

# **Strategic Risk Register**

## **Imperial College Union**

### **Update: June 2017**

#### **Environmental**

1. Failure to recognise, adapt or respond to the changing environment and dynamics of our membership or the College resulting in lower levels of engagement with the Union's services and reduced relevance.
2. External legislative changes affect the status of the Union or the financial benefits utilised by our activities.
3. Failure to ensure the Union extends its physical presence in an increasingly geographically disparate College environment.

#### **Services**

4. A significant decline in the level of student engagement with, or failure to ensure our membership's understanding of, the Union's electoral and democratic processes, undermining the potency of our voice.
5. Failure to meet the increasing demands for quality advice and support for our membership across the College.

#### **Financial**

6. Commercial operations suffer significant downturn, fraud or loss of license leading to financial deficits.
7. Inability to secure a funding agreement with the College with an adequate level of funding to underpin our strategic aims or failure to meet audit expectation resulting in a loss of confidence in the Union's management.

#### **Resources**

8. Failure to implement an effective people management strategy leading to ongoing staffing challenges and weakening external standards.
9. A significant failure to our IT systems resulting in services being unavailable or commercial activity affected.

#### **Safety and Reputational**

10. A serious untoward incident, which results in serious reputational damage
11. A serious health and safety incident occurs where policies and procedures have not been followed resulting in reduction in future activity or prosecution.

Strategic Risk				
1	Failure to recognise, adapt or respond to the changing environment and dynamics of our membership or the College resulting in lower levels of engagement with the Union’s services and reduced relevance.			
	Impact			
	Impact	High	Likelihood	Low
	<ul style="list-style-type: none"><li>Reduction in funding from College</li><li>Loss of reputation within the sector and wider community</li><li>Reduction in legitimacy in student decisions on committees</li></ul>			
Controls				
Existing		To be implemented		
<ul style="list-style-type: none"><li>Ongoing consultation and dialogue with students through focus groups, representative systems and internal and external surveys</li><li>Relevance of our electoral processes</li><li>Understanding the make-up of our membership through data analysis</li></ul>		<ul style="list-style-type: none"><li>Horizon Scanning (<i>ongoing; to be discussed at monthly SMG</i>)</li><li>Regular discussions with College to identify shared risks (<i>ongoing</i>)</li><li>Ensuring a presence is at every campus (<i>ongoing</i>)</li></ul> <p>Update 1 October</p> <ul style="list-style-type: none"><li>Horizon scanning at staff development day 12 September (report o/s)</li><li>Discussion to be held at each Board of Trustees meeting on emerging macro/strategic issues</li></ul> <p>Update 1 February</p> <ul style="list-style-type: none"><li>Action plan from staff development to be circulated by 28 February</li></ul> <p>Update 1 May</p> <ul style="list-style-type: none"><li>Discussion notes from April-17 Board horizon scanning session have been circulated</li></ul>		
SMG Responsibility Jarlath O’Hara				

Strategic Risk				
2	External legislative changes affect the status of the Union or the financial benefits utilised by our activities.			
	Impact			
	Impact	High	Likelihood	Medium
	<ul style="list-style-type: none"><li>Loss of charitable status</li><li>Requirement to register commercial activities with a subsidiary company liable for corporation tax</li></ul>			
Controls				
Existing		To be implemented		
<ul style="list-style-type: none"><li>Financial stability through reserves</li><li>Political networking</li><li>Collaboration with College</li><li>Knowledge of students' unions legal status</li></ul>		<ul style="list-style-type: none"><li>Horizon scanning (<i>ongoing</i>)</li></ul> <p>Update 1 October</p> <ul style="list-style-type: none"><li>Horizon scanning at staff development day 12 September (report o/s)</li><li>Representation on the TEF Panel (Chun Yin San)</li><li>Meeting booked with Hammersmith and Fulham MP – Andy Slaughter 14 October</li><li>Discussion to be held at each Board of Trustees meeting on emerging macro/strategic issues</li></ul> <p>Update 1 February</p> <ul style="list-style-type: none"><li>Action plan from staff development to be circulated by 28 February</li><li>Currently in discussion with College about our contribution to their response. Council meeting agreed to support President and DPE to co-author College TEF submission.</li><li>Introductory meeting with Andy Slaughter took place. MP Engagement plan to be generated by 1 February.</li></ul> <p>Update 1 May</p> <ul style="list-style-type: none"><li>Political engagement continues with the majority of work being done in conjunction with Citizens UK. Current focus has shifted to electoral registration in light of General Election and we are</li></ul>		

	presently awaiting draft ideas from Citizens UK for principle engagement topics for consideration.
SMG Responsibility Malcolm Martin	

Strategic Risk			
3	Failure to ensure the Union extends its physical presence in an increasingly geographically disparate College environment.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"><li>• Loss of opportunity to engage with new students</li><li>• Reputation</li><li>• Hinders future growth in activities at other campuses</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>• Ensure College carry out relevant and timely student consultation</li><li>• Lobby College to improve transport links</li><li>• Paper presented to F&amp;R (12 October). Next steps outlined in paper</li><li>• Union President has joined White City Campus Advisory Group</li><li>• Strategic theme developed within <i>Our Strategy 2017-20</i> which focuses on reaching all students on all campuses.</li></ul>		<ul style="list-style-type: none"><li>• We must continue to ensure that the Union is well positioned not only to participate and contribute to conversations about developments as they occur but also to shape and influence the developments proactively.</li></ul> <p>Update 1 February</p> <ul style="list-style-type: none"><li>• Constant (ongoing) reviewing of this ensured through establishing a strategic theme to reach all students</li><li>• Meeting planned with Director of Campus services and MD to discuss joint priorities for White City</li></ul> <p>Update 1 May</p> <ul style="list-style-type: none"><li>• Non-South Kensington working group established with goals of: establishing a ‘student space’ at each campus; ensuring each space has a Union presence at agreed times and visibility at other times; and that there is Union-led activity, appropriate to the site and space.</li><li>• Ongoing input to College groups on both strategic level and operational “meanwhile” level as White city houses the first Imperial staff and students.</li><li>• Development Director (White City) attending the next Board of Trustees meeting.</li></ul>	
SMG Responsibility Jarlath O’Hara			

Strategic Risk			
4	A significant decline in the level of student engagement with, or failure to ensure our membership's understanding of, the Union's electoral and democratic processes, undermining the potency of our voice.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"><li>No mandate from the student body</li><li>Officer roles do not appeal to members</li><li>Reduction on influence with College</li><li>Reduction of Union's legitimacy</li><li>Members unable to achieve their goals</li><li>Difficult to engage with members</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>Promoting the Union's effectiveness through Impact Reports and regular communication to the student body</li><li>Investing in the Union's electoral processes</li><li>Highlight positive impact of past officers</li><li>Ensuring there is a good working relationship with College staff that make key decisions</li><li>Election of Council members and training new members</li><li>Review of Officer Trustee communication</li></ul>		<ul style="list-style-type: none"><li>Review the Union's democratic functions to identify improvements to ensure relevance and effectiveness, reporting to Board and Leadership by July 2017</li><li>Review democratic processes by 31 July 2017</li><li>Promote the Union as a real conduit for change – the place to get 'stuff changed' by 31 January 2017</li><li>Improve how we communicate the effectiveness of Officer Trustees by 28 February 2017</li></ul> <p>SMG Responsibility Andrew Keenan</p>	
		<p>Update 1 February</p> <ul style="list-style-type: none"><li>Strategy launch 19 January</li><li>Communication Committee met and action plan emerged to 1) improve understanding of OT position in Leadership elections 2) explain objectives of OT's</li></ul>	
		<p>Update 1 May</p> <ul style="list-style-type: none"><li>Evaluate electoral outcome and decline in engagement. Evaluation report due in June 2017</li></ul>	
SMG Responsibility Jarlath O'Hara			

Strategic Risk			
5	Failure to meet the increasing demands for quality advice and support for our membership across the College.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"><li>Negative impact on members not receiving appropriate advice</li><li>College services not referring to the Advice Centre</li><li>Long waiting times for advice, often of a timely nature</li><li>Reduction in the quality of the advice we can offer</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>Review the Union’s advice provision</li><li>Ensure there is an appropriate level of staff support and staff knowledge to meet demand</li><li>Collect detailed usage statistics and evidence to inform future expansion or preventative campaigning</li><li>Weekly meetings in place with President, DPE and new Vice Provost Education about Future Student Services</li></ul>		<ul style="list-style-type: none"><li>Engage with new Director of Student Services regarding our agenda for improvements to College’s support services by 31 July 2017</li></ul> <p>Update 1 October</p> <ul style="list-style-type: none"><li>Process started – ongoing</li><li>Weekly meetings in place with President &amp; DPE</li></ul>	
		<ul style="list-style-type: none"><li>Ensure termly analyses of Advice Centre usage are being disseminated with associated action plans, from January 2017 onwards</li></ul> <p>Update 1 October</p> <ul style="list-style-type: none"><li>Raw data obtained, however detailed narrative/analysis is outstanding</li></ul> <p>Update 1 February</p> <ul style="list-style-type: none"><li>Analysis for Term 1 2017 received; action plan in formation</li></ul> <p>SMG Responsibility Andrew Keenan</p>	
		<p>Update 1 May</p> <ul style="list-style-type: none"><li>Action plan for T1 done.</li><li>Term 2 analysis outstanding. Update report due June</li></ul>	

Strategic Risk			
6	Social Enterprise operations suffer significant downturn, fraud or loss of license leading to financial deficits.		
	Impact		
	Impact	High	Likelihood Low
	<ul style="list-style-type: none"> <li>• Losses in revenues impacting on ability to delivery key services</li> <li>• Job losses for our membership</li> <li>• Social space loss</li> <li>• Negative affect on College relationship</li> <li>• Impact on local neighbourhood relationships</li> </ul>		
	Controls		
	Existing	To be implemented	
	<ul style="list-style-type: none"> <li>• Timely and accurate financial information</li> <li>• Clearly written down and followed operating procedures</li> <li>• Financial procedures fit for purpose, robust and regularly tested</li> <li>• Annual internal and external audit</li> <li>• Regular review of product mix to ensure it caters to wants and needs of all members</li> <li>• KPMG 2016 Internal Audit report reviewed by F&amp;R in October gave amber-green rating</li> <li>• KPMG 2017 Internal Audit draft report received and is currently being reviewed – draft amber-green rating</li> </ul>	<ul style="list-style-type: none"> <li>• Whistle blowing policy by 31 January 2017</li> </ul> <p>SMG Responsibility Malcolm Martin</p>	
		<ul style="list-style-type: none"> <li>• Social Enterprise Strategy document created by 30 September 2016</li> </ul> <p>Update 1 October</p> <ul style="list-style-type: none"> <li>• Strategy paper / SWOT analysis delivered to F&amp;R in September</li> <li>• Develop alongside organisational strategy – draft by January 2017</li> </ul> <p>Update 1 February</p> <ul style="list-style-type: none"> <li>• Paper to be developed after launch of “Our Strategy” by March 2017</li> </ul> <p>SMG Responsibility Paul Buckley</p>	



	<p>Update 1 May</p> <ul style="list-style-type: none"> <li>• Social Enterprise Strategy Paper to be presented to May F&amp;R</li> </ul>
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Strategic Risk			
7	Inability to secure a funding agreement with the College with an adequate level of funding to underpin our strategic aims or failure to meet audit expectation resulting in a loss of confidence in the Union's management.		
	Impact		
	Impact	High	Likelihood
	Low		
<ul style="list-style-type: none"><li>• Removal or reduction of current services</li><li>• Loss of staff/employment</li><li>• Reserves are depleted</li><li>• Loss of College reputation</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>• Diversify income streams so that the Union is not so reliant on College for funding</li><li>• Continue positive relationship with College</li><li>• Regular reporting to Finance &amp; Risk Committee</li><li>• Maintain focus on audit recommendations</li><li>• Continue to demonstrate impact of College funding on student life at imperial through Impact Reports and the mid-term fund report</li></ul>		<ul style="list-style-type: none"><li>• Secure medium term funding agreement by 30 June 2017</li><li>• Demonstrate areas of the College strategy the Union would be best placed to deliver by 31 July 2017</li></ul>	
		Update 1 May	
		<ul style="list-style-type: none"><li>• Support &amp; endorsement received from Vice-Provost (Education) for block grant funding request. Final paper sent to CFO, College.</li></ul>	
SMG Responsibility Jarlath O'Hara & Malcolm Martin			

Strategic Risk			
8	Failure to implement an effective people management strategy leading to ongoing staffing challenges and weakening external standards.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"><li>• Failure to recruit and retain great staff members</li><li>• Loss of institutional memory</li><li>• Loss of a supportive community in staff team</li><li>• Low staff morale or effectiveness</li><li>• Failure to follow employment regulations and laws</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>• Access to training process</li><li>• Clear standards for team meetings and one-to-ones</li><li>• Regular Personal Development Reviews</li><li>• Investment in staff training</li><li>• Management Expectations</li><li>• Investors in People Gold Standard</li><li>• Annual staff survey and departmental action plans</li><li>• Strong links with College HR and knowledge of their processes</li><li>• Review recruitment and selection processes</li><li>• Work-life balance statement in place</li></ul>		<ul style="list-style-type: none"><li>• Overarching people management strategy to tie together all the Union’s processes by 30 April 2017 30 September</li><li>• Promote a career development culture (ongoing)</li></ul>	
		Update 1 May <ul style="list-style-type: none"><li>• Extended the scope of People Management strategy in light of “Our Strategy YU2”. Formulated draft activity matrix to inform remit of a new working group.</li></ul>	
SMG Responsibility Jarlath O'Hara & Malcolm Martin			

Strategic Risk			
9	A significant failure to our IT systems resulting in services being unavailable or commercial activity affected.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"><li>• Significant functionality loss across whole organisation</li><li>• Productivity loss</li><li>• Regulation issues surrounding the breach of data safety</li><li>• Risk to audit rating</li><li>• Reduction in club functionality and autonomy</li></ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"><li>• Clear management responsibilities</li><li>• Documentation and shared knowledge of systems</li><li>• Staff support for key systems</li><li>• Build knowledge of Union systems in College ICT</li><li>• All code stored on a central repository with version control</li></ul>		<ul style="list-style-type: none"><li>• Ensure all essential services are hosted on virtual servers by 31 July 2017</li><li>• Regular stress testing of systems by 31 July 2017</li></ul>	
		Update 1 May <ul style="list-style-type: none"><li>• Aiming for summer implementation subject to resource limitation</li></ul>	
SMG Responsibility Malcolm Martin			

Strategic Risk				
10	A serious untoward behavioral incident, which results in serious reputational damage.			
	Impact			
	Impact	High	Likelihood	High
	<ul style="list-style-type: none"><li>• Credibility of the Union to deliver activities</li><li>• Legal ramifications</li><li>• Financial implications</li><li>• Loss of trust from College</li><li>• Change to the Union's autonomous approach to student activities</li></ul>			
Controls				
Existing		To be implemented		
<ul style="list-style-type: none"><li>• Reputational training for Union Officers</li><li>• Existence and efficacy of the Union's Health &amp; Safety Committee</li><li>• Risk assessments and method statements for all Union activities and events</li></ul>		<ul style="list-style-type: none"><li>• Ensure members do not fear punitive action from reporting health and safety incidents by 31 December 2016</li><li>• Ensure the quality of risk assessments and method statements for student activities by 31 December 2016</li></ul> <p>Update 1 October</p> <ul style="list-style-type: none"><li>• Outline plan presented to F&amp;R 12 October</li></ul> <p>Update 1 February</p> <ul style="list-style-type: none"><li>• Significant staff turnover within Student Activities. Additional interim resources are being arranged.</li></ul> <p>Update 1 May</p> <ul style="list-style-type: none"><li>• SMG Away day planned 12 May to brainstorm</li><li>• New Student Activities Manager recruited</li></ul> <p>SMG Responsibility Paul Buckley &amp; Malcolm Martin</p>		

	<ul style="list-style-type: none"> <li>• Communications crisis plan and process by 31 July 2016</li> </ul> <p>Update 1 October</p> <ul style="list-style-type: none"> <li>• Completed but not yet implemented. Deadline 31 October</li> </ul> <p>Update 1 February – completed!</p> <p>SMG Responsibility Andrew Keenan</p>
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Strategic Risk			
11	A serious health and safety incident occurs where policies and procedures have not been followed resulting in reduction in future activity or prosecution.		
	Impact		
	Impact	High	Likelihood Medium
<ul style="list-style-type: none"> <li>• Reputation</li> <li>• Draw on staff and officer resources</li> <li>• Personal impact on members and their friends and family</li> <li>• Accountability</li> <li>• Legal</li> </ul>			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> <li>• Early mitigation through training</li> <li>• Constant re-evaluation of procedures and policies</li> <li>• Clear outlines of responsibilities between College and the Union</li> <li>• Existence and efficacy of the Union's Health &amp; Safety Committee</li> <li>• Risk assessments and method statements for all Union activities and events</li> </ul>		<ul style="list-style-type: none"> <li>• Ensure members do not fear punitive action from reporting health and safety incidents by 31 December 2016</li> </ul> <p>SMG Responsibility Paul Buckley &amp; Malcolm Martin</p>	
		<ul style="list-style-type: none"> <li>• Highlight positive messages and celebrate best practise (31 December)</li> <li>• Increase in reporting of near misses</li> <li>• Positive feedback when SALUS reports received</li> </ul> <p>Update 1 May</p> <ul style="list-style-type: none"> <li>• SMG Away day planned 12 May to brainstorm</li> <li>• New Student Activities Manager recruited</li> </ul>	
		<ul style="list-style-type: none"> <li>• Communications crisis plan and process by 31 July 2016.</li> </ul> <p>Update 1 October</p> <ul style="list-style-type: none"> <li>• Completed but not yet implemented. Deadline 31 October</li> </ul> <p>Update 1 February</p> <ul style="list-style-type: none"> <li>• Plan has been circulated.</li> </ul> <p>SMG Responsibility Andrew Keenan</p>	

	<ul style="list-style-type: none"> <li>• Ensure the quality of risk assessments and method statements for student activities by 31 December 2016</li> <li>• Activity risk management review by 31 December 2016</li> </ul> <p>SMG Responsibility Paul Buckley &amp; Malcolm Martin</p> <p>SMG Responsibility Malcolm Martin</p>
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