategy (A) • ITSB (A) • Estates Strategy Project Board (A) • Planning and Accountability Review (A) • VPRAG, EQB (A) • Life Sciences Strategy Board (A) • Oversight and governance by Council and its committees (A)	4	2	8.0	↔	**INTERNAL** **Further Actions** • BSU renovation project to be completed (in progress) • Estates Master Plan currently being consulted on consultation nearly complete, recruitment of architects underway with delivery of plan expected spring 2016 (in progress) • Final stage of ITTP funding agreed for 2015/16 and a refocused IT Strategy Board and Strategy now underway (in progress) **Notes** • Development of enhanced project governance around Life Sciences and Interim Director appointed • SITS redevelopments backlog being considered • Contractual issues between IBM and IT transformation likely to lead to significantly higher costs. • Refurbishment of Maths building not achievable within current budget due to errors in original costing. • Insufficient capital to develop projects required to sustain growth	QMSE	• Director of Estates and Facilities • Director of IT Services • Acad Sec • COO (SMD) • Chief Strategy Officer	1.1, 1.3, 2.1, 2.2, 2.3, 2.4, 3.2, 4.1, 4.2, 4.3, 5.1, 5.2, 6.1, 6.2	Long Term
15	**Security of people, assets and data** • Appropriate contingency arrangements for facilities and functions - Data security e.g. data hacking - Estate functionality, maintenance and statutory compliance • Fire safety management • Security of people, building and equipment • Terrorism	5	5	25.0	↔	• Insurance, health and safety, data security, planned maintenance, inspection and alarm testing policy and procedures (A) • Emergency Response Plan (A) • Business Continuity Plan (A) • Fire Risk Assessment process (A) • Estates Strategy (B) • Event management protocols (A) • Police and security service liaison (A) • Data security policies and procedures and IT resilience plan (B)	4	2	8.0	↔	**INTERNAL** **Further Actions** • Creation of data centre network; fire risk assessment process and associated maintenance plan (in progress) • Enhanced relationships with senior police leadership in relation to personal security are ongoing (in progress) • Freedom of Speech policy signed off by Council in April 2014 which will be supported by an updated event management procedure updated in December 2015 (in progress) • Review of IT governance in collaboration with BIS (in progress) **Notes** • Completion of data centre migration project on target for July 2015 with only one of the major systems outside of the data centre • Potential global infections risk • Creation of a Cyber Security Committee and Information Governance Group • Emergency response plan launched and further training now provided • Significant disruption caused Agresso system issues with data centre now resolved • Business continuity plan now in development • Cyber security training launched in January 2016 • Estates reviewing the physical security of dangerous substances	• QMSE Lead for Estates (RL) • COO • QMSE Lead for IT (PMcO) • QMSE Lead for Health and Safety (RL)	• Director of Estates and Facilities • Director of ITS • Director of Occupational Health and Safety	2.1, 4.1, 6.1	Long Term

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NB Shaded columns are reported to Audit and Risk Committee and Council

Acronyms

		Strategic IOP	The IOPs identified in the College's Strategic Plan
Acad Sec	Secretary to Council and Academic Secretary		
CSO	Chief Strategy Officer	**Term**	The period in which the risk is likely to occur:
COO	Chief Operating Officer	**Short**	Up to 2 years
COO (SMD)	Chief Operating Officer (SMD)	**Medium**	Likely to continue for 2 to 5 years
Director of F	Director of Finance	**Long**	Lasting more than 5 years
Director of HR	Director of Human Resources		Enduring risks, which are likely to continue indefinitely, should be expressed as Long Term.
Director of ITS	Director of Information Technology Services		
Director of CAPD	Director of The Centre for Academic and Professional Development	**Impact**	The effect of the risk occurring:
Director of Estates and Facilities	Director of Estates and Facilities	**1**	**Negligible**
Director of QMI	Director of Queen Mary Innovation	**2**	**Minor**
Faculty VPs	Faculty Vice-Principals	**3**	**Moderate** See Guidance page.
FIC	Finance and Investment Committee	**4**	**Major**
Director of Marketing & Communications	Director of Marketing & Communications	**5**	**Catastrophic**
HoSS	Heads of Schools, Institutes and Departments		
CAPD	The Centre for Academic and Professional Development	**Likelihood**	How likely it is that a risk will occur:
MRAG	Marketing, Recruitment and Admissions Group	**1**	**Rare** 2% likely to happen: a one in fifty chance
PAR	Planning and Accountability Review	**2**	**Unlikely** 5% likely to happen: a one in twenty chance
Principal	Principal	**3**	**Possible** 10% likely to happen: a one in ten chance
QMIL	Queen Mary Innovation Limited	**4**	**Likely** 20% likely to happen: a one in five chance
QMSE	Queen Mary Senior Executive	**5**	**Almost Certain** 50% or over: a one in two chance or more likely to happen than not
SET	SMD's School Executive Team		
SMD	School of Medicine and Dentistry	**Controls in Place**	Indicates whether the Controls in place have:
TPPG	Taught Programmes Planning Group	**A**	been implemented and are operating effectively
VP (PE & SE)	Vice Principal for Public Engagement and Student Enterprise - Prof Peter McOwan	**B**	been identified and are being implemented
VP (Health)	Vice Principal & Executive Dean (Health) - Prof Steve Thornton	**C**	been identified as missing or incomplete, or implementation has not commenced
VP (H&SS)	Vice-Principal (Humanities & Social Sciences) - Prof Morag Shiach		
VP (Res)	Vice-Principal (Research) - Prof Bill Spence	**Direction of Travel**	Whether the situation has changed and in what way:
VP (Int)	Vice-Principal (International) - Prof David Sadler	New or N/A	New item **N.B. This may be a newly identified risk, as opposed to a new actual risk.**
VP (S&E)	Vice-Principal (Science and Engineering) - Prof Edmund Burke	↑	Indicates a worsening position
VP (SETL)	Vice-Principal (Teaching and Learning) - Prof Rebecca Lingwood	↔	Indicates an unchanged position
CCVPs	Cross-Cutting VPs	↓	Indicates an improving position

QMSE members with responsibility for Professional Support Service departments:

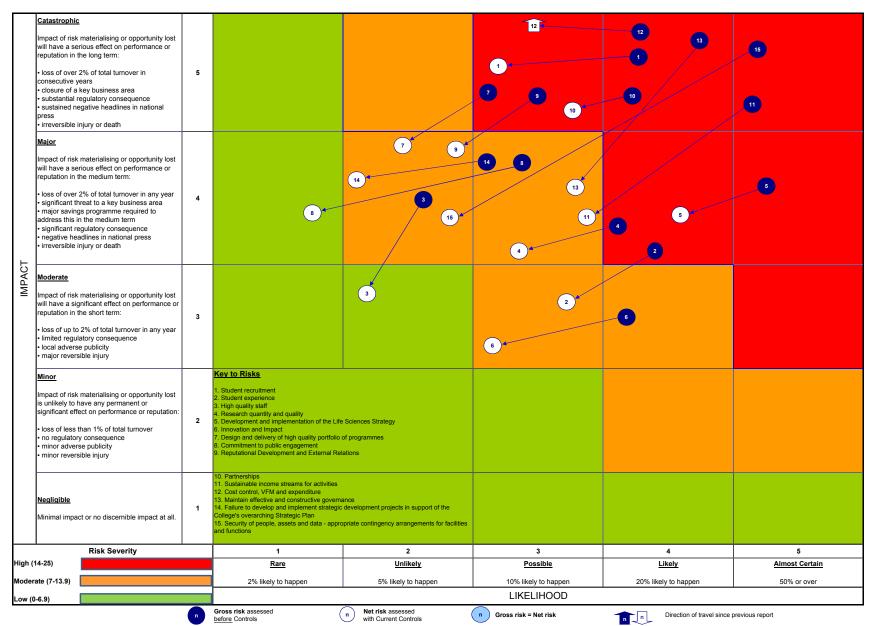|			
QMSE Lead for Estates & Facilities (RL)	Prof Rebecca Lingwood (Estates & Facilities)	**Number of risks listed**	**15**
QMSE lead for HR (MS)	Prof Morag Shiach (HR)	**Number of Moderate risks**	**9**
QMSE Lead for IT (PMcO)	Prof Peter McOwan (IT)	**Number of 'High' risks**	**4**
QMSE Lead for Audit & Risk Committee (EB)	Prof Edmund Burke (ARC)		
QMSE Lead for Libraries (RL)	Prof Rebecca Lingwood (Libraries)		
QMSE Lead for CAPD (RL)	Prof Rebecca Lingwood (CAPD)		
QMSE Lead for Student Union (RL)	Prof Rebecca Lingwood (Student Union)		
QMSE Lead for Health and Safety (EB)	Prof Edmund Burke (Health and Safety)		
QMSE Lead for Finance (SG)	Prof Simon Gaskell (Finance)		
QMSE Lead for QMIL (WJS)	Prof Bill Spence (Queen Mary Innovation Ltd)		

Risk Matrix: Risks before and with current controls   **20th April 2016**

IMPACT

Catastrophic — 5

Impact of risk materialising or opportunity lost will have a serious effect on performance or reputation in the long term:
- loss of over 2% of total turnover in consecutive years
- closure of a key business area
- substantial regulatory consequence
- sustained negative headlines in national press
- irreversible injury or death

Major — 4

Impact of risk materialising or opportunity lost will have a serious effect on performance or reputation in the medium term:
- loss of over 2% of total turnover in any year
- significant threat to a key business area
- major savings programme required to address this in the medium term
- significant regulatory consequence
- negative headlines in national press
- irreversible injury or death

Moderate — 3

Impact of risk materialising or opportunity lost will have a significant effect on performance or reputation in the short term:
- loss of up to 2% of total turnover in any year
- limited regulatory consequence
- local adverse publicity
- major reversible injury

Minor — 2

Impact of risk materialising or opportunity lost is unlikely to have any permanent or significant effect on performance or reputation:
- loss of less than 1% of total turnover
- no regulatory consequence
- minor adverse publicity
- minor reversible injury

Negligible — 1

Minimal impact or no discernible impact at all.

Key to Risks

1. Student recruitment
2. Student experience
3. High quality staff
4. Research quantity and quality
5. Development and implementation of the Life Sciences Strategy
6. Innovation and Impact
7. Design and delivery of high quality portfolio of programmes
8. Commitment to public engagement
9. Reputational Development and External Relations
10. Partnerships
11. Sustainable income streams for activities
12. Cost control, VFM and expenditure
13. Maintain effective and constructive governance
14. Failure to develop and implement strategic development projects in support of the College's overarching Strategic Plan
15. Security of people, assets and data - appropriate contingency arrangements for facilities and functions

Risk Severity	1	2	3	4	5
High (14-25)	**Rare**	**Unlikely**	**Possible**	**Likely**	**Almost Certain**
Moderate (7-13.9)	2% likely to happen	5% likely to happen	10% likely to happen	20% likely to happen	50% or over
Low (0-6.9)			LIKELIHOOD		

n Gross risk assessed before Controls   **n** Net risk assessed with Current Controls   **n** Gross risk = Net risk   Direction of travel since previous report

7

Strategic Risk Register Change Log 12th January 2016 vs 20th April 2016

Ref	Risk	Initial risk before any controls				Residual risk with current controls				Net Change	Notes and reasons for change
		Impact		L'hood		Impact		L'hood			
1	Student recruitment	5	(5)	4	(4)	5	(5)	3	(3)	↔	Controls added: ▪ Expanded and shaped admissions team (A) ▪ Review of admissions policy and procedures (B) ▪ New ToR for MRAG (A) Further Actions removed ▪ Doctoral College reviewing school targets for PGR students ▪ MRAG monitoring recruitment numbers ▪ Life Sciences educational provision is developing a model for leadership and infrastructure development by Oct 2015 ▪ New PG bursary scheme in place with 110 students recruited. Delays in announcing the details of the PGT loan scheme could have an adverse affect on recruitment Further Actions added ▪ Monitoring effects of run up on 'Brexit' referendum on enquiries and applications from EU citizens Note added ▪ Confirmation & Clearing preparations are underway for August 2016 Notes removed ▪ Enrolment statistics are not positive for 2015/16 intake ▪ Uncertainty over impact of UKVI driven changes to acceptable English language qualifications may damage international student recruitment
2	Student experience	4	(4)	4	(4)	3	(3)	3	(3)	↔	Notes removed: ▪ SETLA survey released ▪ Additional Q Review lecture capture in four further rooms ▪ Opened new student enquiry centre ▪ 0.5% improvement in DHLE stats show improving employability and will aid student recruitment ▪ Pilot project to make unused teaching rooms available for student study (in progress) was a success and will be in place for the new academic year ▪ PAR funding secured for additional resources in 2015/16 'Notes added ▪ QMUL Model out for consultation ▪ Risk of industrial action impacting student experience
3	High quality staff	4	(4)	2	(2)	3	(3)	2	(2)	↔	Further Actions removed: ▪ Agree IoPs for QMUL research strategies ▪ More granular budgets being developed for pay review processes within 2015/16 budget
4	Research quantity and quality	4	(4)	4	(4)	4	(3)	3	(3)	↔	Further Action removed: Ongoing detailed analysis of REF outcomes to inform next steps Further Action added: ▪ VP Research proposing resourcing plan for next REF cycle - PAR cases ▪ Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2016 PAR ▪ REF interviews within schools/institutes
5	Development and implementation of the Life Sciences Strategy	4	(4)	5	(4)	4	(4)	4	(4)	↔	Further Actions removed: ▪ New appointments in Marketing and Communications working with LSI to implement ▪ LSI Deputy Directors developing plans 'Further Action added: ▪ Life Sciences 2016 PAR proposed establishment of further Centres to strength inter-Faculty working 'Notes removed: ▪ New organisational structure in place for January 2015 ▪ Positive support from government (inc. Dept of Health) is driving an agreed position on land valuation
6	Innovation and Impact	3	(3)	4	(4)	3	(3)	3	(3)	↔	New control added: ▪ BDU Strategy (C) Note amended from 'Variable evidence of recording impact' to 'Variable evidence of recording impact; appointment of first impact officer in BDU expected to improve situation'. Notes added: ▪ Purchase of software (Symplectic Elements) capable of providing central record of impact underway, additional funding requested PAR 2016 ▪ QMI have appointed a commercialisation officer for HSS for the first time.

Ref	Risk	Initial risk before any controls				Residual risk with current controls				Net Change	Notes and reasons for change
		Impact		L'hood		Impact		L'hood			
7	Design and delivery of high quality portfolio of programmes	5	(5)	3	(3)	4	(4)	2	(2)	↔	Note amended from '£1million enhancement project will in 2015/16 create templates for high quality teaching rooms. First implementation and beginning of rolling programme. Feasibility Project launched to increase number of workstations and PCs in the Library' to '£1million enhancement project will in 2015/16 create templates for high quality teaching rooms. First implementation and beginning of rolling programme'. Note amended from '£1.6m Library refurbishment now approved. Project Working Group has been established' to '£1.6m Library refurbishment underway. Note amended from 'Higher than expected growth may put pressure on timetabling and therefore teaching capacity in suitable rooms' to 'Higher than expected growth may put pressure on timetabling and therefore teaching capacity in suitable rooms; Estates Strategy Board actively seeking off-site accommodation for PS staff to create capacity, and options for further temporary buildings'. 'Note removed: ▪ (Opt out) of QReview utilisation adopted across QMUL. Task and Finish Group developing ideas to support future student growth including support from timetabling, ARCS and Estates and Facilities.
8	Commitment to public engagement	4	(4)	3	(3)	4	(4)	1	(1)	↔	Further action amended from Establish common systems for large PE projects' to 'Establish common systems for large PE projects; menus project rolled out across Faculties to provide means for researchers to cost programmes of public engagement activity within new grant applications'. Note amended from 'VP Advisory Group to start Jan 2015' to 'VP Advisory Group now running'. Notes removed: ▪ Confirmation of core public engagement funding now achieved ▪ M&C strategy launched in March 2015
9	Reputational Development and External Relations	5	(5)	3	(3)	4	(4)	2	(2)	↔	Note amended from 'Adverse press coverage' to 'Press coverage actively managed to seek net positive coverage of our research, teaching and community engagement'. 'Note amended from 'QMUL ranked in top 10 UK institutions in REF 2014' to 'QMUL ranked 9th in REF 2014 Note amended from 'QMUL ranked top in London for Russell Group for NSS' to 'QMUL ranked top in London for Russell Group for NSS in 2015' Note added: ▪ Reputation working group looking at ways to improve QMUL position in league tables.
10	Partnerships	5	(5)	4	(4)	5	(5)	3	(3)	↔	Control removed: ▪ Appointing VP International (A) 'Note amended from 'Malta project has not received 2016/17 GMC approval. A revised submission is due on 18th December, outcome to be received by 18th January 2016' to 'Malta project has not received 2016/17 GMC approval yet - there have been delays with the capital project. A revised submission sent on 18th December, further round of questions initiated in January 2016, discussions ongoing. Notes removed: ▪ BUPT relationships remain difficult ▪ Changes in Chinese policy is affecting partnerships ▪ International Strategy has been published
11	Sustainable income streams for activities	5	(5)	5	(5)	4	(4)	3	(3)	↔	Control amended from 'Implement business development strategy (B)' to 'Implement business development strategy for research (B)' 'Note amended from 'Development of Research Grant Management System project - funded within ITTP 14/15 spend and conclusion now confirmed for 2015/16 (in progress)' to 'Development of Research Grant Management System project phase one being implemented (pre-award costings)' Note amended from 'Final negotiations in support of Alumno Stratford 400 bed scheme still not completed as the developer lost its funder after the Heads of Terms were agreed. The developer had to find a new funder and is trying to pass on the costs' to 'Final negotiations in support of Alumno Stratford 400 bed scheme still not completed as the developer lost its funder after the Heads of Terms were agreed. The developer had to find a new funder and is trying to pass on the costs causing delay and also likely higher costs'. Note amended from 'Issues around revenue/capital definitions may impact on surplus position' to 'Issues around revenue/capital definitions will impact on surplus position as some LTM work has to be reclassified as revenue Note amended from 'Forecast one at £1.8million below target' to 'Forecast one at £1.8million below target; further pressures subsequently identified' ▪ Maintenance of £15m surplus target for 14/15 financial year to protect capital investment plan is still looking achievable

Ref	Risk	Initial risk before any controls				Residual risk with current controls				Net Change	Notes and reasons for change
		Impact		L'hood		Impact		L'hood			
12	Cost control, VFM and expenditure	5	(5)	4	(4)	5	(4)	3	(2)	↑	Initial control likelihood increased from 4 to 5 and current control likelihood increased from 2 to 3 as the Maths refurbishment project will lead to significantly higher costs than originally planned due to incorrect costings. In addition within IT Transformation, contractual issues remain between IBM and QMUL. Note amended from 'ITSIB review performance against ITTP and Estates Strategy Board review progress against Estates Strategy' to 'ITSB review performance against ITTP and Estates Strategy Board review progress against Estates Strategy' Note removed: ▪ BI project will complete by end July 2015 with future development overseen by a BI Strategy Group
13	Maintain effective and constructive governance	5	(5)	4	(4)	4	(4)	3	(3)	↔	Note amended from ''Prevent' duty legislation in relation to universities' responsibilities in relation to terrorism and radicalisation is now understood and an action plan is in process of development. A working group led by the Academic Registrar is in process of completing an institutional risk assessment ahead of the new 2015/16 academic year' to 'Prevent' duty legislation in relation to universities' responsibilities in relation to terrorism and radicalisation is now understood and an action plan is in place. A working group led by the Academic Registrar completed an institutional risk assessment. Note amended from 'HEFCE now announced as the sector regulator for 'prevent' duty. The 'prevent' risk register and action plan is currently under development. The self-assessment progress report will be submitted on 22 January. The final risk assessment and action plan to be submitted on 1 April' to 'HEFCE is the sector regulator for Prevent . The self-assessment progress report was submitted by 22 January. The final risk assessment and action plan to be submitted on 1 April'. 'Further Action removed: Review of visa management processes audited in August 2014 by Internal Audit. Action Plans in place (in progress) Notes removed ▪ External review of Council completed December 2014. Action Plan in development ▪ Research committee - renewed membership
14	Failure to develop and implement strategic development projects in support of the College's overarching Strategic Plan	4	(4)	3	(3)	4	(4)	2	(2)	↔	Note, PS strategy now being implemented' moved to Control 'PS Strategy (A) 'Note amended from 'Final stage of ITTP funding agreed for 2015/16 and a refocused IT Strategy Board and Strategy now in process of being developed' to 'Final stage of ITTP funding agreed for 2015/16 and a refocused IT Strategy Board and Strategy now underway'. Notes added: ▪ Contractual issues between IBM and IT transformation likely to lead to significantly higher costs. ▪ Refurbishment of Maths building not achievable within current budget due to errors in original costing. ▪ Insufficient capital to develop projects required to sustain growth
15	Security of people, assets and data	5	(5)	5	(5)	4	(4)	2	(2)	↔	Control amended from 'Event management protocols (B)' to Event management protocols (A) 'Note amended from 'Cyber security training to be launched in January 2016' to 'Cyber security training launched in January 2016' Note removed: ▪ Notification from ICO that no further action will be taken in relation to 2014 hacking incident Note added: ▪ Estates reviewing the physical security of dangerous substances