

APPETITE	SR1 GOVERNANCE	SR2 PEOPLE	SR3 FINANCIAL MGT	SR4 LEGAL COMPLIANCE	SR5 TECHNOLOGY	SR6 TRUST & CONFIDENCE
	MINIMAL 8 LOW	CAUTIOUS 13 MEDIUM	MINIMAL 8 LOW	MINIMAL 8 LOW	CAUTIOUS 13 MEDIUM	AVERSE 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	No change	No change	Reduced	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 17/12/24 (SLT)	17 Medium	14 Medium	9 Low	16 Medium	18 Medium	13 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 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	
Inherent	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



Status	Treat	Treat	Tolerate	Treat	Treat
Target Date	N/A	Autumn 2025	N/A	Feb-26	Feb-26
Inherent Net 17/06/25 (SLT) Net score movement				20 High 16 Medium No change	
Rationale Status Target Date				<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> 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						
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## RISK SCORING MATRIX

Impact	Likelihood →				
	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Almost Certain
5. Critical	15 Medium	19 Medium	22 High	24 High	25 High
4. Major	10 Low	14 Medium	18 Medium	21 High	23 High
3. Moderate	6 Very Low	9 Low	13 Medium	17 Medium	20 High
2. Minor	3 Very Low	5 Very Low	8 Low	12 Low	16 Medium
1. Insignificant	1 Very Low	2 Very Low	4 Very Low	7 Low	11 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 undoubtedly 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	Minimal effect on employees	No risk of injury; H&S compliant	< £10k	Minor issue affecting a very small number of registrants.  Negligible effect on service quality	No adverse media or trade press reporting.  Negligible reputational impact.	High compliance standards recognised	Unsupported threat of legal action	High control standards maintained and 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. Intrusion 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

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



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	<div> <div></div> <div></div> <div></div> </div>	20 High	<div> <div></div> <div></div> <div></div> </div>	16 Medium	8 Low	<div> <div></div> <div></div> </div>		<div> <div></div> </div> to speak to <div></div> to clarify this action.	To be checked
						<div> <div></div> <div></div> <div></div> </div>	01/06/2025	<div> <div></div> </div>	Complete
	<div> <div></div> <div></div> <div></div> </div>	L - 5 Almost certain I - 3 Moderate	<div> <div></div> <div></div> <div></div> </div>	L - 5 Almost certain I - 2 Minor  Consider that scoring could be reviewed by Autumn 2025 given actions due to be completed by then.		<div> <div></div> <div></div> <div></div> </div>	31/07/2024	<div> <div></div> </div>	Complete
	<div> <div></div> <div></div> </div>		<div> <div></div> <div></div> <div></div> </div>			<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	31/12/2025	<div> <div></div> </div>	Ongoing
	<div> <div></div> <div></div> <div></div> </div>		<div> <div></div> <div></div> <div></div> </div>			<div> <div></div> <div></div> <div></div> </div>	No defined end date - external unplanned work.	<div> <div></div> </div>	Ongoing
	<div> <div></div> <div></div> </div>		<div> <div></div> <div></div> <div></div> <div></div> </div>			<div> <div></div> </div>	01/08/2024	<div> <div></div> </div>	Complete
	<div> <div></div> <div></div> <div></div> <div></div> </div>		<div> <div></div> <div></div> </div>			<div> <div></div> <div></div> <div></div> <div></div> </div>	31/08/2025	<div> <div></div> </div>	Ongoing
	<div> <div></div> <div></div> </div>		<div> <div></div> <div></div> <div></div> <div></div> </div>			<div> <div></div> <div></div> <div></div> </div>	30/07/2025	<div> <div></div> </div>	Ongoing
	<div> <div></div> <div></div> <div></div> <div></div> </div>		<div> <div></div> <div></div> </div>			<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	31/03/2026	<div> <div></div> <div></div> </div>	Ongoing
	<div> <div></div> <div></div> <div></div> </div>		<div> <div></div> </div>			<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>		<div> <div></div> </div> checking with <div></div> about the scope of this.	To be checked
	<div> <div></div> <div></div> <div></div> </div>		<div> <div></div> </div>			<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> an		<div> <div></div> </div> - ? Check with <div></div>	To be checked



Risk Description	Possible Causes	Inherent Score	Existing Controls	Net Score	Future Score	Work Planned / In Progress	Due Date	Lead	
Theme: Technology  We fail to ensure our digital infrastructure is safe and secure for today and the future.  Owner: ██████████ ██████████ (Strategic Director)  Lead: ██████████ (██████████)	<b>Policy</b>	24 High		18 Medium	13 Medium	<b>Policy</b>			
							Mar-26	██████	Ongoing
		L - 4 Likely 1 - 5 Critical		d			Ongoing	██████	Ongoing
							Ongoing	██████	Ongoing
							Ongoing	██████	Ongoing
	<b>People</b>					<b>People</b>			
							Mar-26	██████	Ongoing
							Mar-26	██████ / ██████	Ongoing
							Mar-26	SLT	Not started
							Dec-25	██████	Not started
	<b>Resource</b>					<b>Resource</b>			
							Ongoing	██████	Ongoing
							Ongoing	██████	Ongoing
	<b>Suppliers and procurement</b>					<b>Suppliers and procurement</b>			
							Ongoing	██████	Ongoing
							TBC	TBC	Not started
									Ongoing
	<b>Infrastructure and security</b>					<b>Infrastructure and security</b>			
							Jul-26	██████	Ongoing
							Jul-25	██████ / ██████	Ongoing
							Mar-26	██████	Not started
							Jul-25	██████	Ongoing
							May-25	██████	Ongoing

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



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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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