

Committee	Risk and Audit Management Committee
Subject	College Risk Register and Framework
Action requested	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval
Summary of the paper	<p>The committee is asked to review the following key documents:</p> <ol style="list-style-type: none"> The <u>college's strategic risk register</u>, with updated mitigation report for February 2025. <ol style="list-style-type: none"> Risks related to merger integration have now been mainstreamed into the strategic risk register, with merger integration risks being managed at departmental level by members of the SMT (ELT plus Directors and Heads of Departments). Two new risks have been added to reflect the college's need to develop a sustainability plan to respond to carbon reduction/net zero targets (Risk No 12) and to engage with UHI's Transformation agenda to ensure future college sustainability (Risk No 13). To aid accessibility of the risk register currently contained in Excel and sitting on SharePoint, a simplified risk synopsis has been created in form of a Word table, listing risk, description, gross and residual risks and risk trend. <p>The committee is asked to note the updated mitigation action report against each of the strategic risks for the last quarter from November 2024 to February 2025, and the proposed two new risks (No 12 and 13), for endorsement.</p> <p>Other issues for the Committee to note:</p> a new risk policy and framework for the college are currently under development and will be finalised once the college's restructuring is completed, including final job titles and responsibilities to be reflected in the revised policy document. This will come for the committee's attention once the Board has made a final decision on the college's new structure (ongoing delay due to local trade dispute)

	<p>3. An integrated compliance report format is currently being reviewed and will come to the committee for AY2024-25, as part of establishing the new Department for Performance and Planning in the new college structure. This is covered elsewhere on the agenda for the ARM meeting on 13/11/2024. The committee is asked to feed back on the format of this report at its meeting.</p> <p>4. The recently approved new Programme Board has not yet met, given final Terms of Reference should reflect the new job roles and post holders within the revised organisational structure. The committee will meet as soon as possible following finalisation of the new organisational structure in AY2024-25 (delay due to local trade dispute)</p> <ul style="list-style-type: none"> a. UHI have provided a proposed new KPI Matrix for the UHI Partnership at the Partnership Council meeting on 29 October 2024. The college's executive team are currently reviewing this matrix alongside all other KPIs for the college's new strategic and operational planning framework. KPIs once agreed will be built into the risk and opportunities framework going forward. An update will be brought to ARM in 2024-25, once all strategic plans and KPIs have been approved by the Board (expected June 2025). b. UHI have announced a review of the UHI partnership-wide risks at the last Partnership Council on 29 October 2024. A workshop on UHI common risks which was scheduled for January 2025, has been delayed with new date to be confirmed. An update will be brought to ARM once the UHI risk meeting has taken place.
Resource implications	A new strategic planning senior officer post was specified as part of the re-designed integrated college structure; following approval of implementation of the college's redesigned support staff structure, this vacancy is now being recruited for. This post will support strategic planning and reporting on the college's strategic risk framework going forward, working with the college's SMT to further develop planning systems, data insights and data reporting to ELT and the board and its committees.
Risk implications	There are multiple risks associated with the years 1, 2 and 3 implementation phase of the college merger. Failure to identify and manage those risks may result in failure of the merger project in terms of its aims, ambition and benefits articulated in the merger business document and associated strategic plans.
Date paper prepared	21/02/2025
Date of committee meeting	26/02/2025

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Link with strategy Please highlight how the paper links to the Strategic Plan	Successful risk mitigation is key to securing merger and related strategic aims and objectives
Island communities	The merged UHI North, West and Hebrides may have an impact on the Western Isles and islands in its operating area that is different to other communities. The college will work with the University (UHI) as the relevant body under the Islands legislation to undertake an Island Communities Impact Assessment where there may be an impact on policy, strategy or service the college provides to island communities.
Status (e.g., confidential, non-confidential)	<input type="checkbox"/> Confidential <input checked="" type="checkbox"/> Non-confidential
Freedom of information	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Consultation: How has consultation with partners been conducted?	ELT

UHI NWH Risk No	Risk Category	Risk Description	Gross Risk	Residual Risk	Risk Trend
001	financial	Failure to achieve financial sustainability	25	12	↓
002	financial	Failure to secure market demand for curriculum offer	12	9	↔
003	governance	Failure to maintain legal compliance with the full range of legal and public sector obligations	10	8	↔
004	financial	The estate does not match the needs of our curriculum, skills and research requirements	16	9	↔
005	financial	Failure to create an environment in which research and KE can flourish	12	9	↔
006	organisational	Effective employee relations through local and national channels are not secure taking account of NRPA	20	12	↔
007	financial	Failure to create effective business continuity plan	20	12	↔
008	organisational	Failure to prevent major internal or external IT Security breaches	20	12	↔
009	financial	the merged college fails to meet student expectations for an enhanced and more equitable student experience	16	9	↔
010	financial	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	16	12	↔
011	organisational	failure to attract, retain or develop key personnel, impacting organizational knowledge and capabilities to deliver the merged college's ambition	15	12	↔
012 (NEW)	financial	failure to meet public sector carbon reduction/net zero targets and associated deadlines	16	12	↔
013 (NEW)	governance	Failure to engage with UHI's Transformation Programme	25	16	↑