



## Risk Management

The College's Risk Register is reviewed and updated each term, as one of the College's processes for identifying, mitigating and managing risks.

This statement provides guidance to Governing Body by clarifying the level of risk exposure that the College is prepared to accept or willing to take in pursuit of its strategic objectives.

### Risk Appetite Statement

In pursuing its academic mission, vision, and objectives – as expressed in its Strategic Plan and elsewhere – the College will generally accept a level of risk proportionate to the expected benefits to be gained, and the scale or likelihood of damage in various areas of activity.

The College's risk appetites have been defined following consideration of organisational risks, issues, and consequences. Appetite levels will vary: in some areas the College's risk tolerance will be cautious; in others the College takes a more open position and is willing to carry risk in the pursuit of important objectives.

The College will always aim to operate organisational activities within the levels defined below but, where activities are projected to exceed the defined levels of risk, these will be brought to the attention of Governing Body.

- The College has adopted an *open* appetite for risks associated with encouraging and promoting critical enquiry, academic freedom, freedom of expression, and open debate.
- The College has adopted an *open* appetite for activities intended to support its sustainability strategy.
- The College has adopted a *cautious* appetite for risk in investing its endowment; in generating income from its conference and events business, student programmes, and Development activities; and in expanding its provision of student accommodation.
- The College has adopted a *minimalist* appetite for risk where there is a likelihood of significant and lasting reputational damage; loss of life or harm to students, staff, collaborators, partners or visitors; significant and lasting damage to its provision of research or teaching; significant financial loss or significant negative variations to financial plans; exposure to cyber-attack or loss of data; or illegal or unethical activity.

Definitions of the risk appetite levels are provided in the [Appendix](#) to this statement.

**Approved and adopted by Governing Body on 13 November 2024**

## Appendix: Definitions of levels of risk appetite

<b>Risk Appetite</b>	<b>Description</b>
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is a key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.