



“Enabling Students to Accomplish their Academic Goal”

Risk Management Policy

DOCUMENT CONTROL

Policy Number: BCP1

Version: 2.0

Date: March 2026

Owner: Head of Quality and Operations

Approved by: Board of Directors

Next Review: March 2027

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March 2026

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1. Introduction

Bellmont College is committed to maintaining effective governance, accountability, transparency and responsible resource management. Risk management is an essential part of how the College protects students, maintains academic standards, supports successful student outcomes and ensures continuity of critical academic and operational services. *(QGP1 Belmont College Quality Handbook; QGP2 Belmont College Management, Committee Structure, Organogram and Terms of Reference)*

Bellmont College currently works with Liverpool Hope University in the delivery of higher education provision and is seeking Office for Students approval for its own funding arrangements. Under the current partnership arrangements, Liverpool Hope University retains responsibility for matters reserved to it as awarding partner, while Belmont College manages local delivery, student support, communication, evidence and day-to-day operational controls. *(Liverpool Hope University Academic Regulations; Liverpool Hope University Academic Partnership Handbook)*

Future regulatory, partnership or funding developments may result in changes to Belmont College arrangements, including funding routes, reporting responsibilities, student finance information, risk ownership, governance evidence and student-facing information. Belmont College manages any such developments transparently and continues to protect student interests, continuation of study, fair treatment and academic standards. *(CAP1 Belmont College Student Protection Plan and Policy; CAP2 Belmont College Consumer Protection Policy and Implementation Framework and Implementation Framework)*

This policy is informed by the current BCP1 Belmont College Risk Register. The register records 25 active risks, with 4 red, 15 amber and 6 green residual ratings. The highest risks include strategy and growth, cyber and IT, APP continuation, wellbeing and hardship, and APP data and evaluation. These risks inform the priorities, escalation routes, evidence requirements and committee oversight set out in this policy. *(BCP1 Belmont College Risk Register)*

2. Purpose of the Policy

The purpose of this policy is to provide a clear, consistent and evidence-based approach to identifying, assessing, controlling, escalating, monitoring and learning from risk across Belmont College. The policy helps Directors, Senior Leaders, Staff, Committees and Students understand how risk is managed in practice and how evidence supports assurance and decision-making.

The policy supports Belmont College to protect the student academic experience, continuation of study, student safety, student outcomes, financial sustainability, academic standards, public information, legal compliance, data security, partnership confidence and operational continuity. *(BCP3 Belmont College Business Continuity Plan; QGP6 Belmont College Information Governance, Public Information and Transparency Policy)*

The policy also provides a practical route for staff to raise concerns. A risk may begin as a student comment, staff concern, system failure, recruitment trend, finance issue, complaint, safeguarding matter, quality concern, inaccurate public information, partner query or incident. This policy explains how that concern should move from identification to action, assurance and closure.

3. Scope of the Policy

This policy applies to all areas of Belmont College activity. Risk management applies wherever uncertainty could affect students, staff, academic standards, legal compliance, operational continuity, public trust, partnership responsibilities or the College’s ability to deliver what it has promised.

The policy covers academic provision, teaching, learning, assessment, student outcomes, recruitment, admissions, registry, attendance, engagement, student records, student support, safeguarding, equality, finance, fees, refunds, compensation, procurement, public information, IT systems, cybersecurity, data protection, premises, workforce planning, partnership management and governance. *(RAP1 Belmont College Recruitment, Selection and Admission Policy; LTP9 Belmont College Attendance, Retention and Submissions Policy; CAP4 Belmont College Fees, Refunds and Compensation Policy)*

All staff and representatives acting on behalf of Belmont College are expected to identify and escalate risks in their area of work. Where the College works with Liverpool Hope University or another partner, risk management must include timely partner communication where a risk could affect academic standards, awards, student continuation, student contracts, complaints, appeals, data, fees or public information.

4. Regulatory and Legal Framework

This consolidated framework informs the whole policy. Requirements are not repeated under every topic; instead, they guide risk assessment, committee reporting, escalation, evidence management and review.

Requirement	Relevance to this Policy
Office for Students conditions B1, B2, B3, B4 and B5	Support risk oversight for academic experience, resources, support, student outcomes, assessment and academic standards.
Office for Students conditions C1, C2, C3 and C4	Require effective management of consumer protection, complaints scheme access, student protection and student protection directions.
Office for Students conditions D, E1, E2 and E3 where applicable	Support monitoring of financial sustainability, governance, management, accountability and fit and proper arrangements.
Office for Students condition E8 where applicable	Supports controls for fraud, public funding and inappropriate use of funds.

Requirement	Relevance to this Policy
Office for Students initial condition C5 where applicable	Requires fair treatment of students during registration and provider development.
Competition and Markets Authority expectations	Expect accurate information, fair terms and fair complaint handling.
UK Quality Code for Higher Education	Provides sector expectations for standards, quality, student engagement, monitoring and enhancement.
UK GDPR and Data Protection Act 2018	Require lawful, fair, secure and transparent handling of personal and risk-related data.
Equality Act 2010	Requires fair, accessible and non-discriminatory decision-making, including reasonable adjustments.
Consumer Rights Act 2015 and Consumer Contracts Regulations 2013	Support fair contractual terms, clear pre-contract information and proportionate remedies.
Higher Education and Research Act 2017	Provides the statutory framework for regulation of higher education in England.
Office of the Independent Adjudicator Good Practice Framework	Supports fair, timely, evidence-based complaints and review processes.
Health and Safety at Work etc. Act 1974	Supports safe working and learning environments and controls for premises-related risk.
Public Interest Disclosure Act 1998	Supports protection for workers raising qualifying public interest concerns.
Bribery Act 2010	Supports controls against bribery, corruption, improper inducement and financial misconduct.
Liverpool Hope University partnership requirements	Apply where partner responsibilities affect academic standards, awards, student protection, fees, complaints or shared records.

5. How this Policy Protects Students, Staff and the College Across the Risk Journey

Risk management is easiest to understand as a journey. A risk is not only a line in a table; it is a matter that must be noticed, tested, acted upon and reviewed. The table below explains how the policy works in practice.

Stage	What happens	Who is involved
Identify	A concern, incident, trend, weakness or future uncertainty is recognised. It may come from student feedback, complaints, audits,	Staff, risk owners, committee chairs,

Stage	What happens	Who is involved
	recruitment data, financial review, Liverpool Hope University communication, OfS updates, safeguarding reports, IT logs or staff observation.	student representatives and managers.
Assess	The risk is considered for likelihood, impact, student effect, equality implications, regulatory exposure, financial consequence, academic effect and reputational impact.	Risk owner, Head of Quality and Operations, relevant committee.
Control	Preventive and mitigating actions are agreed. These may include clearer communication, additional staff cover, policy update, training, IT controls, financial planning, partner escalation, business continuity action or student support.	Risk owner, Senior Management Committee and relevant operational lead.
Monitor	The risk owner checks whether the controls are working and whether the residual risk is improving, stable or worsening.	Risk owner, Quality Committee, Audit and Risk Committee or Senior Management Committee.
Escalate	Material, increasing, cross-cutting or red-rated risks are escalated to senior management, the Board and Liverpool Hope University or another partner where relevant.	CEO, Senior Management Committee, Board of Directors and partner contacts.
Learn	Lessons from incidents, complaints, audit findings, student feedback and committee review are used to strengthen policy, practice and training.	Head of Quality and Operations, committees and senior leaders.

6. Core Risk Management Principles

Bellmont College applies a practical risk management approach proportionate to its size, provision and development stage. The approach is designed to help staff identify risk early, act consistently and record decisions so that assurance can be tested through committees.

Principle	What this means in practice	Evidence / Record
Student interests first	Risks are assessed for their effect on students, continuation of study, learning support, academic standards, fairness and outcomes.	Student feedback, attendance data, support records, complaints themes, committee minutes.
Evidence-based judgement	Decisions are supported by data, feedback, audit findings, recruitment trends, financial reports, incident records and partner correspondence.	Risk register updates, dashboards, action trackers, finance reports, Liverpool Hope University correspondence.
Proportionate control	Controls are matched to likelihood, impact and urgency; higher risks require stronger controls, named owners and escalation.	Action plans, owner updates, review dates, Senior Management Committee papers.
Clear accountability	Each material risk has an owner, control plan, review rhythm and assurance route.	Risk owner records, committee reports, action logs.
Partnership alignment	Risks affecting Liverpool Hope University provision are managed through the relevant partner route as well as Belmont College committees.	Partner meeting notes, Academic Oversight Group or Strategic Oversight Group outputs where provided.
Learning and improvement	Incidents, complaints, near misses and review outcomes are used to strengthen controls and update the register.	Post-incident reviews, complaints reports, policy review records, training records.

7. Risk Appetite and Tolerance

Bellmont College supports carefully planned growth and institutional development where risks are understood, owned and controlled. Belmont College has a low appetite for unmanaged risk that could compromise student safety, continuation of study, academic standards, data security, financial sustainability, public information accuracy, legal compliance or the integrity of the Liverpool Hope University partnership. (CAP1 Belmont College Student Protection Plan and Policy; BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy)

The Board of Directors reviews risk appetite through strategic decision-making, risk reports and committee assurance. Proposals involving new provision, material change, resource change or partnership development are considered alongside risk, student protection and launch-readiness evidence. (*QGP1 Belmont College Quality Handbook*)

8. Risk Categories and Current Risk Register

The current risk register records 25 active risks, with 4 red, 15 amber and 6 green residual ratings. The summary below is used for monitoring and escalation; it does not replace the live register maintained by the Head of Quality and Operations.

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
STR1	Strategy and growth	RED	CEO / Board of Directors	Recruitment tracking, market scanning, programme review and Board oversight are in place. Next action: Agree on intake-level recruitment trigger points and a quarterly market update for Senior Management Committee and Board.
FIN1	Finance	AMBER	Head of Finance / CEO	Budget monitoring, management accounts, enrolment-linked forecasts and approval limits are in place. Next action: Produce low, central and high student-number cash-flow scenarios with Board thresholds.
PAR1	Franchise partnership	AMBER	CEO / Head of Quality and Operations	Partnership meetings, quality reporting, action plans and named relationship leads are in place. Next action: Maintain a partner assurance log covering actions, evidence sent and outstanding decisions.
AQ1	Academic quality	AMBER	Head of Quality and	Programme handbooks; moderation; teaching

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
			Operations / Head of Academic Programmes	observations; committee review; Liverpool Hope University requirements. Next action: Create a one-page compliance map for each programme: requirement, owner, evidence and review date.
AQ2	Teaching and student support	GREEN	Head of Academic Programmes / Head of Professional Services	Student feedback; tutorial support; attendance monitoring; staff review; complaints review. Next action: Introduce a monthly student-experience dashboard covering attendance, engagement, complaints and support referrals.
SO1	Student outcomes	AMBER	Head of Academic Programmes / Head of Professional Services	Attendance monitoring, at-risk tracking, academic support and progression reporting are in place. Next action: Set programme-level thresholds and review exceptions monthly.
REG1	Registry and records	GREEN	Head of Professional Services	Student record checks; access controls; assessment boards; periodic reconciliation. Next action: Introduce monthly sample checks of student files, attendance, assessment records and changes.

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
COMP1	Compliance	AMBER	CEO / Head of Quality and Operations / Senior Management Committee	Policies, committee oversight, named leads, incident escalation and annual review cycles are in place. Next action: Build an obligations register with owner, evidence, review date and committee route.
SAFE1	Safeguarding and Prevent	AMBER	Designated Safeguarding Lead	DSL role; policy; training; referral procedures; case records; welfare support. Next action: Test escalation routes and ensure all staff complete refresher training.
DATA1	Data protection	AMBER	Data Protection Lead / Head of IT	Access controls; privacy notices; retention rules; data breach procedure; staff training. Next action: Run a data-mapping and records-retention check for student, staff and partner data.
CYB1	Cyber and IT	RED	Head of IT	Access controls, backups, antivirus, user awareness and incident processes are in place. Next action: Commission a cyber health check and track priority fixes, including recovery testing for student records and critical systems.
IT1	Systems continuity	GREEN	Head of IT / Head of	Supplier support; backup processes; manual workarounds; escalation routes. Next action: Test

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
			Academic Programmes	recovery for student records, assessment data and teaching materials.
PEO1	People and capacity	AMBER	Head of IT and Human Resources / Heads of Department	Recruitment planning, induction, role descriptions, workload monitoring and CPD are in place. Next action: Create a key-role cover plan across academic, quality, registry, finance, IT and student support roles.
BC1	Business continuity	AMBER	CEO / Senior Management Committee	Business continuity policy, contact lists, remote-working options and incident logs are in place. Next action: Run a desktop exercise covering remote teaching, communications and access to records.
SP1	Student protection	AMBER	CEO / Head of Quality and Operations / Head of Professional Services	Student protection planning, teach-out and transfer thinking, records retention and communication routes are in place. Next action: Refresh student protection arrangements and confirm records needed for teach-out or transfer.
REP1	Complaints and reputation	AMBER	CEO / Head of Quality and Operations	Complaints procedures, communications approval, student feedback and escalation

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
				routes are in place. Next action: Prepare holding statements and a complaint trend report for Senior Management Committee.
GOV1	Governance	GREEN	Board of Directors / CEO / Head of Quality and Operations	Risk register; committee reports; minutes; action tracking; policy review. Next action: Use this simplified dashboard as the standing risk report and escalate only material exceptions.
H&S1	Facilities and health/safety	GREEN	Facilities Manager / CEO	Inspections; maintenance logs; incident reporting; fire safety checks; accessibility review. Next action: Complete a termly premises, accessibility and fire-safety evidence check.
APP1	APP — Access and IAG	AMBER	Head of Professional Services / APP Lead / Data Lead	Recruitment and admissions policies, applicant IAG, consumer protection checks and fee information controls are in place. Next action: Produce an APP access and applicant-IAG monitoring report covering advice, confidence and applicant-to-enrolment conversion.

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
APP2	APP — Foundation transition	AMBER	Head of Academic Programmes / Academic Support	Induction, diagnostics, tutorials, academic support and assessment-literacy support are in place. Next action: Implement a foundation-year readiness diagnostic and referral tracking process.
APP3	APP — Continuation, wellbeing and hardship	RED	Head of Professional Services / Student Support	Attendance monitoring, support referrals, hardship support, wellbeing and disability pathways are in place. Next action: Launch the early-alert Student Attendance, Engagement, Success and Retention Panel and monitor hardship support by student group.
APP4	APP — Inclusive assessment and attainment	AMBER	Head of Academic Programmes / Head of Quality and Operations	Module dashboards, assessment briefs, marking criteria, moderation and assessment board review are in place. Next action: Add module outcome and attainment-gap review by student group to quality monitoring.
APP5	APP — Careers and progression	AMBER	Head of Academic Programmes	Careers development learning; employer/student advisory workshops; mentoring and networking; local employer, Haringey Council and community

Risk Ref	Risk Area	RAG	Owner	Current Controls / Next Action Summary
				enterprise partnerships; career-readiness framework; Graduate Outcomes preparation. Next action: Create a careers and employer-engagement plan for target groups, including mentoring, networking, career-readiness activity and early destination tracking.
APP6	APP — Data and evaluation	RED	APP Lead / Data Lead / Head of Quality and Operations	APP dashboard development, termly reporting and evaluation planning are in progress. Next action: Complete the APP data dictionary, dashboard, theory-of-change templates, evaluation templates and annual student-facing reporting cycle.
PAR2	Franchise partnership	GREEN	CEO / Head of Quality and Operations	Named leads, SOG/AOG oversight, assurance logs and teach-out/transfer planning are in place. Next action: Review termly through the partner assurance log.

9. Risk Assessment Methodology

Risks are scored by considering likelihood and impact. The scoring guide uses a 1 to 5 scale for likelihood and impact, producing a residual score. A score of 15 to 25 is red, 9 to 14 is amber, and 1 to 8 is green. Professional judgement is also applied

where a risk affects vulnerable students, academic standards, partnership responsibilities, data protection, student protection or public confidence.

Score	Likelihood Guide	Impact Guide
1	Rare or exceptional	Low impact; managed locally with minimal disruption.
2	Unlikely	Minor impact; short disruption or localised issue.
3	Possible	Moderate impact requiring Senior Management Committee attention or partner awareness.
4	Likely	Major impact on students, operations, compliance, finance or reputation.
5	Almost certain or already emerging	Severe impact requiring urgent senior management or Board attention.
Residual Rating		Expected Response
RED 15-25		Immediate Senior Management Committee action and Board oversight; partner visibility where relevant.
AMBER 9-14		Named owner action and scheduled monitoring.
GREEN 1-8		Maintain controls and review routinely.

10. Risk Register Management

The risk register is maintained as a current working record. Each entry identifies the risk reference, area, what could go wrong, why it matters, owner, existing controls, next action, likelihood, impact, score, RAG rating, review rhythm and partner involvement where relevant. Risk owners review entries in line with the agreed rhythm and update actions where controls are incomplete or evidence is not yet sufficient.

The action tracker focuses on actions that reduce red and amber risks. Current open actions include recruitment trigger points, cash-flow scenarios, partner assurance logs, programme compliance maps, obligations tracking, safeguarding escalation testing, data mapping, cyber health checks, key-role cover planning, business continuity desktop exercises, student protection refresh, complaints trend reporting, APP access and applicant information monitoring, foundation-year diagnostics, an early-alert Student Attendance, Engagement, Success and Retention Panel, module outcome and attainment-gap review, careers and employer-engagement planning and APP data and evaluation evidence development. (*BCP1 Belmont College Risk Register*)

11. Risk Escalation, Reporting and Communication

Risks are escalated where they increase in score, become red, affect students, affect Liverpool Hope University responsibilities, raise legal or regulatory concerns, require

additional resources, or cross more than one service area. Escalation does not replace local ownership; it ensures that senior leaders and committees have the information needed to act.

Route	Purpose	Evidence / Record
Operational lead or risk owner	Records the issue, agrees immediate controls and provides evidence of progress.	Risk entry, action note, email trail, local record.
Senior Management Committee	Coordinates cross-college actions, resources and communication for amber, red or cross-cutting risks.	Senior Management Committee minutes, action tracker, resource decisions.
Quality Committee	Reviews academic quality, standards, student outcomes, complaints, appeals and enhancement risks.	Quality reports, module evaluation summaries, annual monitoring actions, student feedback.
Academic Committee	Receives assurance where risks affect academic standards, assessment, outcomes or quality governance.	Academic Committee minutes, Quality Committee reports, assessment and moderation records.
Audit and Risk Committee	Reviews significant risk, controls, audit, financial sustainability, public funding and internal assurance.	Risk register, audit reports, control reviews, action assurance.
Board of Directors	Maintains strategic oversight of red, high-impact, student protection, financial sustainability and regulatory risks.	Board papers, risk dashboard, minutes, decisions.
Liverpool Hope University partner route	Used where the risk affects partner responsibilities, awards, academic standards, student protection or shared information.	Partner correspondence, action logs, partner decisions.

12. Student Protection, Consumer Protection and Continuity Risks

Bellmont College treats risks to continuation of study, teaching quality, assessment integrity, student support, accurate information, fees, complaints and redress as priority matters. Student protection controls include early identification, clear communication, alternative delivery, teach-out or transfer planning, support interventions, complaint routes and financial remedies where appropriate. (CAP1

Bellmont College Student Protection Plan and Policy; CAP2 Bellmont College Consumer Protection Policy and Implementation Framework and Implementation Framework; CAP3 Bellmont College Complaint and Appeal Policy and Procedure; CAP4 Bellmont College Fees, Refunds and Compensation Policy)

Business continuity controls are activated where normal risk controls are not sufficient to protect critical services. This includes disruption to premises, IT, teaching, assessment, staffing, records, safeguarding, student support, communications or partnership responsibilities. *(BCP3 Bellmont College Business Continuity Plan; BCP6 Bellmont College Information Security and Cybersecurity Policy)*

13. Partnership and Future Funding Developments

Where a risk affects Liverpool Hope University provision, Bellmont College considers the relevant Liverpool Hope University requirements and uses the appropriate partner route. Liverpool Hope University publishes academic regulations, student protection information, academic quality handbooks and student policy routes, including student complaints, information security, transfer and fee-related arrangements. Bellmont College uses this information where it applies to collaborative provision. *(Liverpool Hope University Academic Regulations; Liverpool Hope University Student Protection Plan; Liverpool Hope University Student Contract; Liverpool Hope University Student and Apprentice Complaints Policy and Procedure; Liverpool Hope University Regulations for the Payment of University Fees and Other Financial Arrangements)*

Future regulatory or funding developments may increase Bellmont College direct responsibility for risk controls, funding evidence, student finance communication, student protection reporting and public information. Bellmont College manages such developments through its governance framework and keeps students informed where changes may affect them. *(QGP6 Bellmont College Information Governance, Public Information and Transparency Policy)*

14. Equality, Accessibility, Data Protection and Confidentiality

Risk decisions consider equality, disability, accessibility, safeguarding, wellbeing and confidentiality. Bellmont College considers whether a risk may affect particular student groups disproportionately and identifies reasonable adjustments or targeted support where required. *(SWP2 Bellmont College Equality, Diversity and Inclusion Policy; SWP1 Bellmont College Reasonable Adjustment and Special Considerations Policy; HSP1 Bellmont College Safeguarding and PREVENT Policy; SWP4 Bellmont College Mental Health and Wellbeing Policy)*

Risk records may contain personal, sensitive, financial or confidential information. Bellmont College handles such records securely, shares them only where necessary,

and maintains appropriate retention and access controls. (BCP7 Belmont College General Data Protection & Regulation (GDPR) Policy; BCP6 Belmont College Information Security and Cybersecurity Policy)

15. Roles and Responsibilities

Role	Responsibility
Board of Directors	Retains ultimate governance oversight of strategic risk, financial sustainability, student protection, regulatory compliance, institutional performance and the effectiveness of risk controls.
Audit and Risk Committee	Advises the Board of Directors on audit, internal control, risk management, financial sustainability, regulatory compliance and assurance over significant institutional risks.
Academic Committee	Acts as the academic authority and oversees academic assurance where risks affect academic standards, quality, student outcomes, assessment and awards.
CEO	Provides executive accountability for risk leadership, resourcing, escalation and implementation of Board-approved strategy and risk controls.
Senior Management Committee	Coordinates operational risk management, cross-college actions, resource allocation, implementation and escalation to the Board of Directors and relevant committees.
Head of Quality and Operations	Maintains the risk framework, coordinates the live risk register, supports evidence-led assurance and reports through Senior Management Committee, Quality Committee and Academic Committee routes.
Head of Academic Programmes	Owns risks relating to academic quality, teaching, assessment, academic support, programme delivery and student outcomes.

Role	Responsibility
Head of Professional Services	Owns risks relating to admissions, registry, student support, records, communication and student lifecycle operations.
Head of IT and Human Resources	Owns risks relating to IT continuity, cybersecurity, data systems, staff recruitment, staff development and key-person cover.
Risk owners, staff and student representatives	Identify, record, manage and escalate risks in their areas of work and raise concerns through staff, student voice, support or complaints routes where risks affect learning, wellbeing or delivery.

16. Governance and Committee Oversight

Bellmont College implements, monitors and reviews this policy through its governance and committee structure. Operational matters are managed by relevant teams and the Senior Management Committee. Academic quality risks and enhancement actions are reported through the Quality Committee to the Academic Committee. Strategic, resource, regulatory and high-risk matters are escalated to the Board of Directors and, where relevant, the Audit and Risk Committee. (*QGP1 Belmont College Quality Handbook; QGP2 Belmont College Management, Committee Structure, Organogram and Terms of Reference*)

Committee / Body	How it Implements and Monitors this Policy
Board of Directors	Maintains strategic oversight of red, high-impact, student protection, financial sustainability, regulatory and institutional risks, and reviews risk appetite.
Audit and Risk Committee	Reviews significant risk, internal control, audit, financial sustainability, data protection, cybersecurity, fraud, public funding and assurance over risk controls.
Academic Committee	Receives academic assurance where risks affect academic standards, assessment, academic quality, student outcomes or academic governance.
Senior Management Committee	Coordinates operational implementation, resource allocation, action tracking, escalation and

Committee / Body	How it Implements and Monitors this Policy
	cross-college management of amber, red and cross-cutting risks.
Quality Committee	Reviews academic quality, standards, student outcomes, complaints, appeals, public information, enhancement risks and closure of quality-related actions.
Learning and Teaching Committee	Reviews risks relating to teaching, assessment, learning resources, feedback, academic support, inclusive practice and programme-level enhancement.
Recruitment, Admissions and Registry Committee	Monitors risks relating to applicant information, admissions, registry records, attendance, engagement, student lifecycle data and public information accuracy.
Student Staff Committee	Provides a student voice route for identifying emerging risks, testing whether mitigation works for students and feeding issues into quality and operational routes.
Liverpool Hope University partnership routes	Are used where risks affect partner responsibilities, awards, academic standards, student protection, shared information or partnership assurance.

17. Training, monitoring, audit and evidence

Bellmont College provides proportionate training and briefing so staff understand risk management, business continuity, student protection, safeguarding, data protection, complaints handling, equality, public information and partnership expectations. Training is delivered through induction, staff development sessions, committee briefings, targeted guidance and policy updates. (*HRP1 Belmont College Staff Development Plan; HRP2 Belmont College Employee Handbook*)

Monitoring Activity	How it Operates	Evidence / Record
Risk owner review	At least termly, or more frequently for amber/red risks.	Updated risk entries, action tracker, evidence files.

Monitoring Activity	How it Operates	Evidence / Record
Senior Management Committee review	Operational review of cross-college, resource-sensitive, amber and red risks.	Senior Management Committee papers, action logs, resource decisions.
Quality Committee review	Academic quality, student outcomes, complaints, appeals, public information and student protection themes.	Quality reports, module evaluation data, complaints themes, annual monitoring actions.
Audit and Risk Committee review	Control effectiveness, audit, financial sustainability, public funding and risk assurance.	Audit reports, risk dashboard, control action logs.
Board review	Strategic, red, financial sustainability, student protection and regulatory risks.	Board papers, risk register summary, decisions and minutes.
Post-incident learning	Review after incidents, near misses or significant control weakness.	Incident logs, lessons learned, updated controls, training records.

18. Conclusion

Bellmont College recognises risk management as a practical expression of responsible governance and student protection. The College uses risk management to identify what could go wrong, act early, allocate resources wisely, evidence decisions and learn from experience.

This policy supports Belmont College current collaborative work with Liverpool Hope University and its future institutional development. Belmont College continues to manage future regulatory or funding changes carefully, transparently and with student interests at the centre of decision-making.

Bellmont College Risk Management Policy					
Version	Date	Author(s)	Amendments	Approved by	Next review
1	November 2025	Head of Quality and Operations	New Document	Board of Governors	December 2025
2	March 2026	Head of Quality and Operations	Revised Document	Board of Directors	March 2027

