



UHI | SHETLAND

**RISK REGISTER 3
INSTITUTION HAS A POOR
REPUTATION**

2022-23 Updated May 2023

RISK REGISTER 3

THE INSTITUTION HAS A

POOR REPUTATION

2022-23

The causes can include:

Significant or sustained adverse publicity

Governance or management failure

Negative comments on social media

Poor academic results

Poor performance in league tables

Significant withdrawal rates

Poor student experience

Student complaints

IMPACTS OF A POOR REPUTATION

- Inability to recruit students
- Struggle to attract or retain high calibre staff
- Inability to attract funding
- Inability to develop strategic partnerships

REPUTATION AND PERCEPTION

Benjamin Franklin:

“It takes many good deeds to build a good reputation, and only one bad one to lose it”.

What you do

How you do it

How others talk about it

Reputation risk is created when performance does not match expectations.

Reputation is a matter of perception

A good reputation is perceived to be earned

Inherently subjective especially in education with stakeholders having different experiences

REPUTATION RISK AND LINKS TO OTHER RISKS

The perception of UHI Shetland can be linked to other business risks:

- + Ethics and integrity
- + Fraud/bribery/corruption
- + IT security risks
- + Health and Safety and Compliance
- + Research governance



REPUTATION RISK AND STRATEGY LINKS

The perception of UHI Shetland is the linked to the success of achieving our Strategic Plan 2021-25:

- + Tertiary Education: Destination of Choice
- + Engagement: Positive relationship building with local schools, businesses and the community.
- + Research and Knowledge Exchange: enhancing our profile locally and nationally, and to promote Shetland as an exciting place to carry out research, and attracting new activity.

ACTION TO MINIMISE RISK

1. MANAGE EXPECTATIONS AND PERCEPTIONS

- + Identification of elements of operational environment and strategy that could affect Shetland UHI's reputation
- + Assess reputation and areas for improvement through student feedback
- + Communication is the key for setting expectations and measuring reputation impact

ACTION TO MINIMISE RISK

2. IMPROVE WEAK

INTERNAL CO-ORDINATION

An action to reduce the gap between reality and expectation means:

- + Improve service
- + Reduce perception

Weak internal coordination is when one group creates an expectation that another group fails to meet.

- + Breaking down silos; an improvement in infrastructure / governance / processes & culture to be prepared to meet opportunities

ACTION TO MINIMISE RISK

3. ROLE OF EMPLOYEES

- + The role of employees is critical in shaping reputation
- + Corporate communications will shape expectations
- + Promotion and active use of values
- + Communications protocol

ACTION TO MINIMISE RISK

4. CREATE A STRONG POSITIVE REPUTATION AMONG STAKEHOLDERS

- + Reputation is a matter of perception among various stakeholders
- + A strong positive reputation among stakeholders across multiple categories will result in a strong positive reputation overall.
- + Engaging with stakeholders through communications, website, news stories, networking, social medias, can help create a positive reputation.
- + Engaging with alumni for promoting a positive experience

ACTION TO MINIMISE RISK

5. COMPLAINTS HANDLING

PROCESS

- + Dealing with student complaints in a timely manner and in 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.

OPERATIONAL ACTIONS 2023-24

- + Build understanding of perception of UHI Shetland.
 - UHI Perception Survey 2022
 - Ongoing Market research
- + An action list of areas to improve (e.g. Student Discipline policy and processes)
- + Internal quality system particularly for front facing, student engagement
- + Engage more with HISA
- + Improve and streamline our engagement with major local businesses to improve perception with clients

RISK RATING

+ Before actions: Likelihood 3 Impact 4

Gross Risk 12

+ After actions: Likelihood 3 Impact 3

Gross Risk 9

RISK MAP (for Gross risk & residual risk)

TIMESCALE 3 YEARS

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				

RISK OWNERS

- + Board of Management
- + Senior Management Group
- + Principal
- + Vice Principal (Operations)
- + Communications and Marketing team

An aerial photograph of a beach. The top half of the image shows clear, turquoise water with some darker patches of seaweed or rocks. The middle section features white, foamy waves washing onto a sandy beach. The bottom half is a close-up of the light-colored sand, showing some small dark spots and footprints.

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THANKS