

Newcastle University Strategic Risk Register Summary

Background

Since the March meeting of Council five strategic risks have been updated and reviewed by Executive Board. There has been a change the net risk scores on strategic risk 1, 4 and 14. In addition risks 5 and 15 have been reviewed with no change in risk score.

The University now has four red rated risks, SR1 (Educational offer does not meet expectations), SR8 (International student recruitment), SR9 (financial viability in the long term) and SR11 (cyber, data and information security). Executive Board are closely monitoring actions in place to mitigate risk impact.

Strategic Risks, Owners and Scores														
			Gross Score			Net Score				Target Score				
	Risk Name	Risk Owner	I	L	S	I	L	S	At Target?	I	L	S	R/A/G	Score
Education														
SR1	Our educational offer does not meet expectations	Ruth Valentine	5	5	25	5	4	20	No	4	3	12	Red	↑
SR2	A high quality student experience where student needs are supported is not delivered	Ruth Valentine	5	5	25	4	4	16	No	4	3	12	Amber	↔
SR3	Home student recruitment targets (including financial, quality & diversity) are not met	Ruth Valentine	4	5	20	4	3	12	No	4	2	8	Amber	↔
Research														
SR4	Inability to deliver research growth, power and intensivity	Matthew Grenby	4	4	16	4	3	12	No	4	2	8	Amber	↑
SR5	Research compliance and governance standards are not met	Matthew Grenby	4	4	16	4	3	12	No	4	2	8	Amber	↔
Engagement & Place														
SR6	Failure to improve health, social wellbeing, economic & cultural richness in the places in which we operate (locally, nationality & globally)	Jane Robinson	4	4	16	4	2	8	Yes				Green	↔
Global														
SR7	Global vision is not delivered	Chris Whitehead	4	4	16	4	3	12	No	4	2	8	Amber	↔
SR8	International student recruitment targets (including financial, quality & diversity) are not met	Justin Cole	5	5	25	5	4	20	No	5	4	20	Red	↔
Strategic Enablers														
SR9	The University is not financially viable	Nick Collins	5	5	25	5	4	20	No	4	3	12	Red	↔
SR10	Colleague culture, recruitment, retention, health, safety & wellbeing	Jackie Scott	5	4	20	4	4	16	No	4	3	12	Amber	↔
SR11	Failure to accurately create, securely manage, store and protect data against information security risks	0	5	5	25	5	4	20	No	4	3	12	Red	↔
SR12	University Estate (physical and digital) is not suitable for current and future needs	Nick Collins	4	4	16	4	3	12	No	4	2	8	Amber	↔
	Failure to continually improve sustainability in order to protect the environment and ensure the future viability of university operations.	Jane Robinson	5	4	20	4	3	12	No	4	2	8	Amber	↔
SR14	Breach of Legal, Regulatory Compliance or Governance Failure	Colin Campbell	4	5	20	4	3	12	No	4	2	8	Amber	↑
SR15	Disruption caused by the external environment	Colin Campbell	4	4	16	4	3	12	Yes				Amber	↔

SR1 – Our educational offer does not meet expectations

The risk score has been increased to reflect the current environment and uncertainty relating to cost reduction outcomes that may impact the delivery of education and in particular module delivery in the new academic year. If the actions identified are successfully implemented the risk score may come back down before the end of the calendar year.

SR4 – Inability to deliver research growth, power and intensivity

The risk score has been increased to reflect the uncertainty relating to research and grant income. It was agreed at Research and Innovation Committee at its meeting on 14th May that the risk requires further review considering the research strategy refresh currently taking place.

SR14 - Breach of regulatory compliance or governance failure

The name of the risk has been updated (previously “Improper conduct of business”). The risk score has been increased and amendments to the risk reflect the increasingly complex regulatory environment (including but not limited to free speech legislation and the Supreme Court ruling) as well continued OfS and public scrutiny.

Industrial Action & Colleague Wellbeing

As the financial target needed for academic colleagues was not met through the VS scheme roles at risk of redundancy have now been identified. The impact on colleague wellbeing and morale is being monitored by the People Matters Group as well as Executive Board. Further industrial action up until mid-July has also been announced. The Education Continuity Group meets regularly to review and implement mitigations to protect the student education and experience.

Dr Colin Campbell, Registrar
23 March 2024