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| Committee | Board of Management | | |
| Agenda Item Number | 10 | | |
| Date paper prepared | 30/11/2021 | Date of committee meeting | 08/12/2021 |
| Subject | Risk Register Review | | |
| Author | Jane Lewis, Principal | | |
| Action requested | Review and Discussion | | |
| Purpose of the paper | Regular Risk Register Review | | |
| Brief summary of the paper | The Risk Register Synopsis table is presented for review. Where the risk has been reviewed and updates made these are presented in bold type . Note that Risk 13 (related to achieving net zero) is a new risk which we have reviewed, identified risk areas and concluded that we will complete the mitigation actions following the workshop that will be convened on this topic). | | |
| Consultation | Reviewed in appropriate executive committees and at Board Sub-committees | | |

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| Resource implications | Dependent on any actions agreed or changed in order to manage level of risk |
| Risk implications | As described in the table |
| Link with strategy | Linked to all aspects of strategy |
| <u>Equality, Diversity and Inclusion</u> | |

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| Island Community Impact | n/a |
| Paper status | <input checked="" type="checkbox"/> Open – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> Restricted – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> Confidential - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below]. |
| <u>Freedom of information</u> | Open If closed/ withheld, select date this will become 'open': Enter a date. |

| Risk Number & Name | Causes | Impacts | Residual Risk (Pre action) | Action Points | Residual Risk (Post action) | Owners |
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| <p><i>Shetland UHI / 1</i></p> <p>College does not achieve allocated HE student number targets.</p> | Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NSS results etc. | Reduction of college income from UHI, regional student number target at risk resulting in possible clawback to SFC from UHI in year or reduction in future years grant | 12 | <ul style="list-style-type: none"> Implement Celcat to get a better handle on staff capacity and utilise resources better. Consider increased partnership work to allow for more varied course offer and to run courses where viability in Shetland does not allow course to run. Engage with UHI curriculum review. Widening our reach to attract students from outside of Shetland. Review HE numbers and plans for coming semester regularly. Encourage ownership of these risks and solutions by course teams. Review viability and attractiveness of courses. Amend where appropriate. Consider PT HE courses to start semester 2 or 3. Look at progression pathways to address any gaps. Increase industry talks etc. Review CDN research for marketing strategy. Ensure website is populated. Open days, good news stories, showcasing work. Raising awareness of new brand. | | L&T sub committee , SMT, LB & KB Nov 22 |
| <p><i>Shetland UHI / 2</i></p> <p>College does not achieve allocated FE Credit targets.</p> | Failure to recruit sufficient students due to various factors such as: over ambitious PPF target, poor marketing, curriculum gaps, poor NSS results etc. | Reduction of college income from UHI, regional student number target at risk resulting in possible clawback to SFC from UHI in year or reduction in future years grant | 16 | <ul style="list-style-type: none"> Increase offer of PT FE courses for semester 2 and 3 start. Relook at courses to maximise credit numbers. Review numbers and plans for coming semester regularly. Encourage ownership and buy in from staff teams. Review viability and attractiveness of courses and amend where appropriate. Review FAs. Cross departmental courses to develop additional or more attractive offer. Partnership courses to increase offer. Engage with UHI curriculum review. Cross departmental delivery. Review application processes Build on existing industry relationships and create new links to offer increased work-based learning opportunities. Build on school | 12 | L&T sub committee , SMT, LB & KB Nov 22 |

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| | | | | <p>partnerships, potentially considering engaging with younger children.</p> <ul style="list-style-type: none"> • Review CDN research for marketing strategy. Ensure website is populated. Open days, good news stories, showcasing work. Raising awareness of new brand. | | |
| <p><i>Shetland UHI / 3</i></p> <p>The institution has a poor reputation.</p> | <p>Significant or sustained adverse publicity, governance/ management failure, negative comments on social media, poor academic results, poor performance in league tables, significant withdrawal rates. Student complaints.</p> | <p>Inability to recruit students or attract and retain high calibre staff, inability to attract funding and/or develop strategic partnerships.</p> <p>Poor student experience</p> | 12 | <ul style="list-style-type: none"> • Manage expectations and perceptions: <ul style="list-style-type: none"> ○ identification of elements of operational environment and strategy that could affect SUHI reputation. ○ Assess reputation and areas for improvement through student feedback • Improve weak internal co-ordination: <ul style="list-style-type: none"> ○ improving service by breaking down silos/improvement in infrastructure / governance / processes and culture to be prepared to meet opportunities and meet expectations • Role of Employees: <ul style="list-style-type: none"> ○ use of communications guide and promotion and active use of values • Creating a strong positive reputation among stakeholders: <ul style="list-style-type: none"> ○ engaging with stakeholders through communications channels to create a positive reputation • Complaints handling process: <ul style="list-style-type: none"> ○ Dealing with student complaints in a timely manner and with the right process; ○ Training on first point of contact complaints for all staff; ○ Handling a complaint properly will enhance the reputation as opposed to harming it. | 9 | <p>BoM, SMT, Principal, GM, Comms</p> <p>Aug 2022</p> |
| <p><i>Shetland UHI / 4</i></p> <p>Disruption to services/projects and/or partnership working</p> | <p>Retirement, resignation or death in service of key staff member(s). Inadequate succession planning. Over-reliance on individuals. Associated knock on impacts resulting from transition arrangements</p> | <p>Projects delayed due to loss of continuity, corporate knowledge gaps and disruption/loss of established relationships and contacts.</p> | 9 | <ul style="list-style-type: none"> • Identify Key Staff Members/Isolated Functions: <ul style="list-style-type: none"> ○ Identification of key staff members or key functions as priority using criteria such as knowledge, experience, specialist skills ○ Assess critical areas where knowledge and experience is held by one person or assigned to one role ○ Identify other individuals or roles that could share this knowledge and develop this experience using the key staff member as mentor. • Improve Staff Data: | 6 | <p>HR&R, SMT, JF</p> <p>Nov 2022</p> |

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| <p>resulting from loss of a key staff member.</p> | <p>with staff acting up and possible failure of backfill solutions.</p> | | | <ul style="list-style-type: none"> ○ Identification of key staff members or key functions as priority using criteria such as knowledge, experience, specialist skills ○ Assess critical areas where knowledge and experience is held by one person or assigned to one role ○ Identify other individuals or roles that could share this knowledge and develop this experience using the key staff member as mentor. ● Review Termination Notice Periods: <ul style="list-style-type: none"> ○ Identification of key staff members or key functions as priority using criteria such as knowledge, experience, specialist skills ○ Assess critical areas where knowledge and experience is held by one person or assigned to one role ○ Identify other individuals or roles that could share this knowledge and develop this experience using the key staff member as mentor. ● Invest in Staff Development: <ul style="list-style-type: none"> ○ Identification of key staff members or key functions as priority using criteria such as knowledge, experience, specialist skills ○ Assess critical areas where knowledge and experience is held by one person or assigned to one role ○ Identify other individuals or roles that could share this knowledge and develop this experience using the key staff member as mentor. | | |
| <p><i>Shetland UHI / 5</i> Non-compliance with relevant</p> | <p>Lack of awareness of relevant laws and penalties. Management failures. E.g.new General Data Protection Regulation from 25th May 2018, Bribery Act,</p> | <p>GDPR will provide new rights for individuals and impose additional obligations on data controllers and processors. GDPR will also introduce an increased penalty framework for non-compliance/data</p> | <p>15</p> | <ul style="list-style-type: none"> ● SharePoint site containing Health & Safety and GDPR policies and procedures is available to staff. GDPR Group and Health & Safety Committee have started to review all policies and procedures. Amended documents to be read by all staff. This should be repeated annually. Refresher courses to be offered regularly. ● Annual audit of data register must take place to ensure control of all personal data and in particular protected data. Data Breaches must be correctly reported and documented on the Data Breach | <p>10</p> | <p>Health, Safety & Wellbeing Group; GDPR Working</p> |

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| statutory regulations | Health and Safety Regulations etc. | breaches and includes new requirements for authorities to ensure that they maintain evidence to demonstrate compliance with the Law. Reputational damage, inability to attract funding; inability to develop strategic partnerships. | | <p>Register. All incidences of consent must be recorded on the Consent Register.</p> <ul style="list-style-type: none"> Compliance and Projects Coordinator is a member of IOSH and is regularly updated with changes to H&S law and Insurance changes. Relevant changes are currently shared with staff. The compliance and Project Coordinator attends UHI H&S Practitioners Group Meetings. UHI DPO also circulates changed on GDPR law as they occur. | | Group, SMT BoM Aug 2022 |
| <i>Shetland UHI / 6</i> Governance Failure | Governing body does not have an appropriate balance of skills and experience. Role of a governor/director is onerous and it is difficult to attract a broad range of high calibre individuals to serve for non-remunerated roles. Individuals do not understand their roles. College does not adhere to Code of Good Governance | Recent advertisements for new members have attracted few applications | | <ul style="list-style-type: none"> College should run a scoring system for the recruitment of board members to ensure it has strong links with industry and has necessary key skills. Regular review of board members skills and industry links by search and nominations committee Regular review of Terms of Reference of sub-committees by Board Board induction Board training Implementation of Code of Good Governance | | Search & Nominations; Chair & Sec May 2022 |
| <i>Shetland UHI / 7</i> | Efficiencies savings are not realised. Increased employment costs, | Increased pay costs (national bargaining), pensions and NI contributions. Efficiency savings are not achieved | 16 | <ul style="list-style-type: none"> Budget Setting <ul style="list-style-type: none"> timetable set to collate income projections and related expenditures budgets from staff. Aim to maximise existing resources and identify efficiencies at earliest opportunity. | 12 | HOD's, GG, IJ, Principal, F&GP, Capital |

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| <p>Financial failure/operating loss. Inability to achieve a balanced budget.</p> | <p>whilst not achieving income forecasts.</p> | <p>quickly enough to counteract reductions in income.</p> | | <ul style="list-style-type: none"> • Budget Control <ul style="list-style-type: none"> ○ Monitoring processes for both income and expenditure. ○ Unexpected over/under income/expenditure identified early. ○ Regular reporting to F&GP and SMG. • Employment costs <ul style="list-style-type: none"> ○ Changes as a consequence of national agreements. ○ Regular review of employment cost budget. ○ Continued lobbying of SFC/SGOV to mitigate cost of changes through funding support. ○ Plan for scenarios into the future where support reduces. • Pension Fund: <ul style="list-style-type: none"> ○ Increased costs through employer contributions. ○ Continue to monitor valuations and keep up to date on any options that may be available. ○ Impact of increased costs likely to affect service budgets and should be considered when setting/monitoring budgets. • New Funding Streams: <ul style="list-style-type: none"> ○ Seek new funding streams, to maximise efficiency of existing activities and for new activities to grow business. | | <p>Spend Working Group, Budget holders</p> <p>Sept 2022</p> |
| <p><i>Shetland UHI / 8</i></p> <p>College estate not fit for purpose.</p> | <p>Lack of investment in capital maintenance/new capital project expenditure. Rapid growth of student population without investment in new expanded facilities.</p> | <p>Poor performance in NSS, increased number of complaints received, unable to meet new growth targets.</p> | 12 | <ul style="list-style-type: none"> • Engagement with Islands Deal and in-depth planning around best use of the fund available across the campuses • Capital Planning Group has been set up to monitor existing capital spend and plan for future capital investment. • Development of new and updated list of needs/wants from staff & students: creation of this list will allow SUHI to provide courses and infrastructure that meet industry standards and needs. List will be agile so we can take advantage of funding as and when it becomes available. • Maintaining planned and reactive repairs to maintain the condition of the buildings. • Seek options for developing student accommodation to support growth of activity. • New Funding Streams - Seek new funding streams to support development particularly with regard to reaching Net Zero. | 6 | <p>F&GP, Operations and Estates, Capital Spend Working Group, GM, GG, AS, BH, JL</p> |

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| <i>Shetland UHI / 9</i> Academic quality is sub-standard | Difficulty recruiting and retaining high calibre staff. Conditions and terms of employment are not competitive with limited scope for career progression. Infrastructure/ estate is unsuitable or not fit for purpose | Poor performance in quality monitoring/assurance reviews. Loss of staff to competitor institutions. Poor attainment levels, high level of withdrawal and poor retention. Damage to reputation. | 3 | <ul style="list-style-type: none"> • All teaching staff are required to have registered with GTCS and obtain TQFE qualifications and will be continually reviewed. Quality Assurance group will strive to continuously improve quality of teaching. • Peer reviews • Professional review • Review policies and procedures • Staff development days • TQFE mentors | 1 | LTR sub committee , QIC, KB, LB, SS |
| <i>Shetland UHI / 10</i> Poor Student Experience | Poor college estate. Dispersed campus with limited facilities for social interaction. Technology failures. Limited teaching/library resources. | Poor performance in national student satisfaction surveys. Reputational damage. Impact on ability to recruit future cohorts. Risk to core income streams. | 6 | <ul style="list-style-type: none"> • Encourage more student feedback. Engage with HISA. Create team, or dedicate a person, to action improvements. • Response to feedback? • Campus redevelopment project • Redesigned induction • Support sessions. • Listening and Responding to Students' Needs: <ul style="list-style-type: none"> ○ Review portfolio of courses that meets the needs of the islands. ○ Investment in the estate through campus development fund ○ Responding to student issues raised through student support and HISA. Providing regular information through student newsletters. ○ Provide positive opportunities for students during their study with Shetland UHI. • Responding to Enquiries and Engagement with Media: | 4 | LTR sub committee , Academic Board, SMT, LB, KB, GM, SS Nov 2022 |

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| | | | | <ul style="list-style-type: none"> ○ Close monitoring and of comments received by e-mail, phone and social media. Enquiries responded to promptly. ○ Active media presence, promoting positive news stories of the work of college ○ Hold events to enhance the college's reputation. ○ Use external opportunities to positively promote the work of the college. ○ Encourage culture of staff and students to perform ambassadorial roles for the college. ● Complaint Handling: <ul style="list-style-type: none"> ○ Staff are empowered to deal with initial complaints, preventing the need for escalation. ○ Escalated complaints are handled sensitively and within agreed time limits. Expectations are managed. ○ Complaints are recorded and any patterns addressed. ○ Complainants are provided with a resolution as agreed. Where relevant, lessons learned are shared. ● Student Surveys: <ul style="list-style-type: none"> ○ Issues highlighted in students surveys are shared with senior management. ○ Actions are taken to address concerns raised. Students are informed how we listen to their requests. ○ Students are given opportunities to express their opinion throughout their student life cycle within class groups or through Student Voice reps. ○ Students given an effective induction so that they are familiar with services available to them. Regular communications are made available. | | |
| <i>Shetland UHI / 11</i> | Failure to publish sufficient quality papers and upload to PURE. Loss of key staff. Lack of funding. Inadequate | Damage to reputation. Brexit. Poor performance in next REF. Inability to retain staff | 9 | <ul style="list-style-type: none"> ● Seek additional research opportunities including, where possible, higher calibre projects. Take on more PhD students. Make it a policy to publish articles within regular set timelines. Assist staff to progress academically. Engage more with UK and international collaborators. Market our research skills. | 9 | |

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| <p>Research outputs are sub standard</p> | <p>resources allocated to research staff. Terms and conditions of employment are not comparable with competitor organisations. Impact of Brexit on access to European projects.</p> | <p>and research teams. Reduced income.</p> | | <ul style="list-style-type: none"> • Ensure research staff all have training in PURE and understand the requirements regarding open access • Training session included in SUHI training day 17-1-22 • All research students to be given PURE training as part of UHI Graduate School induction • Produce internal SUHI processes for the approval of publications for submission • Develop a research framework that provides staff with opportunities to develop research networks e.g. <ul style="list-style-type: none"> ○ conference funding ○ encourage engagement with research pools and other committees ○ share information on sabbaticals • Ensure best practice with respect to REF including: <ul style="list-style-type: none"> ○ training for staff on how to improve the star rating of publications (being prepared for training day on 17-1-22) ○ training and awareness raising around REF Case studies (included in staff training for 17-1-22) • Encourage staff to participate in the Research Mentoring Programme | | <p>LTR, BM, REKT, CA, MI</p> <p>June 2022</p> |
| <p><i>Shetland UHI / 12</i></p> <p>Institutional, personal and sensitive data is corrupted, lost, stolen or misused or services are disrupted through</p> | <p>Poor IT security measures. Equipment with security holes. Poor patching regime. Anti-virus is not up-to-date and comprehensive. Firewalls are configured incorrectly. Coordinated DDOS attack on university infrastructure. Increasing number of security alerts. DDOS attacks on UK academic institutions up to 527 in</p> | <p>Information Commissioner fine of up to £500k. Adverse press coverage. Loss of confidence by regulators, stakeholders and HE sector. Ransomware encryption has been detected on UHI network.</p> | <p>12</p> | <ul style="list-style-type: none"> • Ownership and proactive monitoring of cybersecurity risks at university and academic partner senior management level. Complete Information asset register. Sensitive personal data must be secured appropriately, handled correctly and accessed carefully by approved users. Mandated information security training and increased staff awareness of information security issues. Information security embedded as a core aspect of all staff job roles. Business continuity plans in place for cyber-attack and information breach response. Open culture promoting the reporting of potential data security issues for investigation. Standard IT security measures in place validated by internal and external vulnerability testing • Since UHI cyber-attack, documents now stored on SharePoint and on Cloud. | <p>6</p> | <p>BoM, SMT, GDPR Working Group, Operations Committee, GM, AS, GG, ICT, JF</p> <p>May 2022</p> |

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| malicious and illegal activities by external individuals or bodies. | 2015 -Janet CSIRT. Increase in cyber attacks such as ransomware reported in national media. | | | <ul style="list-style-type: none"> • Training and frequent reviews / annual refreshers on ICT security and safety measures. Tech Tips: available for staff on SharePoint and highlighted in newsletters • Reviewing ICT policies and ensuring that they are easily accessible for staff to check. • Timely removal of staff who have left from IT systems. • Business Continuity Plan • Asset Database: need to combine and keep up to date in case of any future cyber incident. | | |
| <p><i>Shetland UHI/13</i></p> <p>Failure to act appropriately and timeously regarding progressing actions designed to achieve obligations to reduce emissions and to achieve net zero in the context of the climate emergency and in relation to all UHI activities</p> | <p>Climate change is widely accepted as inevitable and some major effects are now broadly accepted to be certain and these may influence many of our activities from delivery of teaching, research and examinations to student recruitment, supply chains, insurance premiums and the profitability of investments.</p> <p>Following its declaration of a climate emergency in 2019, the Scottish Government has set ambitious legislative targets to reduce carbon</p> | <p>Business continuity and resilience may be impacted by a changing climate that has the potential to create new types of disruption, as well as exacerbating risks that already exist. Hotter summers could occur half the time by 2070. Storms will occur more often and be more intense with periods of exceptional rainfall. Estates in remote and exposed areas and at sea level may be particularly at risk to adverse weather events including storm damage and flooding.</p> <p>Risk of reputational damage if UHI is perceived to have failed to act appropriately to achieve its obligations</p> | | <p>Workshop to identify actions and owners</p> <p>To Minimise:</p> <ul style="list-style-type: none"> • Operational risks • Transitional risks • Financial risks | | <p>F&GP</p> <p>SMG / Prof Services</p> <p>F&GP</p> <p>JL, GM, BH</p> <p>Nov 2022</p> |

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| <p>and operations.</p> | <p>emissions to net-zero by 2045. Emissions in 2030 are intended to be at least 75% lower than the 1990 baseline, with 2040 emissions at least 90% lower than baseline.</p> <p>UHI is classified as a relevant public authority for the purposes of this legislation and specific duties and obligations exist that require proactive actions to reduce emissions and to routinely report on progress.</p> | <p>(Greenwashing) and negative media coverage may impede future student recruitment, access to capital funding and research opportunities.</p> <p>Operational Risks:</p> <ul style="list-style-type: none"> - Property damage due to changing and more intense weather conditions - Disruptions to communications, teaching and travel caused by extreme weather events - Shifting infrastructure requirements, for example the need to provide cooling in buildings during the summer months ; <p>Transitional Risks:</p> <ul style="list-style-type: none"> - Risk to reputation - student and societal pressure for UHI Shetland to demonstrate | | | | |
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| | | <p>innovation and sustainability and show leadership in climate action.</p> <ul style="list-style-type: none">- Risk to enrolment - student pressure to access training and accreditation in programs that will lead to opportunities that match their values and interests in climate justice and jobs associated with the net zero transition.- Increasing staff and organizational capacity to meet compliance requirements, for example PBCCD emissions tracking and reporting. <p>Financial Risks:</p> <ul style="list-style-type: none">- Increasing financial demands to meet compliance requirements for emissions reductions, for example, decarbonized heating systems and fleet vehicles.- Supply chain pressures that will increase as emission | | | |
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| | | reduction target dates draw closer, i.e. a slow response may be a more costly response - Rising insurance costs | | | | |
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Key

| RISK MAP (for Gross risk & residual risk) | | TIMESCALE 3 YEARS | | | | |
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| IMPACT | | | | | | |
| 5 - Catastrophic | 5 | 10 | 15 | 20 | 25 | |
| 4 - Major | 4 | 8 | 12 | 16 | 20 | |
| 3 - Significant | 3 | 6 | 9 | 12 | 15 | |
| 2 - Minor | 2 | 4 | 6 | 8 | 10 | |
| 1 - Insignificant | 1 | 2 | 3 | 4 | 5 | |
| | 1 - Very Rare | 2 - Unlikely | 3 - Possible | 4 - Likely | 5 - Almost Certain | |
| LIKELIHOOD | | | | | | |