

UHI North, West and Hebrides STRATEGIC RISK REGISTER

Ref ID	Link to UHI Partnership Risk	Date Reviewed	Risk Status	Risk Category	Link to UHI NWH Strategic Goals/enabling strategies
NWH/R/001		15/05/2024	Active	Financial	SG1/all enabling strategies

NWH/R/002		15/05/2024	Active	Financial	SG2/Curriculum Strategy
NWH/R/003		15/05/2024	Active	Governance	SG1-6
NWH/R/004		15/05/2024	Active	Financial	Estates and Infrastructure Strategy

NWH/R/005		15/05/2024	Active	Financial	SG3
NWH/R/006		15/05/2024	Active	Organisational	People
NWH/R/007		15/05/2024	Active	Financial	SG1-6
NWH/R/008		15/05/2024	Active	Organisational	IT Infrastructure Strategy

NWH/R/009		15/05/2024	Active	Financial	SG4
NWH/R/010		15/05/2024	Active	Financial	SG5
NWH/R/011		15/05/2024	Active	Organisational	SG6/People Strategy

Risk Description

Failure to achieve financial sustainability

Failure to secure market demand for curriculum offer

Failure to maintain legal compliance with the full range of legal and public sector obligations

There is a risk that the estate does not match the needs of our curriculum, skills and research requirements

Failure to create an environment in which research and KE can flourish

Effective employee relations through local and national channels are not secure taking account of NRPA

High impact disaster for college (e.g. flood, fire building structure under threat; new pandemic)

Institutional, personal and sensitive data and/or services are disrupted, corrupted, lost, stolen or misused through serious inappropriate usage of IT systems or data by internal users or external actors.

the merged college fails to meet student expectations for an enhanced and more equitable student experience

failure to realise the economic development, commercial and income generating opportunities outlined in the merger business case, leading to loss of planned strategic development and growth

failure to attract, retain or develop key personnel, impacting organizational knowledge and capabilities to deliver the merged college's ambition

Causes	Owner(s)	Inherent Likelihood	Inherent Impact
failure to respond to reductions in core and non-core income streams; failure to meet targets for FE and HE teaching activity; failure to secure income from research and business development activities; failure to manage rising costs for staff and estates and infrastructures, including digital, maintenance and net zero; failure to respond to SG/SFC funding reforms which may reduce available core funding for the college; failure to achieve the college's three year financial sustainability plan, returning to a surplus position by 2026	Principal and ELT	5	5

<p>insufficient market intelligence; insufficient marketing and key stakeholder engagement (schools, businesses, agencies, local government); insufficient staff capacity to develop new curriculum products; insufficient budget to support curriculum development costs;</p>	<p>Principal and VPAA</p>	<p>4</p>	<p>3</p>
<p>Volume and pace of compliance changes and obligations. Staff capacity to undertake.</p>	<p>ELT</p>	<p>5</p>	<p>2</p>
<p>Volume and pace of compliance changes and obligations. Staff capacity to undertake. No access to capital funds to ensure estate meets climate change/net zero requirements. No access to capital funds to upgrade digital infrastructure in line with industry requirements, including AI; no capital funds available for new campus developments to meet industry demand</p>	<p>ELT</p>	<p>4</p>	<p>4</p>

<p>Loss of key research personnel impacting knowledge exchange capabilities. Insufficient Funding for Research: Limited resources hindering research and knowledge exchange.</p>	<p>Principal, VP Ops, FD</p>	<p>4</p>	<p>3</p>
<p>Lack of engagement locally and through Employers Association</p>	<p>Principal, Director HR</p>	<p>4</p>	<p>5</p>
<p>Unforeseen</p>	<p>ELT</p>	<p>4</p>	<p>5</p>
<p>IT Security breaches internal or external</p>	<p>Principal, all Directors</p>	<p>4</p>	<p>5</p>

<p>failure to connect our learners across multiple locations as a single community; failure to design enhanced learner services in the merged college; move to more online delivery fails to create a sense of local community for students; failure to deliver a physical estate and digital infrastructure meeting the needs of our students;</p>	<p>ELT</p>	<p>4</p>	<p>4</p>
<p>delay in forming an agile and responsive business development team whilst focusing on internal merger integration; lack of organisational capacity/expertise to appraise strategic business opportunities</p>	<p>ELT</p>	<p>4</p>	<p>4</p>
<p>loss of key staff from legacy colleges due to merger; failure to establish a trusted brand or rewards scheme which attracts talent; failure to invest in succession planning;</p>	<p>ELT</p>	<p>3</p>	<p>5</p>

Gross Risk	Risk Appetite	Target Risk	Mitigation to minimise Risk	Residual Likelihood
25			<p>working with UHI and sector agencies to influence SG funding policy; assure sustainable funding allocation within UHI, including merger-related finance and growth plans; increase non-core income from research and business development activities; seek efficiency savings and reductions in costs as outlined in college financial sustainability plan and merger business case; development of estates/net zero and infrastructure strategy and plan; development of international strategy aligned with UHI; seek public and private partnerships to enhance income generation.</p>	5

12		curriculum review and planning; marketing and external engagement strategy; collaboration and alignment with UHI recruitment, marketing and curriculum review activities; utilisation of internal student progression to secure 'internal market'; utilisation of sector initiatives (i.e. SQA, SDS etc) to secure funding for development.	3
10		Compliance manager progressing this, with plans focused on managing and monitoring the full range of college-wide compliance topics from vehicle policy to data protection to DSE.	4
16		Continued engagement in Caithness place based initiative E&SS staffing review being implemented to improve routine maintenance across sites New forward planning procedure & prioritisation for Maintenance & Inspections implemented (Feb 2022). Ongoing engagement with UHI, Councils, Scot Gove and UK Gov, SFT and others regarding strategic capital investment funding to support the college's emerging development plan.	3

12			<p>work closely with research staff on research capacity and contractual/corporate environment; plan and monitor arrangements for grant capture and project performance to ensure funding streams; Collaborate with regional partners to enhance research capabilities and knowledge exchange; secure appropriate share of REF related REG and innovation grant from UHI in relation to REF exercise every seven years.</p>	3
20			<p>Specific and regular trade union meetings highlighting impact on college finances. Regular Comms with Staff. Ongoing representation at Employers Association (requires more influence) Colleges Scotland</p>	3
20			<p>Regular review of Business Continuity Plan and testing Review estate condition survey Ensure business interruption insurance in place</p>	3
20			<p>Ensure associated policies and procedures are understood and adhered to at all levels. Cyber Security compliance aligned with UHI. Sharepoint Information Security and Governance arrangements in place to secure Information asset register. Mandatory Information Security Training for all staff.</p>	3

16			<p>ensure students are at the heart of key decision making and governance; delivery of student engagement and support strategy</p>	3
16			<p>early formation of a new business development team; secure additional expertise to secure appraisal of strategic business opportunities via UHI, HIE and other agencies as relevant;</p>	3
15			<p>ensure full implementation of the college's people strategy, including recruitment, engagement and reward and recognition; support succession planning as part of organisation design and restructuring</p>	3

ACTION PLAN			
Residual Impact	Residual Risk	Residual Risk Change	Review of actions to minimise risk (quarterly review), covering period between 15 May - 12 August 2024
4	20	↔	<p>final funding allocations received by UHI for AY24-25. FE overall budget reduction of 4.7%, with flat cash for learning and teaching funding and credit allocation, but reductions for student support funding, capital maintenance funding, no FWDF, no digital poverty funding, no transformation funding; national job evaluation funds (for support staff) continue to be accrued but withheld by SFC/SG. RDEL/CDEL treatment of capital funds proposed to be discontinued for 24/25, with final decision awaited from SG. HE overall sector reduction of 3.6%, with UHI reduction by 2.6%; this means reduction of funded HE FTE by 141.7FTE to UHI as a whole; research funding down by 5.2% for region (sector increase by 4.2%). Capital manitanance funding slightly up, but still significantly reduced to pre-22/23 levels. Some funds still to be announced in final funding allocations. Whilst there has been some growth for funded MAs for the H&I region and the college's share of MAs has grown for 24/25, SFC have confirmed to UHI that there is no growth in FE for the UHI region, and given all UHI UHI assigned colleges are meeting or exceeding their credit target in 2023-24, there is no growth of FE credits possible for the college, impacting on the original projections of the college's merger business case. This position has been reflected in the college's Board approved FFR and detailed narrative report at the end of June 2024, and has been submitted to SFC. The college has achieved almost all of its objectives for annualised savings in 2023-24/Year 1 of the three year savings plan. The college has also submitted to UHI the requirement for additional funding in 2024-25 (Year 2 of the financial sustainability plan), with a meeting scheduled with UHI in August 2024 to discuss this further. There is a risk if funding is not forthcoming for the projected deficit, further savings measures for 2024-25 will be required in addition to the Board approved FFR financial sustainability plan.</p>

3	9	<p>Curriculum review Phase 2 completed and integrated single curriculum plan for 2024-25 approved for recruitment, and integrated into new operating structure and timetables; liaison with UHI on securing HE recruitment for 24-25, including emergent planning of an integrated HE recruitment plan for clearing, UCAS 2025/26 and international. Both FE and HE application levels for AY24-25 in advance of AY23-24 at this time of the recruitment cycle; however, no additional credits available for FE for AY24-25, impacting on the college's ability to meet increasing demand in particular curriculum areas, including Gaelic. A recent meeting with UHI, SFC and SG on meeting additional demand for Gaelic via the college's strategic partnership with esgoil has confirmed that there are no additional public funds available to support more funded delivery for Gaelic. A further strategic case for additional funding is currently being made.</p>
2	8	<p>college is compliant in all major aspects; excellent SQA Systems verification report completed in February 2024, attesting full confidence in all aspects of the review. Cyber Essentials Plus status re-confirmed in Spring 2024. HSE Stress Risk Management Standards formally adopted in early May 2024, with 12 point action plan being implemented through college wide training and awareness campaign as part of a new 'healthy working lives' college-wide initiative. The college also had an excellent annual engagement visit from Education Scotland at the end of June 2024, with the final report awaited August/September 2024. The college's new operating structure will provide very prominent compliance and planning support through the new Performance and Planning Department going forward.</p>
3	9	<p>Information to progress major estates review in progress, in line with sectoral SFC Infrastructure Strategy and Investment Plan - whole college sector action plan being implemented for 2024/25 commencing with baseline data gathering by SFC, with UHI North, West and Hebrides a pilot college. Funded capital projects (Islands Growth Deal Stornoway Campus and SPF/THC funded Green Engineering Maintenance Facility Thurso) progressing to plan; capital funding continues to be sought for Mallaig redevelopment and Fort William STEM.</p>

3	9	↔	review of research environment to be conducted following organisation restructure by end of AY 23-24; to be completed by December 2024
4	12	↔	fortnightly LJNC meetings to support Year 1 transformational change and organisation redesign processes; risks of organisation design recorded separately in merger integration/project risk register; national industrial action by EIS FELA and Unison regarding outstanding pay award settlement from AY2022-23 and AY2023-24 continues to affect the student experience; this includes a resulting boycott by EIS FELA under ASOS; the college has sought legal advice on this and has informed lecturing staff that the resulting boycott element of ASOS will be treated as partial performance of contract and therefore will be treated in the same way as strike action for salary deduction purposes. Enhanced risk to student experience/success and potential risk of the college being sued for breach of contract by students. EIS nationally disputing legal basis regarding 'deeming', and there is a risk of local action being taken to employment tribunal. At the end fo 2023-24, mitigating action was sought via local EIS FEAL representatives; whilst no formal outcome was achieved, mitigating action averted detriment to any UHI NWH students without having to activate 'deeming' with staff. Unison/GMB and Unite accepted the three year pay settlement ending August 2025; however, nationally, the mandate for industrial action, including ASOS and resulting boycott, has been refreshed by EIS FELA and extended till January 2025, with six days of national strike action confirmed for the last two weeks in August 2024. UHI NWH participation in national strike action is low, and college continues to be able to mitigate impact on students.
4	12	↔	review of estates condition as part of SFC Infrastructure Strategy and protocols; return required to SFC later in 2024 once Infrastructure Investment Plan is published.
4	12	↔	achieved Cyber Essentials Plus accreditation, working with UHI and partners, in February 2024; mitigation working well, and being strngethend with new Performance and Planning department being created in 2024-25.

3	9		<p>signed memorandum of agreement with Your Student Association (HISA) in March 2024; strategic engagement with new CEO and Director of Engagement for YSA (HISA) continuing on a quarterly basis to ensure coordinated approach; excellent student satisfaction rates for college in 2023-24 (SFC, NSS, PG SS) as well as a very high number of HISA Award nominations;</p>
4	12		<p>signed sector letter along with 140 other colleges, industry representatives and businesses to ask SG to re-instate the Flexible Workforce Development Fund; lobbying of SG continuing, despite FWDF not re-instated as yet; report on Research and KE projects via FGP and LTRC; significant opportunities being pursued under the Islands Growth Deal and Major Development Programme in the Outer Hebrides; liaison with UHI on coordinated engagement over Inverness and Cromarty Firth Green Freeport; slow progress on business development strategy and business planning due to major change programme in Year 1, to be addressed following college restructuring by end of June 2024 for 2024-25.</p>
4	12		<p>people strategy to be fully finalised, but focus is on achieving new organisation structure by end of academic year 2023-24, plus achieving staff related savings through vacancy management and VSS programme. Plans under way to resource major people investment programme to build new operating, culture and leadership development model for the college post-structure for AY2024-25. The annualised savings have been achieved (including VSS programme as per business case submitted in November 2023), and proposed new structure consultation and individual staff transfer consultation into the new structure has been completed bar a handful of staff; the local dispute served by local trade union representatives is delaying final implementation of the new structure, creating risks to staff wellbeing and the college meeting its operating and contractual requirements to students and UHI going forward. Interim arrangements are being put in place to secure operational continuity and compliance, whilst local dispute resolution is in progress. Further detail in OD risk register.</p>

Mitigation Action Owner
Pr and DoF

Principal and VPAA

ELT

ELT/VP Operations



Principal/VPAA

ELT/VP Operations

ELT/Director of HR