<table>
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<th>Risk</th>
<th>Consequences</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Responsibility</th>
<th>Additional Comment</th>
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<tr>
<td><strong>Academic</strong></td>
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| 1. Loss of or failure to recruit research leaders | Reduction in research performance: loss of reputation: downward spiral | 4 | 1 | HoC | Chair appointments programme in place  
College research support strategies organised to deliver research in high quality infrastructure with adequate resources  
Proleptic appointments to chairs falling vacant within proximity of RAE 2008 |
| 2. Reduction in research resources allocated by main funders | Reduction of research capacity and reduction in RAE performance and loss of R income: loss of reputation: downward spiral | 4 | 2 | HoC  
DoR  
Directors of Res. Centres | Stronger focus on commercial research funding and partnerships: And major applications to Framework Seven  
Heads of Research Centres to establish grant writing support mechanisms  
Appraisal process to include review of grant applications  
Heads of Centres to encourage combination to source programme grants  
Entrepreneur in Residence appointment made in 2006/07  
2007/08 research awards £100m [£91m sponsor contribution], spend £57m |
| 3. Failure to develop commercialisation strategies | Failure to achieve research potential; surplus capacity: continued low rate of OH | 3 | 2 | HoC:  
DoR:  
Dirs of Res. Centres  
CR | Technologies emphasis in Centres, accessible by commercial sources - BUT NOT IN QMRI unless VAT paid  
or research conducted in 10% designated area  
KTG resources allocated for professionalisation of commercialisation and to manage Clinical Trials developments including Entrepreneur in Residence appointment  
Planning for SCRM development includes commercialisation space  
Planning for BioQuarter development with SEEL based heavily on commercialisation strategy linking all research facilities in College  
£18m Bioquarter Commercialisation plan, 2008/09 |
| 4. Loss of key clinical veterinarians | Unable to fulfil teaching commitment to increased student numbers and to develop clinical research: Loss of reputation: downward spiral | 4 | 1 | HoS RDSVS  
HHR | Focus on better rewards strategy to retain key clinicians against private practice and other Schools.  
Business plan for new Vet School includes expansion of academic staff financed by additional full fees undergraduate recruitment |
| 5. Failure to attract expected expansion in postgraduate students | Unable to achieve financial targets and stability: downward spiral | 4 | 2 | DoPS  
HsoS  
HoC | Strategy to offer wider range of MSc by research options supported by Research Centre modules; And reallocation of Coll. Scholarships & Fellowships resources.  
Well organised Directorate delivering business planning and marketing of postgraduate opportunities  
College postgraduate directorate participating fully in University review of postgraduate recruitment, to identify factors to encourage growth.  
Major bequest matured at 31st December 2007 and will fund research scholarships in maternal health, including support for 'Tommy's Centre'  
On line Distance learning portfolio expanded in 2006/07, 2007/08 and 08/09. |
| 6. Failure to attract expected numbers of full-fee Veterinary undergraduates | Unable to achieve financial targets and stability  
Downward spiral | 4 | 2 | HoS RDSVS  
 Heads of Div. RDSVS | Expansion of teaching capacity; aggressive marketing in potential overseas markets and in Home/EU second first-degree market  
Graduate entry, four year, programme well subscribed |
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<tr>
<th>Issue</th>
<th>Impact</th>
<th>Responsible Parties</th>
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<tbody>
<tr>
<td>7. Failure to recruit enough undergraduate students</td>
<td>Loss of potential income and reputation; deficit worsens</td>
<td>DULT, HsoS, Dirs of Adm's</td>
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<td>Marketing strategy in place for Vet undergraduates, incl. AMVA Managed academic network' being developed with NHS clinical providers, to offer more clinical placements and planning in progress to accept more clinical students following 'Calman' recommendations; intake of 15-20 expected in 2010/11 BSc Medical Sciences recruitment successful in 2006/07 and 2007/08 - target 50 is Within capacity available, additional overseas students can be recruited BSc Oral Health launches 2009/10; graduate entry BDS being explored for 2010/1</td>
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<td>8. Failure to provide adequate facilities for teaching and research</td>
<td>Performance restricted by capacity</td>
<td>HoC, Corporate</td>
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<td>College Estates Strategy in place and being implemented New Vet School planning progressing New Roslin/EBRC on site 2008/09 SCRM on site 2008/09 Planning in progress for Genetics Institute at WGH, with MRC Clinical Research Imaging Centre on site 2008/09 partnership with NHS agreed, all imaging technologies funded.</td>
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<td>9. Loss of critical accreditation for courses</td>
<td>Medical or Veterinary schools cease functioning</td>
<td>Corporate, Dir QA, DULT, HoS RDSVS</td>
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<td>DULT and HoS RDSVS well tuned to professional accreditation expectations of GMC and RCVS and in regular participation in professional/educational networks. Expectations of professions well understood and addressed through curricula. GMC quinquennial review 2007/08 - no serious problems AVMA review to begin 2008/09 - no serious problems College confident of re-accreditation.</td>
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<td>10. Inadequate relationship with students and student representatives</td>
<td>Loss of confidence in courses and outcomes of teaching Loss of confidence in College strategies for change Loss of future good-will from alumni</td>
<td>DULT, DoPS, CR, HoS RDSVS</td>
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<td>Student affairs posts in both Medicine and Veterinary Medicine occupied by senior academic staff. Directorate of undergraduate Learning and Teaching and College Teaching support administration charged with maintaining regular liaison and communication with Medical and Veterinary Student Councils.</td>
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<td>11. Inability to provide appropriate student services, facilities and accommodation</td>
<td>Inability to attract planned expansion at undergraduate and postgraduate levels Loss of confidence in outcomes of teaching</td>
<td>DULT, CR, HoS RDSVS, HsoS</td>
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<td>College support team in liaison with Accommodation services Student facilities planned in all College Estates strategies</td>
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<td>12. Failure to cultivate donors, including alumni and to identify sponsorship opportunities</td>
<td>Loss of potential gifts and donations and opportunities to develop academic strategies</td>
<td>HoC, DoR, HsoS, Heads RCs</td>
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<td>Fundraising Board in place with professional support from D&amp;A. Full-time fundraising manager post in D&amp;A with responsibility for M&amp;VM, funded by College Additional fundraising manager post to be recruited for new Vet School</td>
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### College Management

1. **Delay in implementing College Estates strategy**
   - Unable to concentrate research Centres and teaching capacity and achieve financial stability. Loss of reputation: downward spiral
   - Impact: 3 1  HoC CR HsoS
   - Likelihood: 1 low
   - Abbreviations: HoC = Head of College, HsoS = Heads of School, CR = College Registrar

2. **Net loss of, or inability to attract, senior key support staff**
   - Unable to support core academic functions to adequate level in the short term
   - Impact: 2 2  CR/HHR CA HsoS
   - Likelihood: 2 moderate

3. **Failure to eliminate deficit**
   - Enforced contraction
   - Impact: 4 2  HoC CA: CR
   - Likelihood: 2 moderate

4. **Failure to achieve sustainable staffing profile**
   - Enforced contraction; unable to achieve financial stability
   - Impact: 4 2  HHR HoC CR
   - Likelihood: 2 moderate

5. **Failure to maintain high staff morale by not rewarding good staff**
   - Cycle of performance restricted and frequent recruitment required
   - Impact: 3 2  HHR HoC
   - Likelihood: 2 moderate

6. **Risk of the loss of funds for salaries paid by external sources**
   - Having to find funds to support salaries
   - Impact: 3 2  HoC CA CR HRM
   - Likelihood: 2 moderate

7. **Risk of incurring VAT liability on zero-rated developments**
   - Liability of £m will arise if HMR&C constraints breached
   - Impact: 3 1  HoC CR CA DoR DoPS
   - Likelihood: 1 low

8. **Loss of IT systems or software significant to operations due to the timing duration or scale of the loss**
   - Loss of access to teaching and research data
   - Impact: 3 1  HoC DULT Heads Res Centres Dir LTS
   - Likelihood: 1 low

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**Impact**
- Minimal: 1 low
- Moderate: 2 moderate
- Serious: 3 high
- Disastrous: 4 probable

**Likelihood**
- Minimal: 1 low
- Moderate: 2 moderate
- Serious: 3 high
- Disastrous: 4 probable

**Abbreviations:**
- HoC = Head of College
- HsoS = Heads of School
- CR = College Registrar
- CA = College Accountant
- HMR&C = Human Resource Management and Change
- DoR = Director of Research
- DoPS = Director of Postgraduate Studies and International Relations
- DULT = Director of Undergraduate Learning and Teaching
- Dir LTS = Director Learning Technology Section
- Dirs Adms = Directors of Admissions

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LG: rev270109,160409