



Strategic Risk: Bi-annual report to Council

Outcome requested:	Council is asked to note the biannual report to Council on the College's strategic risk management framework, and to consider whether the current reporting arrangements should continue.
Executive Summary:	<p>This is the bi-annual report to Council which includes reports that have been produced from the Strategic Risk Register, which has been updated by the Strategic Risk Management Group at its meeting on 22 July 2014.</p> <ul style="list-style-type: none"> • Risk Register; • Risk Matrix; • Change Log. <p>Council receives an executive summary of each Audit and Risk Committee meeting and an Annual Report.</p>
Strategy 2014 - the Next Five Years:	The Strategic Risk Register is aligned to all areas of the Strategy.
Internal/External regulatory/statutory reference points:	It is a HEFCE requirement for QMUL to maintain a Strategic Risk Register.
Strategic Risks:	The Strategic Risk Register incorporates all strategic risks.
Equality Impact Assessment:	Not required.
Subject to prior and onward consideration by:	The report is subject to prior consideration by QMSE and Audit and Risk Committee
Confidential paper under FOIA/DPA	No
Timing:	<p>QMSE — 19 August 2014 Audit and Risk Committee — 10 September 2014 Council — 28 October 2014</p>
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Date:	14 August 2014
Senior Management/External Sponsor	Professor Susan Dilly, Vice-Principal (Teaching & Learning)

Overview of ‘deep dive’ risk reports made to the Audit and Risk Committee

1. Since February 2014 the Audit and Risk Committee has received two ‘deep dive’ reports: Public Engagement at QMUL and Subsidiary Organisations (February 2014); and Estates and Facilities (June 2014). Reports scheduled for 2014-15 cover:
 - Health and Safety;
 - Research/Research Funding;
 - Teaching and Learning/Academic Standards;
 - International Partnerships.

Key points from the Public Engagement ‘deep dive’

2. The Vice-Principal for Public Engagement and Student Enterprise was a new position created in January 2012, followed by the launch of the Centre for Public Engagement (CPE) in September 2012.
3. QMUL’s Public Engagement activity follows an academically-led model, whereby the directorate supports academics to identify and develop their own ideas for Public Engagement initiatives. The directorate assists academics by co-ordinating activities within their faculties and joining them up with College-level activity.
4. Public Engagement at QMUL is focused in three areas:
 - Public Engagement with Research;
 - Community Engagement;
 - Public Engagement Project Sustainability.

The main risks for these areas were outlined as follows:

Area	Main Risk areas		
Public Engagement with Research	Impact and reporting	Grant income	Reputation
Community Engagement	Partnerships and expectations	Resourcing	Reputation
Public Engagement Project Sustainability	Relationship with QMUL	Sustainability	Reputation
Main risk	Governance and reporting	Funding	Reputation

5. The proposed mitigation strategies focussed on:
 - Data and reporting;
 - Growing and improving external body relationships;
 - Sustainability;
 - Growing and improving local community relationships;

- Public Engagement spin-out governance and support;
 - Targeted training and support for staff to mitigate risks of reputational damage through Public Engagement.
6. The team was working with the Principal's office to ensure that public engagement activity at QMUL and its subsidiaries would be reflected in the development of the new Strategic Risk Register.

Key points from the Estates and Facilities 'deep dive'

7. Since the appointment of the new Director in late 2012, the directorate has undergone significant change to ensure effective management of the estate and associated services. This has included the establishment of a robust management and governance structure.
8. The Estates and Facilities directorate maintains strategic, operational and capital project risk registers, which are reviewed on a regular basis by nominated risk owners within the directorate.
9. Risks identified to the delivery of the Estates and Facilities strategy and objectives were grouped under the following headings:
- Statutory and legislative compliance;
 - Property and asset management;
 - Funding (capital and revenue);
 - Student experience through functional and effective space and facilities;
 - Staff (attraction and retention of the best resources);
 - Commercial income;
 - Environment and sustainability.
10. The primary risk being managed by the Directorate was the long-term maintenance (LTM) backlog liability of £112m (as of July 2013), based on a 10-year LTM programme 2011-21 and concerning both the residential and non-residential estate. The sum of backlog maintenance would continue to increase if a sufficient level of investment was not made.
11. The directorate was working on a revised 5-year capital plan which would include a level of LTM works to the value of £40m. Subject to approval, the intended outcome is to reduce the level of backlog maintenance to a more manageable level.
12. The risk of failing to achieve carbon reduction targets (35% by 2020) was also a key concern for the directorate, but the target was still considered to be valid.
13. It was emphasised that insufficient investment in the estates infrastructure on an ongoing basis will continue to impact upon the student experience, QMUL's carbon reduction targets and the university's ability to attract and maintain high levels of commercial income from exploitation of the estate.
14. The Director of Estates and Facilities is leading a review of the Estates Strategy to include the LTM, carbon and commercial programmes which will form part of the future proposals for QMUL.

New Strategic Risk Register

15. The last bi-annual report to Council in February 2014 reported the ongoing development of the new Strategic Risk Register.
16. A Strategic Risk Task and Finish Group was established in November 2013 in response to the findings of a KPMG internal audit into risk management. The audit found that the number of risks being managed in the over-arching QMUL Strategic Risk Register was too high (41) and should be reduced to around 20.
17. The Group considered risks which were 'cross cutting' through the strategic aims and those that fell outside of the strategy, such as governance, business continuity and data security.
18. Additional input regarding the development of the new register was sought from the Faculty Deans for Taught Programmes, Cross-Cutting VP's and the Strategic Risk Management Group (SRMG).
19. Members of Council were given an opportunity to feed into the development of the register to ensure their main areas of concern were accounted for.
20. With guidance from the Audit and Risk Committee, a new format for the register has been adopted.
21. The new Strategic Risk Register is designed to support the achievement of the new Strategic Plan, by focusing on the risks faced by QMUL in delivering the plan. The register now contains 15 risk areas, grouped under headings of the QMUL strategic aims and additional risks.
22. Council endorsed the new Strategic Risk Register on 8 July 2014.

Future Developments

23. The Strategic Planning Office (SPO) will work with Schools/Institutes, Faculties and Professional Services (SIFP) to update their registers to reflect the content and format of the new Strategic Risk Register.
24. The Strategic Risk Register shows high-level broad risk areas, so risks at SIFP level can feed up into these overall risk areas. The intention is that the detail will be held on SIFP registers, while at the strategic level a smaller risk set will be maintained. All SIFP registers will be in the same format as the Strategic Risk Register.
25. QMUL level strategies owned by Cross-Cutting VPs, for example SETLA and Research, will also be required to create risk registers in the same format as SIFP and be monitored by a relevant Advisory Group. This will ensure risk is embedded across all areas of QMUL.

Risk Register online application and the Planning & Accountability Review

26. The online risk register application, developed last year for the Strategic and SIFP risk registers is currently being updated by IT Development Services. The online application will reflect the changes to the format and content of the Strategic Risk Register and accommodate the new SIFP risk registers.
27. As part of the update to the online risk register application, SPO will be conducting training sessions in autumn 2014 for those responsible for risk.
28. The updated application will be made available to all risk register owners to allow individuals to develop and update their registers during the Planning and Accountability Review taking place in autumn 2014.

Risk Log

29. The tables below are derived from the new Strategic Risk Register, to identify to Council where exposure to risk has changed between the SRMG meetings of 29 April 2014 and 22 July 2014.

Increases in risk:

Risk 14 - Failure to develop and implement strategic development projects in support of the College's overarching Strategic Plan	Current control likelihood increased from 1 to 2; this was considered a more appropriate figure in view of the Life Sciences project.
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Reductions in risk:

Risk 11 - Sustainable income streams for activities	Current control likelihood reduced from 4 to 3: <ul style="list-style-type: none">• Student application numbers are buoyant• Better financial controls in place• 3 year forecast shows an increasing surplus.
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Outcome requested

Council is asked to **note** the biannual report to Council on the College's strategic risk management framework.

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	17	18	19	20	21	#	23	24
Recruitment and development of students and staff of the highest calibre and potential																			
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	3	15.0	↔	<ul style="list-style-type: none"> Marketing & Communications strategy (B) Faculty and School recruitment target and plans (A) Doctoral College (B) International strategy (B) Life Sciences strategy (B) 	5	2	10.0	↔	<p>22nd July 2014</p> <p>Internal</p> <ul style="list-style-type: none"> M&C strategy in development for September 2014 Application statistics are positive for 2014/15 intake, plans in place for clearing and a focus on conversion activities Doctoral College reviewing school targets for PGR students New VP (Int) appointed and will review and implement international strategy MRAG monitoring recruitment numbers, Life Sciences educational provision is developing a model for leadership and infrastructure development by Oct 2014 	<ul style="list-style-type: none"> Faculty VPs VP (Res) VP (T&L) VP (Int) COO 	<ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> Students' Union strategy (A) SETLA strategy and plans (B) 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 (A) 	3	3	9.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Agree College level IOPs for SETLA by Sept 2014 Progress improved standards for teaching space Professional Services Student Experience Strategies 	<ul style="list-style-type: none"> VP (T&L) VP (Res) Faculty VPs COO 	<ul style="list-style-type: none"> 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	3	12.0	↔	<ul style="list-style-type: none"> HR strategy (B) CAPD strategy (B) High potential leaders programme (HPLP) (A) Implement and monitor research strategy and faculty plans (B) Marketing and Communications strategy (B) 	3	3	9.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Ensure comprehensive staff development and management training in place. LI/CAPD to enhance Leadership development. VFM Pay and Reward project in initial stages Finalise research strategy by Sep 2014 Agree IoPs for QMUL research strategies Launch of 2014/15 bonus scheme in Aug 2014 	<ul style="list-style-type: none"> QMSE Lead for HR COO Faculty VPs VP (Res) VP (T&L) 	<ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> Implement and monitor QMUL, Faculty & School research plans. (A) 	3	2	6.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Confirmation of Plans Finalisation of research strategy by Sep 2014 Annual Research Reviews £350k QMUL matched research fund approved in PAR 2013 	<ul style="list-style-type: none"> VP (Res) Faculty VPs 	<ul style="list-style-type: none"> HoSs Faculty Deans for Research 	4.1	Medium Term				
5	Development and implementation of the Life Sciences Strategy	4	4	16.0	↔	<ul style="list-style-type: none"> Life Sciences Strategy Group (A) Life Sciences communication strategy (B) Life Sciences Academic strategy (A) Estates Strategy (B) 	3	3	9.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Clarify organisational structure and nature of Life Sciences initiative by Sep 2014. Procurement of site and financial strategy Strengthen partnership arrangements Estates Strategy Development plan agreed by Estates Project Board 	<ul style="list-style-type: none"> CSO Faculty VPs VP (Res) 	<ul style="list-style-type: none"> Life Sciences academic & education leads 		Short, Medium and Long				

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		Impact	Likelihood	Initial Risk Score	Direction of Travel		Impact	Likelihood	Residual Risk Score	Direction of Travel					
6	Innovation and Impact <ul style="list-style-type: none"> Enterprise and entrepreneurship Evidencing impact 	3	4	12.0	↔	<ul style="list-style-type: none"> Implementation of Research Strategy and Faculty plans (B) QMI Business Plan (B) Public Engagement strategy (A) - for student enterprise) Intellectual property policies (B) 	3	3	9.0	↔	<p>Internal/External</p> <ul style="list-style-type: none"> Finalisation of new IP Policy and harmonisation with partners especially NHS Improved promotion and engagement of QMI with internal and external researchers and partners. Coordination of impact work across QMUL Financial model for QMI generated income 	<ul style="list-style-type: none"> VP (Res) VP (PE & SE) Faculty VPs 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Breadth of programmes Quality of facilities Quality of teaching 	5	3	15.0	↔	<ul style="list-style-type: none"> SETLA strategy (B) 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 (B) Market Intelligence Reports (B) 	4	3	12.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Implementation of improved QMPlus, Qreview, SITS, SMART and teaching facilities is crucial Project in summer 2014 will spend £400k on additional lecture capture facilities and £750k on teaching room enhancements and £250k on DDA access improvements Full implementation of relevant strategies 	<ul style="list-style-type: none"> VP (T&L) 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> Public Engagement strategy (A) Marketing and Communications strategy (B) 	4	2	8.0	↔	<p>Internal/External</p> <ul style="list-style-type: none"> Establish common systems for large PE projects VP Advisory Group to start Sept 2014 M&C strategy in development for September 2014 	<ul style="list-style-type: none"> VP (PE & SE) COO 	<ul style="list-style-type: none"> 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
9	Reputational Development and External Relations <ul style="list-style-type: none"> International reputation and relations London Living Wage Environmental sustainability Short and long term development projects Engaging potential and past students 	5	3	15.0	↔	<ul style="list-style-type: none"> Marketing and Communications strategy (B) Development and Alumni strategy (B) CAPD strategy (B) Public Engagement strategy (A) 	4	3	12.0	↔	<p>Internal/External</p> <ul style="list-style-type: none"> High risk is international VP (Int) will take up his position in September 2014. 	<ul style="list-style-type: none"> QMSE Lead for Estates (JK) VP (PE & SE) VP (Res) VP (Int) Principal COO 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> International NHS - Barts Health, UCLP UK academic partnerships e.g. Warwick Commercial & Community BUPT and Nanchang educational partnerships Membership of the University of London Genomics England 	4	3	12.0	↔	<ul style="list-style-type: none"> 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) Appointing VP International and developing appropriate international partnerships. (C) Strong engagement with NHS governing bodies (A) Development of an International Strategy (C) Transnational Education Strategy (C) 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) 	3	2	6.0	↔	<p>External</p> <ul style="list-style-type: none"> VP (Int) will take up his position in September 2014. Annual report on UCLP to QMSE Negotiation of Nanchang and BUPT New process for developing approval and due diligence in relation to CAPD CPD partnerships Malta Project Steering Group in place 	<ul style="list-style-type: none"> CCVPs (inc VP Int) Faculty VPs 	<ul style="list-style-type: none"> COO (SMD) Dean for China Operations Director of Marketing and Communications Academic Registrar 	4.1	Long Term

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11	Sustainable income streams for activities <ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> Develop a strategy to maximise overhead recovery on grants (C) Implement QMI strategy. (B) Creation of a 5 year financial forecast and financial strategy to achieve 7% surplus (C) (B) 5 year Capital Plan (B) Research strategy (B) Research Support strategy (C) Engagement with UUK and Russell Group monitoring of and contribution to USS pension consultation (B) Implement business development strategy (C) Delivery of the Residential Strategy and Estates Strategy (B) Development and Alumni strategy (B) 	4	3	12.0	↓	<p>Internal and External</p> <ul style="list-style-type: none"> Development of Research Grant Management System project - funded within ITTP 14/15 spend JRMO to work with academics to maximise overhead recovery in grants and commercial collaborations Maintenance of £15m surplus target for 14/15 financial year to protect capital investment plan; Task and Finish Group set up to plan delivery of the Residences Strategy Work is being undertaken to enable the use of either a private placement or a bond to fund the potential life sciences project Annual review of progress against Fundraising target & Development Strategy and Finance and Investment Committee 3 year forecast submitted to HEFCE based on a high level analysis of QMUL finances indicating increase in surplus in 2015/16 to £19m and in 2016/17 to £21m 	<ul style="list-style-type: none"> Faculty VPs COO QMSE Lead for Finance (SG) VP (Res) 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> College and Professional Services Financial Controls Improvement Plan, (B) Procurement strategy and compliance plan, (B) Carbon Management plan, (C) Business Intelligence project; (B) Development of long-term finance strategy; (B) Engagement with UCEA/USS re: pension liability (B) Planning and Accountability Review (PAR) process (A) IT Transformation Plan (B) Estates Strategy (B) 	4	3	12.0	↔	<p>Internal</p> <ul style="list-style-type: none"> VFM projects: Process Improvement Project, VFM Project, PS Admin Review Project, Reward and Recognition Review; 24 Process Improvement Project Managers now trained and first round of QMUL process review projects being planned Strategic Project Board and Gateway process implementation; Estates Strategy; IT Strategy; Revised approach to student recruitment forecasting, fee setting and retention Approval of Agresso enhancements and the enablement of the implementation of the Scheme of Delegation Recently approved investment in implementation of FRS102 and enhancement of senior financial support to Faculties. ITSIB 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 	<ul style="list-style-type: none"> QMSE lead for Finance (SG) COO QMSE Lead for IT (PMcO) QMSE lead for Estates (JK) 	<ul style="list-style-type: none"> Director of Finance Director of HR Director of IT Director of Estates and Facilities 	6.1	Short - Long Term

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Governance, Business Continuity and Data Security															
13	Maintain effective and constructive governance <ul style="list-style-type: none"> 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 	4	3	12.0	↔	<ul style="list-style-type: none"> Review of the effectiveness of Council and its committees (A) Academic governance and the quality assurance framework (A) Anti Bribery policy (B) 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) 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) 	4	2	8.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Anti Bribery policy training; staff induction training; Planning for Higher Education Review 2016 Development of Health and Safety training needs and records system Development of Building User Groups Review of visa management processes to be audited in August 2014 by Internal Audit. Action Plans in place Need to plan for an external review of Council effectiveness in 14/15 Development of an internal audit plan Joint Research Management Office policies and procedures Review clinical trials systems and internal processes to ensure compliance with legal and regulatory requirements. 	<ul style="list-style-type: none"> Chair of Council QMSE Lead for HR (MS) VP T&L COO 	<ul style="list-style-type: none"> Academic Registrar and Council Secretary Director of HR Director of OSHD Director of Finance COO (SMD) Director of Research and Business Services 	Short Term - Long Term	
14	Failure to develop and implement strategic development projects in support of the College's overarching Strategic Plan <ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> College Strategy with Strategic Aims implementation plans and IOPs (B) ITSIB; (A) Estates Strategy Project Board (B) Planning and Accountability Review (A) VPRAG, VPTLAG (A) Life Sciences Strategy Board (A) Oversight and governance by Council and its committees (A) 	4	2	8.0	↑	<p>Internal</p> <ul style="list-style-type: none"> New QMUL Strategy launched in 2014 BSU renovation project currently in progress with a planned feasibility study in 14/15 for a new installation Development of enhanced project governance around Life Sciences Adoption of recommendations from KPMG review of IT governance and project management Finalisation of research strategy, SETLA Strategy Terms of Reference for new Estates Strategy Board to be signed off and agreed - May 2014 	QMSE	<ul style="list-style-type: none"> Director of Estates and Facilities Director of IT Services Acad Sec COO (SMD) Chief Strategy Officer 	Long Term	

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15	<ul style="list-style-type: none"> Security of people, assets and data Appropriate contingency arrangements for facilities and functions <ul style="list-style-type: none"> 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	↔	<ul style="list-style-type: none"> Insurance, health and safety, data security, planned maintenance, inspection and alarm testing policy and procedures (A) Emergency Response Plan (B) Business Continuity Plan (C) Fire Risk Assessment process (A) Estates Strategy (B) Event management protocols (B) Police and security service liaison (A) Data security policies and procedures and IT resilience plan (B) 	4	3	12.0	↔	<p>Internal</p> <ul style="list-style-type: none"> Relaunch of Emergency Response Plan following testing in Sept 2014 Creation of a Business Continuity Strategy Creation of data centre network; fire risk assessment process and associated maintenance plan Completion of data centre migration project on target for July 2015 Ongoing monitoring of impact of fire station closures and mitigation plans in place in case of fire brigade strike action are ongoing New seek and search process in place from January 2014 has reduced number of false fire alarms Enhanced relationships with senior police leadership in relation to personal security are ongoing. Freedom of Speech policy signed off by Council in April 2014 which will be supported by the creation of an updated event management procedure due to be rolled out in September 2014 Review of IT governance in collaboration with BIS 	<ul style="list-style-type: none"> QMSE Lead for Estates (JK) COO QMSE Lead for IT (PMcO) QMSE Lead for Health and Safety (SD) 	<ul style="list-style-type: none"> Director of Estates and Facilities Director of ITS Director of Occupational Health and Safety 		Long Term

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

Acronyms

Acad Sec	Secretary to Council and Academic Secretary
CSO	Chief Strategy Officer
COO	Chief Operating Officer
COO (SMD)	Chief Operating Officer (SMD)
Director of F	Director of Finance
Director of HR	Director of Human Resources
Director of ITS	Director of Information Technology Services
Director of LI	Director of The Learning Institute
Director of Estates and Facilities	Director of Estates and Facilities
Director of QMI	Director of Queen Mary Innovation
Faculty VPs	Faculty Vice-Principals
FIC	Finance and Investment Committee
Director of Marketing & Communications	Director of Marketing & Communications
HoSs	Heads of Schools, Institutes and Departments
LI	The Learning Institute
MRAG	Marketing, Recruitment and Admissions Group
PAR	Planning and Accountability Review
Principal	Principal
QMIL	Queen Mary Innovation Limited
QMSE	Queen Mary Senior Executive
SET	SMD's School Executive Team
SMD	School of Medicine and Dentistry
TPPG	Taught Programmes Planning Group
VP (PE & SE)	Vice Principal for Public Engagement and Student Enterprise - Prof Peter McOwan
VP (Health)	Vice Principal & Executive Dean (Health) - Prof Richard Trembath
VP (H&SS)	Vice-Principal (Humanities & Social Sciences) - Prof Morag Shiach
VP (Res)	Vice-Principal (Research) - Prof Bill Spence
VP (Int)	Vice-Principal (International) - Prof David Sadler
VP (S&E)	Vice-Principal (Science and Engineering) - Prof Jeremy Kilburn
VP (T&L)	Vice-Principal (Teaching and Learning) - Prof Susan Dilly
CCVPs	Cross-Cutting VPs

Strategic IOP

The IOPs identified in the College's Strategic Plan

Term	The period in which the risk is likely to occur:
Short	Up to 2 years
Medium	Likely to continue for 2 to 5 years
Long	Lasting more than 5 years Enduring risks, which are likely to continue indefinitely, should be expressed as Long Term.
Impact	The effect of the risk occurring:
1	Negligible
2	Minor
3	Moderate See Guidance page.
4	Major
5	Catastrophic
Likelihood	How likely it is that a risk will occur:
1	Rare 2% likely to happen: a one in fifty chance
2	Unlikely 5% likely to happen: a one in twenty chance
3	Possible 10% likely to happen: a one in ten chance
4	Likely 20% likely to happen: a one in five chance
5	Almost Certain 50% or over: a one in two chance or more likely to happen than not
Controls in Place	Indicates whether the Controls in place have:
A	been implemented and are operating effectively
B	been identified and are being implemented
C	not yet been identified or are incomplete
Direction of Travel	Whether the situation has changed and in what way:
New or N/A	New item N.B. This may be a newly identified risk, as opposed to a new actual risk.
↑	Indicates a worsening position
↔	Indicates an unchanged position
↓	Indicates an improving position

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					

QMSE members with responsibility for Professional Support Service departments:

QMSE Lead for Estates (JK)	Prof Jeremy Kilburn (Estates)
QMSE lead for HR (MS)	Prof Morag Shiach (HR)
QMSE Lead for IT (PMcO)	Prof Peter McOwan (IT)
QMSE Lead for ARCS (SD)	Prof Susan Dilly (ARCS)
QMSE Lead for Libraries (SD)	Prof Susan Dilly (Library)
QMSE Lead for Learning Institute (SD)	Prof Susan Dilly (Learning Institute)
QMSE Lead for Student Campus Services (SD)	Prof Susan Dilly (Student Campus Services)
QMSE Lead for Student Union (SD)	Prof Susan Dilly (Student Union)
QMSE Lead for Health and Safety (SD)	Prof Susan Dilly (Health & Safety)
QMSE Lead for Finance (SG)	Prof Simon Gaskell (Finance)
QMSE Lead for QMIL (WJS)	Prof Bill Spence (Queen Mary Innovation Ltd)

Number of risks listed	15
Number of Moderate risks	13
Number of 'High' risks	0

Strategic Risk Register Change Log 29th April 2014 vs 22nd July 2014

Ref	Risk	Previous Control Scores shown in brackets (0)								Net Change	Notes and reasons for change
		Before Controls				After Controls					
		Impact		L'hood		Impact		L'hood			
1	Student recruitment	5	(5)	3	(3)	5	(5)	2	(2)	↔	Further Actions and Notes amended from 'Development and implementation of school recruitment and conversion plans for 2014' to 'Application statistics are positive for 2014/15 intake, plans in place for clearing and a focus on conversion activities'.
3	High quality staff	4	(4)	3	(3)	3	(3)	3	(3)	↔	Controls amended from 'Marketing and Communications Strategy (A)' to 'Marketing and Communications Strategy (B)' New Further Actions and Notes added 'Launch of 2014/15 bonus scheme in Aug 2014'.
4	Research quantity and quality	4	(4)	4	(4)	3	(3)	2	(2)	↔	New Further Actions and Notes added 'Annual Research Reviews' and '£350k QMUL matched research fund approved in PAR 2013'.
5	Development and implementation of the Life Sciences Strategy	4	(4)	4	(4)	3	(3)	3	(3)	↔	Controls amended from 'Estates Strategy (C)' to 'Estates Strategy (B)' New Further Actions and Notes added 'Estates Strategy Development plan agreed by Estates Project Board'.
6	Innovation and Impact	3	(3)	4	(4)	3	(3)	3	(3)	↔	Controls amended from 'Intellectual property (B)' to 'Intellectual property policies (B)' Further Actions and Notes amended from 'Finalisation of new IP Policy' to 'Finalisation of new IP Policy and harmonisation with partners especially NHS'.
9	Reputational Development and External Relations	5	(5)	3	(3)	4	(4)	3	(3)	↔	Controls amended from 'Development and Alumni strategy (A) to Development and Alumni strategy (B)' New Further Action and Notes added 'Review of London Living Wage utilisation'.
10	Partnerships	4	(4)	3	(3)	3	(3)	2	(2)	↔	Controls amended from 'Representation on Barts Health NHS Trust Board and UCLP Board (A)' to 'Representation on Barts Health NHS Trust Board and UCLP Board and through Barts Health Trust partnership board (A)' New Further Actions and Notes added 'New process for developing approval and due diligence in relation to CAPD CPD partnerships' and 'Malta Project Steering Group in place'.
11	Sustainable income streams for activities	5	(5)	5	(5)	4	(4)	3	(4)	↓	Risk description amended from 'Fundraising and development' to 'Philanthropic income (development)' Controls amended from 'Delivery of the Residential Strategy and Estates Strategy (C)' to 'Delivery of the Residential Strategy and Estates Strategy (B)'. New controls added 'Development and Alumni strategy (B)'. Current control likelihood reduced to 3 since student application numbers are buoyant, there are better financial controls in place and the 3 year forecast shows an increasing surplus. Further Actions and Notes amended from 'Annual review of progress against Fundraising target & Development Strategy and Finance and Investment Committee' to 'Annual review of progress against development target & strategy at Finance and Investment Committee'.
12	Cost control, VFM and expenditure	5	(5)	4	(4)	4	(4)	3	(3)	↔	New Further Actions and Notes added '3 year forecast submitted to HEFCE based on a high level analysis of QMUL finances indicating increase in surplus in 2015/16 to £19m and in 2016/17 to £21m'.
13	Maintain effective and constructive governance	4	(4)	3	(3)	4	(4)	2	(2)	↔	Further Actions and Notes amended from 'VFM projects: Process Improvement Project, VFM Project, PS Admin Review Project, Reward and Recognition Review' to 'VFM projects: Process Improvement Project, VFM Project, PS Admin Review Project, Reward and Recognition Review; 24 Process Improvement Project Managers now trained and first round of QMUL process review projects being planned'.
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	(1)	↑	New risk description added to risk area 'Key systems lacking resilience until they are migrated onto the new data centres, putting data at risk'. New control added 'Prioritisation of key and most vulnerable systems for migration onto DC1 and DC2. Use of old hardware to stabilise vulnerable systems (B)' Further Action and Notes amended from 'Review of visa management processes to be included in 14/15 Audit Plan' to 'Review of visa management processes to be audited in August 2014 by Internal Audit. Action Plans in place'.
15	Security of people, assets and data	5	(5)	5	(5)	4	(4)	3	(3)	↔	Risk description amended from 'TNE in Paris, Malta, International Law school' to 'TNE in Paris, Malta, International Law school', International Law school'. Current control likelihood increased to 2; this was considered a more appropriate figure in view of the Life Sciences project. Further Actions and Notes amended from 'Launch of new College Strategy in 2014' to 'New QMUL Strategy launched in 2014'.
										↔	Control removed 'Effective contingency planning (C)' Further Actions and Notes amended from 'Relaunch of Emergency Response Plan following testing' to 'Relaunch of Emergency Response Plan following testing in Sept 2014' and 'Freedom of Speech policy signed off by Council in April 2014 which will be supported by the creation of an updated event management procedure in June 2014', to 'Freedom of Speech policy signed off by Council in April 2014 which will be supported by the creation of an updated event management procedure due to be rolled out in September 2014'. New Further Action and Notes added 'Review of IT governance in collaboration with BIS'.