

Appendix 1. Orkney College Risk register - March 2018 Update

UHI STRATEGIC RISK REGISTER TEMPLATE				Orkney College UHI						TIMESCALE 3 Years										ACTION PLAN Assign an action owner who is the person responsible for completing the identified action and select a realistic completion target date Please input information about planned future actions to reduce the risk score										
Ref ID	Risk Status	Category	Risk Description	Causes	Impacts/Evidence	Owner	Likelihood	Impact	Gross Risk	GR Rank	Actions to minimise risk in place	Residual Likelihood	Residual Impact	Residual Risk	GR Residual Rank	Actions to minimise risk/To Do (1)	Action Owner (1)	Completion Date (1)	Actions to minimise risk/To Do (2)	Action Owner (2)	Completion Date (2)	Actions to minimise risk/To Do (3)	Action Owner (3)	Completion Date (3)	Actions to minimise risk/To Do (4)	Action Owner (4)	Completion Date (4)	Actions to minimise risk/To Do (5)	Action Owner (5)	Completion Date (5)
Orkney College UHI/2	Active	Academic	Failure to achieve planned student numbers	The College exceeded its core FE target in 2016/17 with additional FE activity funded through ESIF. HE student FTEs were slightly below target in 2016-17 below target. Targets for 2017/18 have been reviewed (some up, some down) and signs are that the HE targets will be achieved for 2017/18. FE targets should be met as long as short course enrolments are buoyant in the second half of the year.		Principal	2-Unlikely	3	6	2	<ul style="list-style-type: none"> Procedures in place for student recruitment including targets for student numbers An efficient admissions system A robust student record system 	2-Unlikely	3-Significant	6	2	A quality online prospectus	College Management Team	01/03/2018	A realistic marketing plan	College Management Team	01/08/2018	Introduction of new ESIF funded courses	College Management Team	01/07/2016	Close monitoring of FE Credits to ensure on target and if need be increase number of short courses run.	College Management Team	01/05/2018			
Orkney College UHI/3	Active	Academic	Failure to maintain/improve teaching quality	The College received a very positive Education Scotland Review in March 2014 and positive report on progress against the main points for action each of the Annual Engagement visits since. Changes in the Education Scotland evaluation procedures took place for 2016-17. The College self-evaluation of 'Very Good' in the three main quality indicators was endorsed by Education Scotland. of May 2015. All staff engage in self-evaluation which is crucial to providing an early alert to any areas of concern. Performance indicators for 2016-17 show an increase in attainment of full-time FE students over the previous year.	Self Evaluation grades of 'Very Good' endorsed by Education Scotland. Positive Pis that compare well with National Pis and OC previous years.	Principal	1-Very Rare	3	3	3	<ul style="list-style-type: none"> Develop modern teaching methods including appropriate use of ICT Recruit quality staff and continue professional development Well equipped teaching accommodation Modern Library, computing and other learning resources. 	1-Very Rare	3-Significant	3	3	Clear course level reporting procedures (reviewing FE and HE with UHI)	College Management Team	01/12/2017	Embedding of peer review. Ongoing work in 2017/18	College Management Team	01/07/2018	Monitor changes to Education Scotland quality procedures and adapt OC systems accordingly	College Management Team	01/12/2018						
Orkney College UHI/4	Active	Organisational	Inability to maximise the contribution of staff	Staff regularly undertake staff development activities throughout the year. Progression opportunities in a small island based college are quite limited as there is little turnover of staff. Careful monitoring of timetables is necessary to ensure full utilisation of staff. The full implications of National Bargaining are yet to be understood in terms of staff utilisation. As a small college with small class sizes optimum deployment of staff resource is critical.	Staff timetable review undertaken each Semester - almost all staff fully deployed. - biggest issue is some small class sizes.	Principal	2-Unlikely	3-Significant	6	2	<ul style="list-style-type: none"> CPD Good Internal Communications Professional Development Reviews Efficient timetabling of teaching time Introduce computerised timetabling package CELCAT 	2-Unlikely	2-Minor	4	3	Clear procedures for staff development	College Management Team	01/08/2018	Use of new timetabling package CELCAT, to better monitor staff and resource allocation	Principal / College Management Team	01/07/2018	In consultation with staff consider redeployment from areas of declining activity to new with appropriate development	College Management Team	01/08/2018						
Orkney College UHI/5	Active	External	Changes in government policy (including changes to funding methodology)	The unit of resource for FE teaching has effectively remained constant whilst pay awards and non-staff inflation costs have added to the operating costs of the College year on year. At HE level the unit of resource is decreasing slightly for 2018/19. The funding methodology for FE changed in August 2015 with a move from wSUMs to Credits. The SFC is still considering the level of remoteness funding for island and rural colleges and internal pressures within UHI make resource allocation a competitive process. The introduction of National Bargaining across the sector is being supported for a transition period by the SFC, however this is happening against an uncertain background of funding from the Scottish Government.	National Bargaining requires significant additional funding to meet the year on cost increases until 2020 followed by a need to ensure long term sustainability as transition funding is reduced in the period 2020- 22.	CMT/CMC	4	4-Major	16	1	<ul style="list-style-type: none"> Need to produce a sustainability model for the College to meet the costs of National Bargaining Responsiveness to changing funding body requirements Review College Organisational structures to meet changing needs 	3-Possible	3-Significant	9	2	Greater collaboration with other colleges in the regions to explore opportunities for shared planning and provision.	College Management Team	01/07/2018	Manage the implementation of National Bargaining to ensure that the College is sustainable in the medium and longer term.	College Management Team	01/08/2018	Ensure that staff are fully deployed to minimise any unnecessary teaching costs	College Management Team	01/08/2018	Ensure College organisational structure is effective to make full use of staff	Principal	01/12/2018			
Orkney College UHI/6	Active	Financial	Failure to detect fraud	The College is subject to the governance of Orkney Islands Council and the monitoring and audit requirements of the Council. This does not preclude any fraud but the greatest risk is likely to be small scale rather than institutional in nature		Principal	1	2	2	3	<ul style="list-style-type: none"> Sound internal control system Comprehensive updated financial regulations Effective internal audit Effective external audit Compliance with Orkney Island Council financial regulations 	1-Very Rare	2-Minor	2	3	Continued monitoring of the college finances and expenditure by College Management Council and Orkney Islands Council	College Management Team, Internal Audit (Orkney Islands Council)	01/08/2018												
Orkney College UHI/7	Active	Financial	Insufficient funds for capital building requirements	Significant reduction in capital / maintenance funding for FE places additional strain on revenue funding for 2016/17. The College has a long term maintenance plan with OIC but limited capital funds mean that only essential work will be undertaken in 2016/17. Priority for accommodation are space for Archaeology Institute and Student Accommodation.		Principal	3	3	9	2	<ul style="list-style-type: none"> A realistic capital programme Evaluations of funding options Link to budget and finance management policies 	2-Unlikely	3-Significant	6	2	Forward maintenance plans for existing estate. Review	College Management Team	01/12/2018	Explore student housing options	College Management Team	01/12/2019	Explore Archaeology Institute accommodation	College Management Team	01/12/2018						

