

Item 4 Rmaction Plan Revised Mar17.Doc

Risk Identified - Ref. Risk Analysis	Planned Action	Action		Review	
Category A – Significant Risks		By whom	By when	By whom	By when
<p>HR1 Inability to fill key staff roles <i>Leading to gaps in expertise which may be expensive or even difficult to fill in the short and medium term. This could impact on the effectiveness of the college</i></p>	<p>A new structure is in place for SLT and 2nd tier 2 Directors Curriculum and Business. This will continue to be monitored and reviewed by the Governors.</p> <p>There are several retirements of other key managers across the College during 16/17 and recruitment has already been actioned for replacements/restructuring.</p>	Principal	Oct 2016	Governors	On going
<p>HR2 Staff morale deteriorates as a consequence of heavy workload and restrictions on remuneration. Also poor welfare and appraisal processes <i>Leading to possible loss of quality of provision, high staff turnover and a decline in the number of students wishing to come to the college</i></p>	<p>Teaching staff will be assimilated on a new agreed SFCA pay spine. All salaries will be cash safeguarded initially. Opportunities to reduce heavy workloads will be taken where possible</p>	Principal & Deputy Principal	On-going	Corporation	Termly
<p>P1 There are insufficient resources of the right type available to meet accommodation needs. This is particularly within the science area (laboratories) <i>Leading to possible fall in student numbers and a contraction of the size of college</i></p>	<p>The College Estates Strategy has been revisited and a new plan developed with Governors. The College is awaiting the outcome of a bid to the current CIF fund, due 31 March 2017 to increase teaching accommodation. Should this be unsuccessful the College will be seeking to address its needs through cash reserves on a priority basis. It remains unlikely that government grants will be available in the near future. The area based review (ABR) has pushed the college to making surpluses to allow borrowing for future capital development</p>	Principal & Business Director	Nov 2016	Corporation	June 2017
<p>F1 Financial instability resulting from uncertain efficiency gains required by Government <i>Leading to uncertainty and the inability to plan effectively</i></p>	<p>The ABR has meant College is looking at financial viability over the next few years, with focus on key performance ratios and cash reserves.</p>	SLT	On-going	Corporation	Termly
<p>F2 Risk of not growing due to competition and demand affecting financial viability. This may be ameliorated by a possible influx of students from Hayward's Heath campus <i>Leading to a decline in college income and a subsequent decline in provision provided</i></p>	<p>Student numbers at Dec 16 census date were 1512, a growth of 52 students. The College is planning for 1560 in September 2017. This could reach 1570.</p>	SLT	Sep 2016	Corporation	September 2017
<p>C1 Failure to improve success rates in certain areas such as BTEC</p>	<p>Review completed Sep 2016. Quality Action Plans out in place for these areas and monitored closely. Teaching and Learning project through 16/17 implemented to improve grades.</p>	HoS/ASHoS	On-going	Corporation	On-going
<p>C3 Inability to provide increased demand for specialist support services (including financial pressures) <i>Leading to reduced performance by students who need support and students seeking places elsewhere</i></p>	<p>There are increased pressures from students with Educational Action Plans (EHPs). To address this a new structure in Additional Support has been agreed for September 2017 by partially allocating savings achieved via a planned retirement. Subject support needs will continue to be critically examined though 2016/17 into 2017/18.</p>	P/DP & Add Support Mgr	Sep 2016	Corporation	On-going

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Category B – Contingency Risks		By whom	By when	By whom	By when
C2 Ability to improve overall success rates <i>Leading to failure to recruit on to specific courses and thereby reducing student choice</i>	See C1 above	HoS & ASHoS	On going	Corporation	Termly
MA1 Critical Incident plans are not fully embedded or tested <i>Leading to possible deterioration in college's ability to continue functioning effectively</i>	Continue in-house testing of scenarios and any real time incidents. Plans should be adapted as required following the testing	SLT	Autumn 2016	Audit Committee	Spring 2017
MA2The College is unable to retain sufficient staff at the required levels & quality when needed <i>Leading to poorer results and drop in admissions</i>	All vacancies currently filled with appropriately qualified staff	P/DP	On-going	Corporation	On-going
HR3 SLT and Directors potentially lack the capacity and experience to deliver the Strategic Plan <i>Leading to the potential of the college being vulnerable to continuing to operate as an independent institution</i>	Ensure effective recruitment and continue monitoring and reviewing.	P/DP	On-going	Corporation	On-going
P2 Inadequate student social space <i>Leading to consequential effect on reputation and student numbers</i>	Take opportunities to create student social space as they present themselves. Listen and respond to student views where possible	SLT/Business Director	On-going	Corporation	On-going

Key to Categories

C = Curriculum F = Finance G = Governance HR = Human Resources MA = Management/Administration P = Premises CS = Capital Strategy