

## UNIVERSITY SERVICES RISK REGISTER

Risk no	Risk	Impact	Likelihood	Risk Rating	Mitigating action/management tool
1	The risk that US is unable to deliver its plan due to insufficient availability of resource	4	3	12	<ul style="list-style-type: none"> <li>• Alignment of planning and budgeting</li> <li>• Regular budget review</li> <li>• Participation in UoG-wide planning and budgeting</li> </ul>
2	The risk that employment relations are poor following the reshaping exercise and that morale among staff in US is low	3	3	9	<ul style="list-style-type: none"> <li>• Maintenance of relationships with Trades Unions</li> <li>• Internal communications activities</li> <li>• Briefing by line managers</li> <li>• P&amp;DR</li> </ul>
3	The risk that the relationship between US and the Colleges is poor leading to a 'them and us' culture rather than a partnership approach	3	3	9	<ul style="list-style-type: none"> <li>• Use of existing fora/College and School committees</li> <li>• Identification of shared interests and shared actions agreed</li> <li>• Regular consultation and/or sharing of information</li> </ul>
4	The risk that the skills mix in US is sub-optimal; in particular leaderships skills and the ability to manage activities to develop services and manage staff performance	3	3	9	<ul style="list-style-type: none"> <li>• P&amp;DR</li> <li>• Training needs analysis</li> <li>• Establishment of leadership development programme</li> </ul>
5	The risk that US does not develop its business or engage in sector-wide developments, failing to embrace, exploit and/or adapt to new ways of working, being left behind while competitor Universities thrive	3	3	9	<ul style="list-style-type: none"> <li>• Identification of best practice by HoDs</li> <li>• Participation in sector-wide networks/discussions</li> <li>• Administrative Review Programme</li> </ul>
6	The risk that key projects are not managed effectively and that standard business processes are not rolled out or utilised across the University	3	3	9	<ul style="list-style-type: none"> <li>• Adoption of project management methodologies</li> <li>• Information sharing</li> <li>• UoG-wide implementation groups</li> <li>• College engagement in IPSC</li> </ul>
7	The risk that US fails to put in place plans for business continuity and/or anticipate the need to develop contingency plans	4	2	8	<ul style="list-style-type: none"> <li>• Planning processes</li> <li>• Leadership by Heads of Division</li> </ul>
8	The risk that US fails to act strategically with regard to prioritisation and the deployment of resources thereby failing to assist the University to deliver on its Strategic Plan affecting research development, the student experience and/or the University's global reach and reputation	4	2	8	<ul style="list-style-type: none"> <li>• Regular interaction with Colleges and sharing of plans;</li> <li>• Planning and budgeting processes</li> <li>• Awareness of UoG strategic plan</li> </ul>
9	The risk that the relationship between US and the students and their representative bodies is poor	3	2	6	<ul style="list-style-type: none"> <li>• Inclusive approach to student membership of relevant fora</li> <li>• Regular meetings with SRC, GUU, QMU, GUSA</li> </ul>

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10	The risk that systems, processes and/or procedures are not fit for purpose, failing to support adequately the University's business	3	2	6	<ul style="list-style-type: none"> <li>User feedback</li> <li>IPSC.</li> </ul>
11	The risk that we fail to meet targets for the recruitment of students (UG/PGT; Home /Overseas) by either under- or over-recruitment	2	3	6	<ul style="list-style-type: none"> <li>Target setting and monitoring</li> <li>Marketing and conversion activities</li> <li>Use of gathered field.</li> </ul>
12	The risk that there is insufficient coordination across University Services	2	3	6	<ul style="list-style-type: none"> <li>USMG</li> <li>Leadership by Heads of Division and awareness raising by HoDs</li> </ul>
13	The risk that US cannot recruit or retain staff of the required quality to deliver on its objectives.	3	2	6	<ul style="list-style-type: none"> <li>Clear job descriptions</li> <li>P&amp;DR</li> <li>Promotion of the University (and the city)</li> <li>R&amp;R</li> </ul>
14	The risk of failure of IT infrastructure or systems operation leading to inadequate performance, unacceptable loss of service or loss of sensitive or personal data	4	1	4	<ul style="list-style-type: none"> <li>Business continuity and recovery plans</li> <li>Resilience improvement activities</li> <li>Audit processes</li> </ul>
15	The risk that there is inadequate turnover of staff in US leading to a lack of development opportunities and insufficient influx of new ideas	1	3	3	<ul style="list-style-type: none"> <li>P&amp;DR</li> <li>Performance management</li> </ul>

#### Measures of Impact

4	Medium term loss of service; adverse national publicity/ongoing damage to University brand; litigation almost certain and difficult to defend; financial loss of >£10m or more than £2m pa.
3	Short term loss of services; adverse local publicity/limited damage to University brand; litigation expense; financial loss of £5-10m or more than £1m pa.
2	Short term loss of disruption to services; needs careful PR; litigation possible; financial loss of £1-5m or more than £500k pa.
1	No significant disruption to service; unlikely to cause adverse publicity; unlikely to cause complaint or litigation; financial loss of £500k-£1m or more than £100k pa.

#### Measures of Likelihood

Probable (4)	51-100% probability
Likely (3)	26-50% probability
Possible (2)	10-25% probability
Rare (1)	<10% probability