

Risk Register 11 – Research outputs are sub standard

Causes

UHI-S or external factors affecting project delivery and production of outputs.

Staffing: Loss of key staff, lack of resilience; terms and conditions of employment are not comparable with competitor organisations impacting staff turnover and recruitment.

Inadequate resourcing and management of research activity impacting output quality.

Research Enterprise and Knowledge Transfer Committee, Director Research Enterprise and Impact, Research Managers, Learning Teaching and Research Sub-Committee

Owner

Actions to minimise risk in place:

Scrutiny and risk assessment of research projects during development phase.

Provide adequate staff resources to maintain high standard of research at all stages from concept to delivery.

Support staff and students through mentoring and training to increase the quantity and quality of research outputs and to progress academically.

Support staff to engage more with UK and international collaborators.

Action Plan: 1

Develop project management systems for all research activities (from concept to delivery), ensuring adequate funding, resourcing and management of research.

- Development of project management system based on previously used NAFC system is progressing
- Projects flowchart and email templates in development to improve flow of information
- New IT / software support systems are being investigated
- Business Devt & research leads are working closer with UHI Research and Contracts team.

Action Plan:

2

Provide a positive work environment and culture for research staff

- Support staff to attend research conferences, engage with UHI Research Clusters, external networks, undertake sabbaticals (recorded via PRD process)
- Monitor staff workload and time allocations to funded research activities to ensure adequate time to produce quality research
- Encourage participation in UHI Mentoring Programme
- Strengthen resilience by skills/ critical process training within teams; continuity planning; benchmarking and job evaluation exercise due to start in 2023. (Link to Risk 04 – Staffing).

Action Plan:

3

Ensure best practice with respect to REF including:

- Staff encouraged to attend relevant UHI events/ training
- REF outputs discussed during PRD meetings (with relevant staff)
- UHI initial REF stocktake/ grading for Units of Assessment (due May 2023)
- UHI REF Action Plan (due July 2023)
- Awareness raising and compliance re upload to PURE - ongoing.

Action Plan: 4

External factors affecting outcomes of research activities cannot always be controlled, but can be mitigated against by:

- Maintaining good communication with project partners and funders,
- Supporting staff to make project revisions when / where necessary (internal monitoring & external notification)

Residual Risk pre-action: 9

Residual Risk post-action: 9

Key

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				

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Thanks

