	SR1 GOVERNANCE	SR2 PEOPLE	SR3 FINANCIAL MGT	SR4 LEGAL COMPLIANCE	SR5 TECHNOLOGY	SR6 TRUST & CONFIDENCE
APPETITE	MINIMAL	CAUTIOUS	MINIMAL	MINIMAL	CAUTIOUS	AVERSE
APPEIIIE	8 LOW	13 MEDIUM	8 LOW	8 LOW	13 MEDIUM	5 VERY LOW
Inherent	High	High	High	Medium	High	High
Net 22/08/24 (FCS)	Medium	Medium	Medium	Medium	Medium	Medium
Net score movement	Increased	Reduced	Increased	No change	No change	Increased
Rationale	_	_	_	_	_	_
Status	Treat	Treat	Treat	Treat	Treat	Treat
Inherent	21 High	23 High	25 High	Medium	24 High	24 High
Net 07/11/24 (FCS)	Medium	Medium	Medium	Medium	Medium	Medium
Net score movement	No change	No change	No change	No change	No change	No change
Rationale						
Status	Treat	Treat	Treat	Treat	Treat	Treat
Inherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 19/11/24 (SLT)	17 Medium	14 Medium	9 Low	16 Medium	18 Medium	13 Medium
Net score movement Rationale	No change	No change	Reduced	No change	No change	No change
Rationale Status	Treat	Treat	Treat	Treat	Treat	Treat
Otatus	ricat	ricat	Troat	Treat	ricat	Trout
Inherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 17/12/24 (SLT)	17 Medium	14 Medium	9 Low	16 Medium	18 Medium	13 Medium
Net score movement Rationale	No change	No change	No change	No change	No change	No change
Status	Treat	Treat	Treat	Treat	Treat	Treat
Inherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 21/01/25 (SLT)	17 Medium	14 Medium	Proposed 5 Very Low	16 Medium	18 Medium	13 Medium
Net score movement	No change	No change	Reduced	No change	No change	No change
Rationale						
Status	Treat	Treat	Tolerate	Treat	Treat	Treat
Target Date	Spring 2026	Autumn 2025	N/A	Feb-26	Autumn 2025	
nherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 18/02/25 (SLT)	17 Medium	14 Medium	5 Very Low	16 Medium	18 Medium	13 Medium
Net score movement	No change	No change	No change	No change	No change	No change

Rationale Status Target Date		Treat Autumn 2025	Tolerate N/A	Treat Feb-26		
Inherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 18/03/25 (SLT) Net score movement	17 Medium No change	14 Medium No change	5 Very Low No change	16 Medium No change	18 Medium No change	13 Medium No change
Rationale Status Target Date	Treat	Treat Autumn 2025	Tolerate N/A	Treat Feb-26		
-	2418.1		·	·	0.1111.1	0.1177
Inherent Net 22/04/25 (SLT)	21 High 17 Medium	23 High 18 Medium	25 High 5 Very Low	20 High 16 Medium	24 High 18 Medium	24 High 17 Medium
Net score movement	No change	Increase	No change	No change	No change	Increased
Rationale Status Target Date	Treat	Treat Autumn 2025	Tolerate N/A	Treat Feb-26	Treat Feb-26	Treat
Inherent	21 High	23 High	25 High	20 High	24 High	24 High
Net 20/05/25 (SLT) Net score movement	17 Medium No change	18 Medium No change	5 Very Low No change	16 Medium No change	18 Medium No change	17 Medium
Rationale						

Status Target Date	Treat N/A	Treat Autumn 2025	Tolerate N/A	Treat Feb-26	Treat Feb-26	
Inherent Net 17/06/25 (SLT) Net score movement				20 High 16 Medium No change		
Rationale Status Target Date				Treat Spring 2026		
Inherent Net 15/07/25 (SLT) Net score movement Rationale Status Target Date						
Inherent Net 19/08/25 (SLT) Net score movement Rationale Status Target Date						
Inherent Net 16/09/25 (SLT) Net score movement Rationale Status Target Date						
Inherent Net 21/10/25 (SLT) Net score movement Rationale Status Target Date						
Inherent Net 18/11/25 (SLT) Net score movement Rationale Status Target Date						

Inherent			
Net 16/12/25 (SLT)			
Net score movement			
Rationale Status Target Date			
Status			
Target Date			

RISK SCORING MATRIX

		Likelihood —				
	Impact	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
1	5. Critical	15	19	22	24	25
	5. Critical	Medium	Medium	High	High	High
	4 Major	10	14	18	21	23
	4. Major	Low	Medium	Medium	High	High
	3. Moderate	6	9	13	17	20
	3. Moderate	Very Low	Low	Medium	Medium	High
	2. Minor	3	5	8	12	16
	Z. WIII IOI	Very Low	Very Low	Low	Low	Medium
	1 Incignificant	1	2	4	7	11
	Insignificant	Very Low	Very Low	Very Low	Low	Low

LIKELIHOOD DESCRIPTORS

Rating	Rating Scale	Likelihood
Rare	1	This will probably never happen / recur
Unlikely	2	Do not expect it to happen / recur but cannot rule it out completely
Possible	3	Might happen or recur occasionally
Likely	4	Will probably happen / recur but it is not a persisting issue
Almost Certain 5 Will undoubtably happen / recur, possibly frequently		Will undoubtably happen / recur, possibly frequently

IMPACT DESCRIPTORS

Rating	Rating Scale	Business Continuity	Employees	Safety	Additional Cost / Loss of Revenue	Service Quality	Reputation	Regulator (OSCR)	Legal Action	Criminal
Insignificant	1	< 0.5 day	Minimial effect on employees	No risk of injury; H&S compliant	< £10k	Minor issue affecting a very small number of registrants.	No adverse media or trade press reporting.	High compliance standards	Unsupported threat of legal	High control standards maintained and
				·		Negligible effect on service quality	Negligible reputational impact.	recognised	action	recognised
Minor	2	0.5 > 1 day	Potential for additional workloads intruding into normal non- working time	Minor injury &/or H&S policy not regularly reviewed	£10k - £50k	Minor issue affecting a small number of registrants. Service quality marginally impaired	Negative general article in which GTCS is mentioned. Minor reputational impact.	Verbal comments received	Legal action with limited potential for decision against GTCS	Attempted but unsuccessful minor incidents e.g. cyber crime, fraud, theft
Moderate	3	1 > 3 days	Increase in workloads. Intrustion into normal non- working time	Injury possibly serious. H&S standards insufficient / poor training	£50k - £150k	Minor issue affecting a significant number of registrants or significant issue affecting a small number of registrants. Service quality impaired	Critical article in press or on TV. Public criticism from [industry body]. Moderate reputational impact.	Findings in written examination report. Potential for intervention	Probable settlement out of court	Allegations of employees (and panel/council members); abuse (physical or mental); cyber crime, fraud, theft

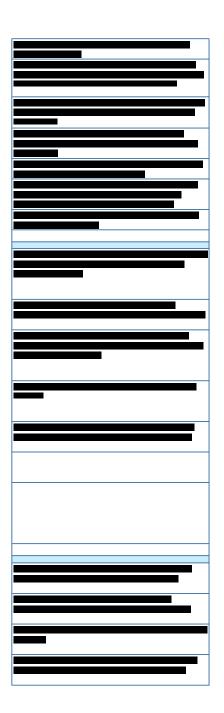
Major	4	4 > 7 days	Major intrusion into non-working time. Significant injuries, potential death	Significant injury, possibly leading to loss of life. HSE investigation resulting in fine	£150k - £500k	Issue affecting a very significant number of registrants or major issue affecting a small number of registrants. Significant reduction in service quality	Story in multiple media outlets and/or national TV main news over more than one day. Significant reputational impact.	Multiple or repeat governance failings resulting in intervention	Law suit against GTCS with limited opportunity for settlement out of court	Police investigation launched; abuse (physical or mental); cyber crime; fraud, theft
Critical	5	> 7 days	Deaths and/or major effect on employees' lives	Potential to cause one or multiple fatalities. HSE investigation	> £500k	Issue affecting all registrants. Complete failure of services	Sustained campaign against GTCS by media and/or stakeholders. Governmental or comparable political repercussions. Loss of confidence by public	Action brought against GTCS for significant governance failings	Action brought against GTCS for major breach of legislation or law	Major successful fraud, prosecution brought against GTCS and Exec for significant failure

Risk Description	Possible Causes	Inherent Score	Existing Controls	Net Score	Future Score	Work Planned / In Progress	Due Date	Lead	Status
Theme: Governance	Order / Rules / Schemes / SOs	21 High	,	17 Medium	8 Low				
We fail to ensure effective and appropriate									in progress
governance arrangements									
Owner:							twice yearly - start		in progress
(Strategic Director)		L - 4 Likely		L - 4 Likely			twice yearly - start date TBD		
Lead:		I - 4 Major		I - 3 Moderate			Dec-25		in progress
							Sep-25		Not started
							Зер•23 I		Not started
		-		-			CM learning dates		in progress
							CM learning dates 2025 - 28/02, 11/06, 17/09 &		
							03/12. FtT PM dates/themes TBA		
							Council Self- assessment to be completed 19-12-		in progress
							completed 19-12- 24; Launch 360 review Sept 2025		
							FtT PM colf-review		
							introduction session - 25/02/25		
							May-25		in progress
		_	-						
							19-Dec-25		
	Management						commenced 4	SLT	in progress
							December		
							Self review analysis - Feb 25, external		
							facilitator/board evaluation Autumn		
				-			25		
							By start of Cycle 1 2025-26		
		-							
	Behaviour						To commence in		
							Jan 25		
							CM learning dates 2025 - 28/02,		
						_	11/06, 17/09 & 03/12. FtT PM		
							dates TBA		
							May-25]
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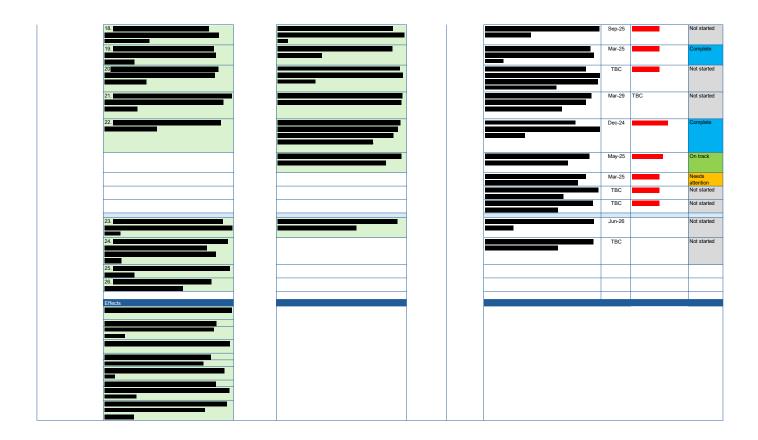
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Learning & Development	
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Work practices / systems / processes	
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nd Wellbeing	



Feb-25	Complete
Jun-25	On track
Dec-25	On track
TBC	Not Started
TBC	On track
TBC	On track
TBC	твс
твс	ТВС
Jun-25	On track
Mar-25	Complete
Dec-25	Not started
TBC	Not started
Mar-25	Complete

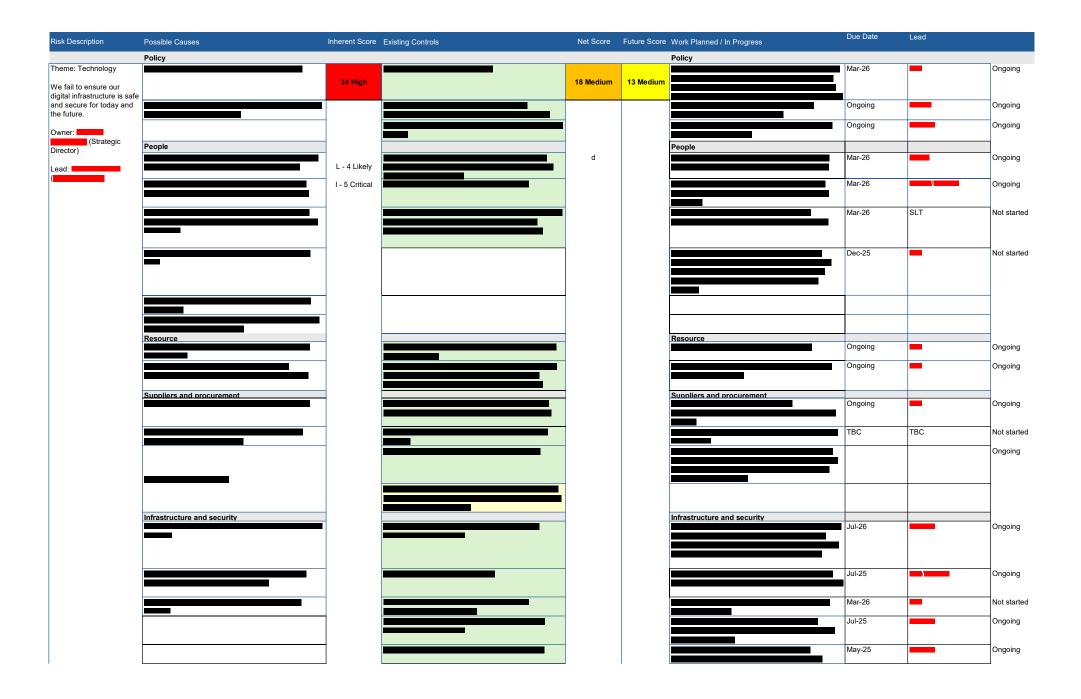


Risk Description	Possible Causes	Inherent Score	Existing Controls	Net Score	Future Score	Work Planned / In Progress	Due Date	Lead	Status
Theme: Finance	1.						Sep-24		Complete
We fail to manage GTC Scotland's finances appropriately and effectively		25 High		9 Low	8 Low				
Owner: (Strategic Director)	2.	L - 5 Almost certain		L - 2 Unlikely					
Lead:		I - 5 Critical		I - 3 Moderate					
	3.						Aug-24		Complete
	4.						Dec-24		Complete
	5.						Mar-26		On track
	6						Mar-26		On track
							IVIAI-20		Official
	7.						Oct-24		Complete
	8.						Jan-25		Complete
							Ongoing		On track
							New SP		Not started
							Aug-25		On track
	9.						Jun-25		On track
	10.					e	Jun-25		On track
	11.						Sep-24		Complete
							Jun-25	/	On track
	12.						Jun-25		On track
	13.								
	15.						Jun-25		On track
						Incident management training to be arranged and delivered for SLT	Mar-25		Complete
	16.						Jul-24		Complete
							TBC		TBC
	17.						TBC		Not started
							Nov-24		Complete
									2.iipidid
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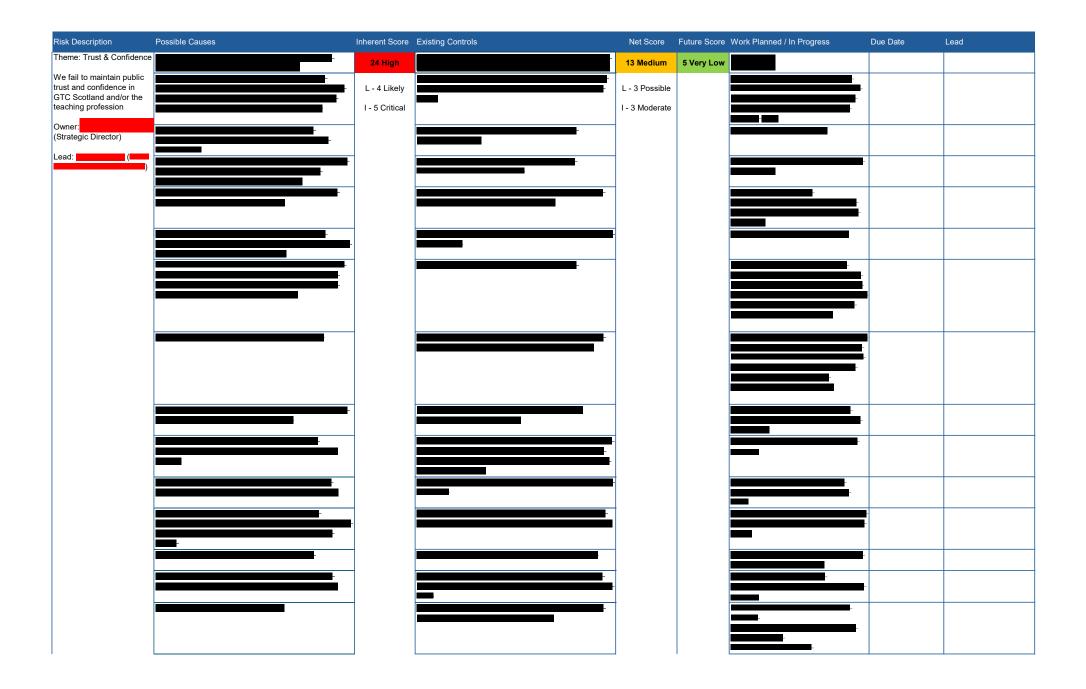


Risk Description	Possible Causes	Inherent Score	Existing Controls	Net Score	Future Score	Work Planned / In Progress	Due Date	Lead	Status
We fail to ensure compliance with our legal responsibilities		20 High		16 Medium	8 Low			to speak to to clarify this action.	To be checked
							01/06/2025		Complete
		L - 5 Almost certain		L - 5 Almost certain			31/07/2024		Complete
		I - 3 Moderate		I - 2 Minor Consider that					
				scoring could be reviewed by Autumn 2025 given actions due to be completed by then.			31/12/2025		Ongoing
		_					No defined end date - external unplanned work.		Ongoing
							01/08/2024		Complete
							31/08/2025		Ongoing
						-	30/07/2025		Ongoing
							31/03/2026		Ongoing
								checking with about the scope of this.	To be checked
						lan		Check with	To be checked

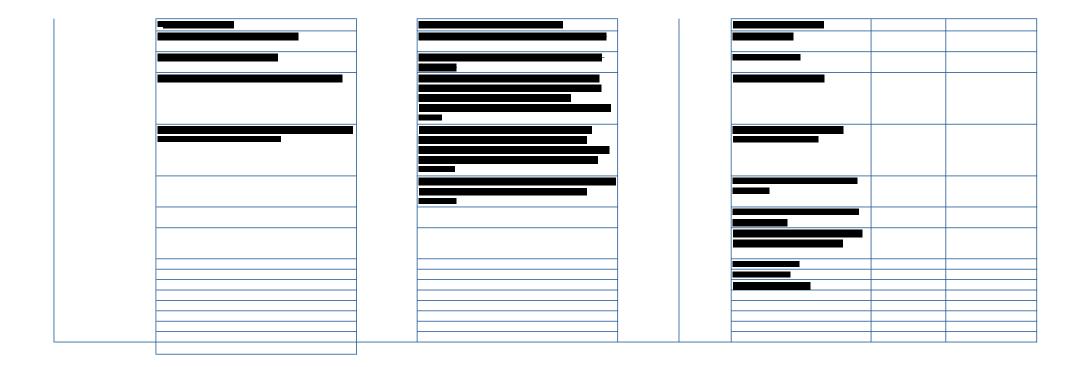




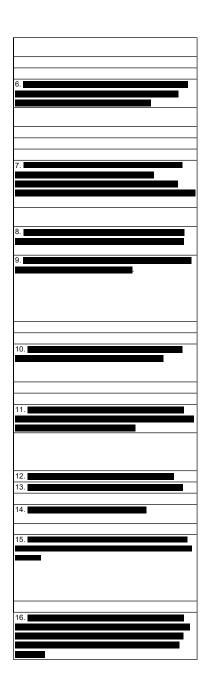
	<u> </u>		Dec-25		Not started
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rmance		Performance			
	_		TBC		Not starts
			IBC	—	Not started
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			Jan-26		Ongoing
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			TBC		Ongoing
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			Mar-26		
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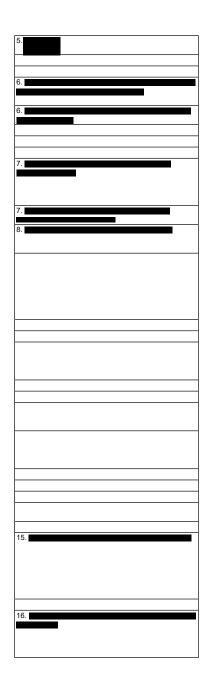






Risk Description	Possible Causes	Inherent Score		Net Score	Future Score	Work Planned / In Progress	Due Date	Lead	Status
Theme: Trust & 1 Confidence		24 High	The 2011 Order sets out our statutory functions - what we must do	13 Medium	5 Very Low	1.			
We fail to maintain public trust and confidence in									
GTC Scotland and/or the teaching profession									
Owner:		L - 4 Likely	1.	L - 3 Possible		1.			In progress
(Strategic Director)		I - 5 Critical	1.	I - 3 Moderate		1.			On track
Lead:			1.						
			1.			1.			In progress
			1						
			1						
						1.			
2	2.		2.			2.			
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						2.	Mar-25		On track
			2.			2.			
			2.			2.			
_						2			Pending
						2.			
3	3.					3.			
						3.		,	In progress
4	1.					3.			
5	5.					5.			
						5.			
			5.			5.			Complete





5.			In progress
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13.			Pending
13.			Pending
	Dec 24		
14.	Dec-24		On track
14.			Pending
			renaing
15.			
15			Donding
15.			Pending
16.			Pending

17. Lack of quality in Fitness to Teach decisions		17.	1 1				
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		17:					
18. I				18.			
19.				19.			
				19.			
20		20.		19.	Dhara 4 Arril 05		On track
20.		20.		20.	Phase 1 - April 25 Phase 2 - April 26		On track
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Internal / External	Business Owner	Name of Policy	Approved by and date	Date Last Reviewed/Updated	Comments / Notes
Internal	Delivery	Procurement Policy			
Internal	Digital	Information Security Policy			
External	Education & Standards	Minimum Entry Requirements to Programmes of Initial Teacher Education			
External	Education & Standards	ITE Programme Accreditation Policy			
External	Education & Standards	Provisional Registration and Probationary Service Policy			
External	Education & Standards	Standard for Provisional Registration			
External	Education & Standards	Standard for Full Registration			
External	Education & Standards	Standard for Career Long Learning			
External	Education & Standards	Standard for Middle Leadership			
External	Education & Standards	Standard for Headship			
External	Education & Standards	Professional Update Policy			
Internal	Finance	Corporate Credit Card Policy			
Internal	Finance	Driving for Work Policy			
Internal	Finance	Employee Expenses Policy			
Internal	Finance	Fixed Assets Policy			
Internal	Finance	Fee Policy			
Internal	Finance	Fraud Policy			
Internal	Finance	LGPS Discretions Policy			
Internal	Finance	Investment Policy			
Internal	Finance	Reserves Policy			
Internal	Finance	Scheme of Delegation			
Internal	People	Absence Policy			
Internal	People	Alcohol and Drug Policy			
Internal	People	Capability Policy			
Internal	People	Disciplinary Policy			
Internal	People	Employee Code of Conduct			
Internal	People	Equality, Diversity and Inclusion Policy			
Internal	People	Flexible Working Policy			
Internal	People	Grievance Policy			
Internal	People	Health and Safety Policy			
Internal	People	Information and Consultation Policy			
Internal	People	Learning and Development Policy			
Internal	People	Leave Policy			
Internal	People	Organisational Change Policy			
Internal	People	Protection from Unacceptable Actions Policy			
Internal	People	Recruitment and Selection Policy			
Internal	People	Redundancy Policy			
Internal	People	Respect at Work Policy			
Internal	People	Salary and Grading Policy			

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Internal	People	Smoking Policy			
Internal	People	Wellbeing Policy			
Internal	People and Finance	Risk Management Policy	Council Feb 24		
Internal	Policy	GTC Scotland Election Policy			
Internal	Policy	Member Expenses and Compensation Scheme Policy			
Internal	Policy	Records Management Policy			
Internal	Policy	CCTV Policy			
Internal	Policy	Data Protection Policy			
Internal	Regulatory Investigations	Child Protection Policy			
External	Regulatory Investigations	Code of Professionalism and Conduct (CoPaC)	•		
External	Regulatory Investigations	FtT Publication Policy			
External	Regulatory Investigations				
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		I		1	