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 1st September 2016. o Summary Register o Risk Matrix o Change Log *In addition, the report also includes a short update detailing how contract management is captured within the Professional Services risk registers.
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 27 September 2016 Finance and Investment Committee 03 October 2016
Confidential paper under FOIA/DPA YES/NO*	No
Timing:	Termly report to Audit & Risk Committee
Author:	David Marks, Deputy Director of Strategic Planning Monique Arthur, Senior Planning Officer
Date:	19th September 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 20th April 2016 and 1st September 2016.

Increases in risk:

Risk Reference and Group	Reason for change					
Risk 1 – Student Recruitment						
Impact (pre)	5 (5)	Likelihood (pre)	**5** (4)	Impact (post)	5 (5)	Likelihood (post)	**4** (3)

Although QMUL experienced a good recruitment round for undergraduates and clearing was positive, 2016/17 PGT numbers are not meeting targets which will impact on expected tuition fee income. Going forward, the external environment is extremely uncertain regarding Brexit and the implications it may have on EU and international student recruitment in 2017/18. As a result, the initial control likelihood increased from 4 to 5 and current control likelihood increased from 3 to 4. QMSE will be re-examining the way recruitment targets are set for 2017/18 entry

Risk 2 – Student Experience						
Impact (pre)	**5** (4)	Likelihood (pre)	4 (4)	Impact (post)	**4** (3)	Likelihood (post)	**4** (3)

The movement in the risk exposure for student experience is a consequence of the National Student Survey (NSS) results whereby overall satisfaction fell by 4% to 84%. The initial risk impact has increased following the announcement that NSS metrics will form part of the assessment for the Teaching Excellence Framework (TEF) in year 2. The post control impact and likelihood have increased due to lower than expected NSS results and the impact these may have on TEF.

QMSE have already asked low performing subject areas to submit action plans to overcome areas of low satisfaction. In addition to this a timetabling group has been formed to alleviate pinch points in the timetable and Estates and Facilities are looking to reduce the backlog in long term maintenance.

Risk 3 – High Quality Staff						
Impact (pre)	4 (4)	Likelihood (pre)	**3** (2)	Impact (post)	3 (3)	Likelihood (post)	**3** (2)

As a result of the potential implications of Brexit affecting the ability to recruit and retain high quality staff, the initial control likelihood and current control likelihood increased from 2 to 3. QMUL continues to support EU staff following the Brexit decision. It is still too early to quantify the impact the EU referendum may have but this is a risk on QMSE's agenda to monitor.

Risk 4 – Research Quantity & Quality						
Impact (pre)	4 (4)	Likelihood (pre)	**5** (4)	Impact (post)	4 (4)	Likelihood (post)	**4** (3)

QMUL is above the Russell Group median regarding EU funding and the implications of Brexit are yet to be realised. In addition, the impact of the Stern review was considered; QMUL was in the top 10 for 'grade point average' but performed less well on intensity due to the proportion of staff submitted. With the Stern review recommending all Teaching and Research staff should be included would impact the strategy adopted by QMUL. The Stern review is being assessed by the REF strategy group.

Risk 9 – Reputational Development & External Relations						
Impact (pre)	5 (5)	Likelihood (pre)	3 (3)	Impact (post)	4 (4)	Likelihood (post)	**3** (2)

The NSS results will impact the national league tables throughout the next academic year. As a consequence the current risk likelihood increased. Action plans have been put in place. Several schools are preparing Athena SWAN submissions so it is crucial we maintain or improve our position. The Diversity & Inclusion team are working closely with schools in preparation for their submissions.

Risk 11 – Sustainable income streams for activities							
Impact (pre)	5 (5)	Likelihood (pre)	5 (5)	Impact (post)	4 (4)	Likelihood (post)	**4** (3)

Current control likelihood increased from 3 to 4 as recruitment for September 2016 is proving challenging; UG targets are expected to be met but international student numbers are down so income will be affected. There remains concern over PGT targets not being met. Additional checks on staff recruitment have been implemented to ensure areas do not recruit to posts that QMUL cannot afford (holds faculties and schools to account on recruitment targets).

Decreases in Risk:

Risk Reference and Group	Reason for change
No decreases to risk	

* Further information regarding risk 12 – Cost Control, VFM and expenditure

The Executive Officer to the Chief Operating Officer provided an update to SRMG detailing how contract management is captured on the Professional Services (PS) and PS Directorate registers. In light of the issues QMUL has experienced with large contracts such as IBM, PS risk register leads have considered where and how contract management is discussed. The cost implications of failed contract negotiations with IT and IBM have now led to the development of new proposed legal advice procedures for large contracts.

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 — 1st September 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	5	25.0	↑	▪ 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 **(B)** ▪ Review of admissions policy and procedures **(B)** ▪ New ToR for MRAG **(A)**	5	4	20.0	↑	**INTERNAL** **Further Actions** ▪ Monitoring effects of run up on 'Brexit' outcome on enquiries and applications from EU citizens (ongoing) ▪ Re-examine targets and budget in the next planning round (in progress) **Notes** ▪ Successful Open Day, increase of 70% attendance, with 16,000 visitors on campus ▪ Confirmation & Clearing preparations led to smooth operating period ▪ Social media campaign during Confirmation and Clearing appears to have a positive impact on the conversion rate (being monitored) ▪ Reassuring messages sent to students in relation to Brexit	▪ 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	5	4	20.0	↑	▪ 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 **(A)** ▪ Modifications to targets and action plans **(B)**	4	4	16.0	↑	**INTERNAL** **Further Actions** ▪ Progress improved standards for teaching space (in progress) ▪ NSS Action Plans - now focusing on areas of poor performance but scores for 2016 show regression key areas (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** ▪ 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 ▪ 2015 QMSS survey broadly positive about student facing services ▪ Teaching room improvement project continuing ▪ Library enhancement project due to complete by September 2016 ▪ QMUL Model in phased implementation ▪ Timetabling group established ▪ The second stage of TEF will include NSS metrics (Teaching, Assessment & Feedback and Academic Support) ▪ Long term maintenance backlog	▪ 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	3	12.0	↑	▪ 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	3	9.0	↑	**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) ▪ Continue to support EU staff following Brexit decision (ongoing) **Notes** ▪ 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 ▪ Increased investment in research infrastructure ▪ Acquiring space to alleviate pressure	▪ 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	5	20.0	↑	▪ Implement and monitor QMUL, Faculty & School research plans. **(A)** ▪ Research strategy - including commitment to diversify **(A)** ▪ Annual Research Reviews **(A)** ▪ Research & Development **(A)**	4	4	16.0	↑	**INTERNAL/EXTERNAL** **Further Actions** ▪ Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2017 PAR (in progress) ▪ Annual REF interviews within schools/institutes (in progress) **Notes** ▪ QMUL, faculty and school research plans reviewed and reported on in Annual Research Reviews ▪ £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, 2nd round announced ▪ Impact of the Stern Review assessed and outcome will be reported to the REF Strategy Group ▪ VP Research agreed resourcing plan for next REF cycle - PAR cases ▪ EPSRC equipment initiative, part of two successful consortia and a potential third - providing access to £m worth of equipment ▪ Cultural strategy is being finalised	▪ 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 agreed (in progress) **Notes** ▪ Estates Strategy Development plan agreed by Estates Project Board ▪ £5m successful Catalyst grant is a positive development and is being deployed ▪ £2.5m bid from Wellcome Trust - result to be announced in September ▪ Funding for Neuron Pod successful ▪ Festival of communities successful - promoting community links	▪ 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** ▪ Review of JRMO and BDU underway **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 ▪ 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 POC funds ▪ 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 being considered via gateway review process in ITSB ▪ Public Engagement menu project underway - help to build better pathways to impact ▪ Reviewing fixed term appointments under HEIF ▪ New Research Impact Manager	▪ VP (Res) ▪ VP (PE & SE) ▪ Faculty VPs	▪ HoSs ▪ VP (PE & SE) ▪ Director of QMI	2.4, 5.4	Medium Term

Teaching, Learning and Assessment

Reference	Risk Group	Impact	Likelihood	Initial Risk Score	Direction of Travel	Controls	Impact	Likelihood	Residual Risk Score	Direction of Travel	Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
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) ▪ SITS project to ensure system support for current and future changes in teaching and assessment **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 now ended but programme continuing with university funding in support of QMUL Model ▪ £1.6m Library refurbishment underway ▪ QM Plus stage 3 improvement project now complete	▪ 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

Reference	Risk Group	Impact	Likelihood	Initial Risk Score	Direction of Travel	Controls	Impact	Likelihood	Residual Risk Score	Direction of Travel	Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
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 with further funds for project expansion being considered through the gateway process in ITSB (Public Engagement should be displayed on the front page) ▪ New Research Impact Manager ▪ Replacement members of staff	▪ 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

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					
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	3	12.0	↑	**INTERNAL/EXTERNAL** **Notes** ▪ QMUL ranked 9th in REF 2014 ▪ QMUL performance was six places lower in Guardian 2016 league table. Faculties considering responses to negative student feedback that has driven this performance ▪ QMUL ranked top in London for Russell Group for NSS in 2015 and held this position in 2016 ▪ NSS scores for 2016 not showing improvement, and some serious areas of concern (e.g. assessment and feedback) to be addressed early in the 2016/17 cycle ▪ Press coverage actively managed to seek net positive coverage of our research, teaching and community engagement ▪ Reputation working group has started to look at ways to improve QMUL position in league tables ▪ Festival of communities enhanced and linked with new community groups ▪ Currently applying for the Institutional Athena SWAN silver award	▪ 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)** ▪ Internal and external joint steering committees for TNE **(B)**	5	3	15.0	↔	**EXTERNAL** **Further Actions** ▪ Working with Med City, Barts and various LSI connections e.g. Crick (ongoing) ▪ Science & Engineering encouraging collaborative partnerships (ongoing) **Notes** ▪ Malta project has not received 2016/17 GMC approval yet - there have been delays with the capital project. Back up plans are in place for 2017 entry ▪ 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 - update required as Feb 2016 has passed ▪ Adverse occurrences in partnerships ▪ NPU JEI has been confirmed by the Chinese Ministry of Education ▪ Improved collaboration with Tower Hamlets regarding space and archives	▪ 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

Reference	Risk Group	Initial risk before any controls				Controls	Residual risk with current controls				Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
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	4	16.0	↑	**INTERNAL/EXTERNAL** **Further Actions** ▪ Development of Research Grant Management System project - phase one being implemented (pre-award costings) and phase two being considered through gateway process by ITSB (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) ▪ 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 ▪ 15/16 surplus expected to be £10.4m, due to reassigned sums from capital to revenue and write off of Maths building project ▪ Recruitment for 16/17 is proving challenging; UG targets expected to be met but international student numbers are down so income will be affected; there remain serious concerns over PGT targets not being met ▪ QMI strategy underway approval given around new Business Plan ▪ Comprehensive spending review does not appear to be as challenging as once feared. ▪ Final negotiations in support of Alumno Stratford 400 bed scheme now complete as of August 2016; costs will not appear on balance sheet under FRS102; risk of contract affecting university borrowing ability reviewed by QMSE and deemed to be minimal and acceptable ▪ All new posts to be signed off by QMSE	▪ 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

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					
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 (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) ▪ COO office developing template for Faculty VFM groups and enhanced VFM report and QMUL VFM Strategy as a result of KPMG review (in progress) **Notes** ▪ Strategic Project Board and Gateway process implementation in both ITS and Estates ▪ 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 ▪ 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 over Schools application migration now resolved; work remains to be done, which will increase total cost ▪ Refurbishment of Maths building not achievable within current budget due to errors in original costing. New proposal for refurbishment and small extension approved August 2016 by QMSE and FIC ▪ UniForum service benchmarking results comparing our staffing and supplier costs across all service functions expected early 2017	▪ 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	Impact	Likelihood	Initial Risk Score	Direction of Travel	Controls	Impact	Likelihood	Residual Risk Score	Direction of Travel	Further Actions and Notes	Owner	Lead Officer	Strategic Objective	Term
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) ▪ Action plan to achieve compliance with modern slavery act (in progress). ▪ Implementation plan for clinical trials (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 ▪ Waste issues highlighted by Thames Water. Action Plan being developed ▪ HEFCE have assessed our Prevent Duty self-assessment report and have confirmed that the university meets the requirements; the next step is to look at the institutional faith policy ▪ 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. ▪ Cyber security policy has been approved ▪ Research Integrity Task and Finish Group established ▪ PACE trial	▪ 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 consulted on with stakeholders across the institution in spring 2016, broad principles now agreed ▪ IT transformation project being wound down with ITSB addressing remaining risks, to be addressed from remaining use of local servers **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 now resolved and contract brought to a close; works that remain will be considered by ITSB ▪ Refurbishment of Maths building not achievable within current budget due to errors in original costing. New proposal for refurbishment and small extension approved August 2016 by QMSE and FIC ▪ 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

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					
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); long term maintenance plan prioritising works for fire safety and other compliance issues for 16/17 cycle of works ▪ Enhanced relationships with senior police leadership in relation to personal security are ongoing (in progress) **Notes** ▪ Completion of data centre migration project on target for by July 2016 with only one of the major systems outside of the data centre ▪ Freedom of Speech policy signed off by Council in April 2014 supported by an event management procedure updated in December 2015 ▪ Creation of a Cyber Security Committee and Information Governance Group ▪ Emergency response plan launched and further training now provided ▪ 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

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

Acronyms

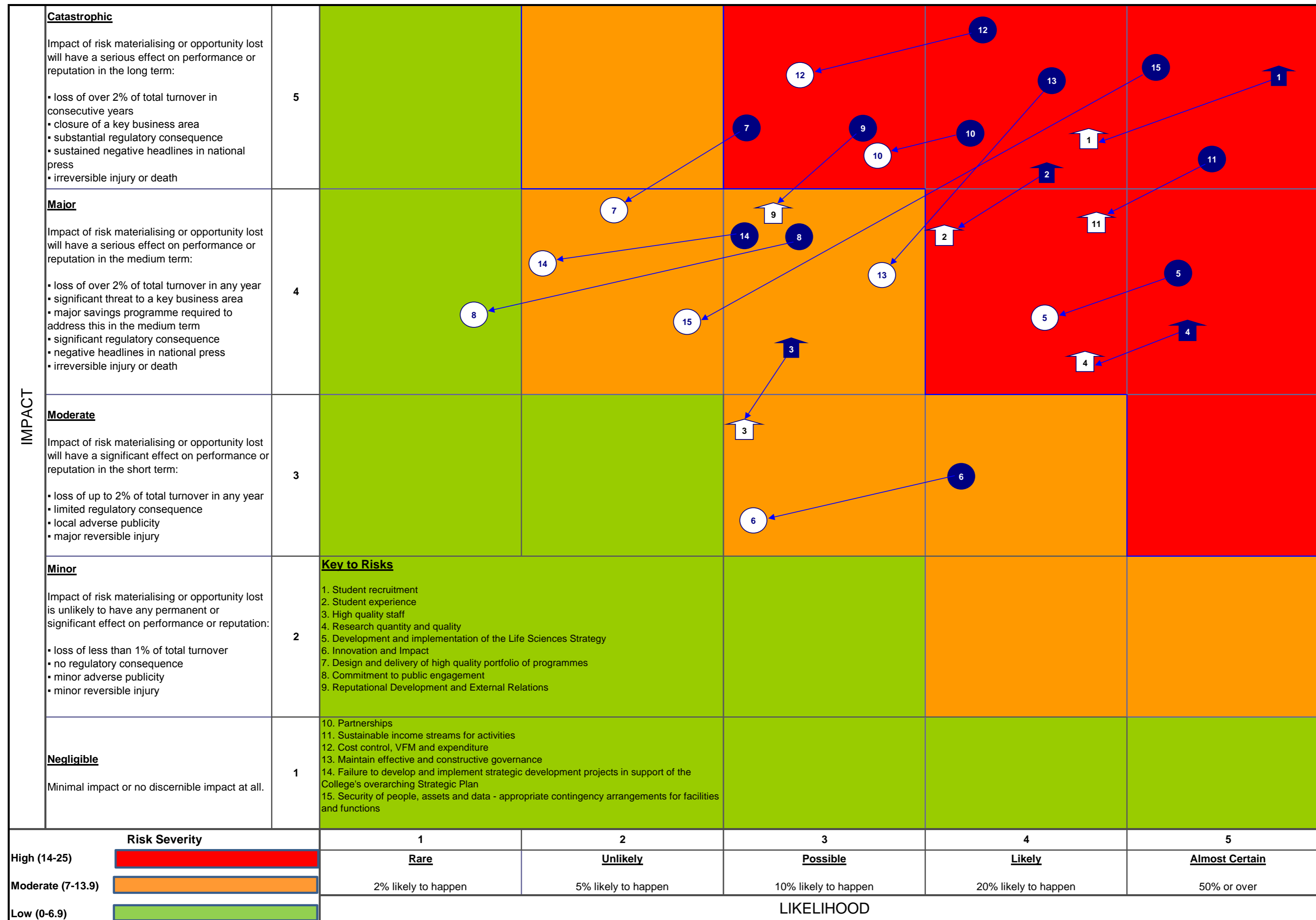|			
Acad Sec	Secretary to Council and Academic Secretary	**Strategic IOP**	The IOPs identified in the College's Strategic Plan
CSO	Chief Strategy Officer		
COO	Chief Operating Officer	**Term**	The period in which the risk is likely to occur:
COO (SMD)	Chief Operating Officer (SMD)	**Short**	Up to 2 years
Director of F	Director of Finance	**Medium**	Likely to continue for 2 to 5 years
Director of HR	Director of Human Resources	**Long**	Lasting more than 5 years
Director of ITS	Director of Information Technology Services		Enduring risks, which are likely to continue indefinitely, should be expressed as Long Term.
Director of CAPD	Director of The Centre for Academic and Professional Development		
Director of Estates and Facilities	Director of Estates and Facilities	**Impact**	The effect of the risk occurring:
Director of QMI	Director of Queen Mary Innovation	**1**	**Negligible**
Faculty VPs	Faculty Vice-Principals	**2**	**Minor**
FIC	Finance and Investment Committee	**3**	**Moderate** — See Guidance page.
Director of Marketing & Communications	Director of Marketing & Communications	**4**	**Major**
HoSs	Heads of Schools, Institutes and Departments	**5**	**Catastrophic**
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:

Risk Matrix: Risks before and with current controls

1st September 2016

IMPACT

Catastrophic

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

5

Major

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

4

Moderate

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

3

Minor

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

2

Negligible

Minimal impact or no discernible impact at all.

1

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**

n n **Direction of travel since previous report**

Strategic Risk Register Change Log 20th April 2016 vs 1st September 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)	5	(4)	5	(5)	4	(3)	↑	Given the current political climate and the situation across the institution regarding Brexit the initial control likelihood increased from 4 to 5 and current control likelihood increased from 3 to 4. The effects of the Brexit outcome on enquires and applications from EU and international students are being monitored. Control 'Expanded and shaped admissions team' moved from (A) to (B) as it is still in development. Further Action amended from 'Monitoring effects of run up on 'Brexit' referendum on enquiries and applications from EU and international citizens' to 'Monitoring effects of run up on 'Brexit' outcome on enquiries and applications from EU citizens. Note amended from: ▪ 'Successful open day, increase of 70% attendance, with 16,000 visitors on campus, suggesting strong recruitment in Sept 2016' to 'successful open day, increase of 70% attendance, with 16,000 visitors on campus'. ▪ 'Confirmation & Clearing preparations are underway for August 2016' to 'Confirmation & Clearing preparations led to smooth operating period' Note removed: ▪ Successful clearing period Note added: ▪ Social media campaign during Confirmation and Clearing appears to have a positive impact on the conversion rate (being monitored) ▪ Reassuring messages sent to students in relation to Brexit
2	Student experience	5	(4)	4	(4)	4	(3)	4	(3)	↑	In light of the disappointing NSS results, and the effect this will have on next year's league tables the risk has increased. The second stage of TEF will include NSS metrics (Teaching, Assessment & Feedback and Academic Support) so this will also have a significant impact on the level of risk. Initial control impact increased from 4 to 5, current control impact and likelihood increased from 3 to 4. Control 'Doctoral College' moved from (B) to (A) Control added: ▪ Modifications to targets and action plans (B) Further Action amended from 'NSS Action Plans - now focusing on areas of poor performance' to 'NSS Action Plans - now focusing on areas of poor performance but scores for 2016 show regression in key areas' Note amended from 'QMSS survey broadly positive about student facing services' to '2015 QMSS survey broadly positive about student facing services'. Note amended from 'Teaching room improvement project now progressing' to 'Teaching room improvement project continuing'. Note amended from ' QMUL Model out for consultation to 'QMUL Model in phased implementation' Note added: ▪ Timetabling group established ▪ The second stage of TEF will include NSS metrics (Teaching, Assessment & Feedback and Academic Support) ▪ Long term maintenance backlog Note removed: ▪ Professional Services Student Experience Strategies ▪ Risk of industrial action impacting student experience
3	High quality staff	4	(4)	3	(2)	3	(3)	3	(2)	↑	In light of Brexit affecting the risk in terms of recruiting and retaining high quality staff, the initial control likelihood and current control likelihood increased from 2 to 3. QMUL continues to support EU staff following the Brexit decision. Further Action added: ▪ Continue to support EU staff following Brexit decision Note added: ▪ Increased investment in research infrastructure ▪ Acquiring space to alleviate pressure Note removed: ▪ VFM Pay and Reward project has created a proposal in response to professorial award process enhancement

4	Research quantity and quality	4	(4)	5	(4)	4	(4)	4	(3)	↑	The initial control likelihood increased from 4 to 5 and the current control likelihood increased from 3 to 4 since QMUL is above the Russell Group median regarding EU funding and the implications of Brexit are yet to be realised. In addition, the impact of the Stern review was considered; QMUL was in the top 10 for 'grade point average' but performed less well on intensity regarding the number of staff. Stern recommends that QMUL should return all Teaching and Research staff which could impact quality. Further Action 'VP Research proposing resourcing plan for next REF cycle - PAR cases' moved to Note 'VP Research agreed resourcing plan for next REF cycle - PAR cases' Further Action amended from 'Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2016 PAR' to 'Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2017 PAR' Further Action amended from 'REF interviews within schools/institutes' to 'Annual REF interviews within schools/institutes' Note amended from: 'Next REF likely to be in 2021, guidance yet to be released' to 'Next REF likely to be in 2021, guidance yet to be released, 2nd round announced' Note added: ▪ Impact of the Stern Review assessed and outcome will be reported to the REF Strategy Group. ▪ EPSRC equipment initiative, part of two successful consortia and a potential third - providing access to £m worth of equipment Note removed: ▪ Excellent outcome in REF ▪ REF financial settlement maintains status quo, with a decrease of 0.6% offset by other HEFCE allowances ▪ Potential impact of comprehensive spending review needs to be quantified although commitment to dual support has been retained for now

The initial control likelihood increased from 4 to 5 and the current control likelihood increased from 3 to 4 since QMUL is above the Russell Group median regarding EU funding and the implications of Brexit are yet to be realised. In addition, the impact of the Stern review was considered; QMUL was in the top 10 for 'grade point average' but performed less well on intensity regarding the number of staff. Stern recommends that QMUL should return all Teaching and Research staff which could impact quality.

Further Action 'VP Research proposing resourcing plan for next REF cycle - PAR cases' moved to Note 'VP Research agreed resourcing plan for next REF cycle - PAR cases'

Further Action amended from 'Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2016 PAR' to 'Potential REF submission and impact of investments considered as part of assessment of Faculty bids in 2017 PAR'

Further Action amended from 'REF interviews within schools/institutes' to 'Annual REF interviews within schools/institutes'

Note amended from: 'Next REF likely to be in 2021, guidance yet to be released' to 'Next REF likely to be in 2021, guidance yet to be released, 2nd round announced'

Note added:
▪ Impact of the Stern Review assessed and outcome will be reported to the REF Strategy Group.
▪ EPSRC equipment initiative, part of two successful consortia and a potential third - providing access to £m worth of equipment

Note removed:
▪ Excellent outcome in REF
▪ REF financial settlement maintains status quo, with a decrease of 0.6% offset by other HEFCE allowances
▪ Potential impact of comprehensive spending review needs to be quantified although commitment to dual support has been retained for now

5	Development and implementation of the Life Sciences Strategy	4	(4)	5	(4)	4	(4)	4	(4)	↔

Note amended from Life Sciences 2016 PAR proposed establishment of further Centres to strength inter-Faculty working' to 'Life Sciences 2016 PAR proposed establishment of further Centres to strength inter-Faculty working agreed'

Note added:
▪ £2.5m bid from Wellcome Trust - result to be announced in September
▪ Funding for Neuron Pod successful
▪ Festival of communities successful - promoting community links

Note removed:
▪ Change in Trust leadership risks additional delay to the project

6	Innovation and Impact	3	(3)	4	(4)	3	(3)	3	(3)	↔

Further Action removed:
▪ Coordination of impact work across QMUL

Further Action added:
▪ Review of JRMO and BDU underway

Note amended from 'Additional investment agreed by QMSE to boost IP development and PDC funds' to 'Additional investment agreed by QMSE to boost IP development and POC funds'

Note amended from 'Purchase of software (Symplectic Elements) capable of providing central record of impact underway, additional funding requested PAR 2016' to 'Purchase of software (Symplectic Elements) capable of providing central record of impact underway, additional funding requested PAR 2016 being considered via gateway review process in ITSB'

Notes added:
▪ Public Engagement menu project underway - help to build better pathways to impact
▪ Reviewing fixed term appointments under HEIF

Note removed:
▪ QMI Business Plan agreed with QMSE August 2015
▪ Careers & Enterprise staff paid from 'soft' money of HEIF and project funding

7	Design and delivery of high quality portfolio of programmes	5	(5)	3	(3)	4	(4)	2	(2)	↔

Further Action added:
▪ SITS project to ensure system support for current and future changes in teaching and assessment

Further Action removed:
▪ £1million enhancement project will in 2015/16 create templates for high quality teaching rooms. First implementation and beginning of rolling programme (in progress).

Note amended from 'JP Morgan funding in support of student internships' to 'JP Morgan funding in support of student internships now ended but programme continuing with university funding in support of QMUL Model

Note added:
▪ Student growth and increase in staff team sizes have put pressure on Mile End campus; lease of Scape building comes into effect September 2016, expected to relieve some of this pressure

Note removed:
▪ 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

#	Risk								Trend
8	Commitment to public engagement	4	(4)	3	(3)	4	(4)	1	(1)	↔
9	Reputational Development and External Relations	5	(5)	3	(3)	4	(4)	3	(2)	↑
10	Partnerships	5	(5)	4	(4)	5	(5)	3	(3)	↔

Row 8 — Commitment to public engagement

Further Action added:
▪ Content Management System - Public Engagement should be on the front page
Note amended from 'Applying for NCCP watermark' to 'Imminent results of NCCP watermark'
Note amended from 'Institutional website Content Management System is on target for delivery in 2015/16' to 'Institutional website Content Management System is on target for delivery in 2015/16 with further funds for project expansion being considered through the gateway process in ITSB - (Public Engagement should be displayed on the front page)'
Note added:
▪ New Research Impact Manager
▪ Replacement members of staff

Row 9 — Reputational Development and External Relations

Current control likelihood increased from 2 to 3 in light of the disappointing NSS results and the adverse effect this will have on QMUL's position in the 2016/17 league tables.
Note amended from 'QMUL ranked top in London for Russell Group for NSS in 2015' to 'QMUL ranked top in London for Russell Group for NSS in 2015 and held this position in 2016'
Note amended from 'Reputation working group looking at ways to improve QMUL position in league tables' to 'Reputation working group has started to look at ways to improve QMUL position in league tables'.
Note added:
▪ NSS scores for 2016 not showing improvement, and some serious areas of concern (e.g. assessment and feedback) to be addressed early in the 2016/17 cycle
▪ Festival of communities enhanced and linked with new community groups
▪ Currently applying for the Institutional Athena SWAN silver award
Note removed:
▪ QMUL ranked in top 100 universities in the world in the QS World University Rankings

Row 10 — Partnerships

Control removed:
▪ Membership of LEP (Local Enterprise Partnership)
Further Action added:
▪ Working with Med City, Barts and various LSI connections e.g. Crick Institute
▪ Science & Engineering encouraging collaborative partnerships
Further Action removed:
▪ Discussions on LEP membership
Note amended from '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' to 'Malta project has not received 2016/17 GMC approval yet - there have been delays with the capital project. Back up plans are in place for 2017 entry
Note amended from 'Annual report on UCLP to QMSE has been submitted, outcome expected in February 2016' to 'Annual report on UCLP to QMSE has been submitted, outcome expected in February 2016 - update required as Feb 2016 has passed'
Note added:
▪ NPU JEI has been confirmed by the Chinese Ministry of Education
▪ Improved collaboration with Tower Hamlets regarding space and archives

#	Risk									Notes
11	Sustainable income streams for activities	5	(5)	5	(5)	4	(4)	4	(3)	↑	Current control likelihood increased from 3 to 4 as recruitment for September 2016 is proving challenging; UG targets are expected to be met but international student numbers are down so income will be affected; there remain serious concerns over PGT targets not being met. Further Action amended from 'Development of Research Grant Management System project - phase one being implemented (pre-award costings)' to 'Development of Research Grant Management System project - phase one being implemented (pre-award costings) and phase two being considered through gateway process by ITSB' Further Action 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 causing delay and also likely higher costs' and moved to Notes 'Final negotiations in support of Alumno Stratford 400 bed scheme now complete as of August 2016; costs will not appear on balance sheet under FRS102; risk of contract affecting university borrowing ability reviewed by QMSE and deemed to be minimal and acceptable' Note amended from '14/15 underlying surplus less than budget £15m' to '15/16 surplus expected to be £10.4m, due to reassigned sums from capital to revenue and write off of Maths building project' Note amended from 'Recruitment for 15/16 does not look positive' to 'Recruitment for 16/17 is proving challenging; UG targets expected to be met but international student numbers are down so income will be affected; there remain serious concerns over PGT targets not being met' Note added: ▪ All new posts to be signed off by QMSE Notes removed: ▪ HEFCE cut to research and STEM transition funding of £750k yet
12	Cost control, VFM and expenditure	5	(5)	4	(4)	5	(4)	3	(2)	↔	Further action 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' Note amended from 'Contractual issues between IBM and IT' to 'Contractual issues between IBM and IT over Schools application migration now resolved; work remains to be done, which will increase total cost' Note amended from 'Refurbishment of Maths building not achievable within current budget due to errors in original costing' to 'Refurbishment of Maths building not achievable within current budget due to errors in original costing. New proposal for refurbishment and small extension approved August 2016 by QMSE and FIC' Note added: ▪ UniForum service benchmarking results comparing our staffing and supplier costs across all service functions expected early 2017 Note removed: ▪ ITSB review performance against ITTP and Estates Strategy Board review progress against Estates Strategy
13	Maintain effective and constructive governance	5	(5)	4	(4)	4	(4)	3	(3)	↔	Further action amended from 'Cyber security policy to be approved at the next ITSB' and moved to Note 'Cyber security policy has been approved' Further action added: Implementation plan for clinical trials Note added: ▪ HEFCE have assessed our Prevent Duty self-assessment report and have confirmed that the university meets the requirements; the next step is to look at the institutional faith policy ▪ Research Integrity Task and Finish Group established ▪ PACE trial Note removed: ▪ Relaunch of safeguarding policy ▪ '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.

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)	↔
15	Security of people, assets and data	5	(5)	5	(5)	4	(4)	2	(2)	↔

Row 14 notes:

Further action amended from 'Estates Master Plan currently being consulted on consultation nearly complete, recruitment of architects underway with delivery of plan expected spring 2016' to 'Estates Master Plan consulted on with stakeholders across the institution in spring 2016, broad principles now agreed'
Further action removed:
▪ Final stage of ITTP funding agreed for 2015/16 and a refocused IT Strategy Board and Strategy now underway
Further action added:
▪ IT transformation project being wound down with ITSB addressing remaining risks, to be addressed from remaining use of local servers
Note amended from 'Contractual issues between IBM and IT transformation likely to lead to significantly higher costs' to 'Contractual issues between IBM and IT now resolved and contract brought to a close; works that remain will be considered by ITSB'.
Note amended from 'Refurbishment of Maths building not achievable within current budget due to errors in original costing' to 'Refurbishment of Maths building not achievable within current budget due to errors in original costing. New proposal for refurbishment and small extension approved August 2016 by QMSE and FIC.'

Row 15 notes:

Further action amended from 'Creation of data centre network; fire risk assessment process and associated maintenance plan' to 'Creation of data centre network; fire risk assessment process and associated maintenance plan; long term maintenance plan prioritising works for fire safety and other compliance issues for 16/17 cycle of works'
Further action removed:
▪ Review of IT governance in collaboration with BIS
Note amended from 'Completion of data centre migration project on target for July 2016 with only one of the major systems outside of the data centre to 'Completion of data centre migration project on target by July 2016 with only one of the major systems outside of the data centre
Note removed:
▪ Potential global infections risk
▪ Significant disruption caused Agresso system issues with data centre now resolved