

# **UHI Orkney Stakeholder Group**

## **Terms of Reference**

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## **1. Role of UHI Orkney Stakeholder Group**

The UHI Orkney Stakeholder Group acts as a strong link in the communities that it serves, providing local insight and ensuring information passes between the college and local stakeholders.

The Stakeholder Group assists in the development and review of policies, strategies, plans and projects.

## **2. Remit**

The remit of the Stakeholder Group is to:

- Understand the impact of the college on the communities it serves.
- Advise on initiatives that might help the business and social needs of the Orkney community.
- Feed into curriculum delivery that helps meet industry needs.
- Develop valuable contacts in the community, including employers.

## **3. Membership**

Membership of the Stakeholder Group shall comprise the following:

- Five Elected Members of Orkney Islands Council's Education, Communities and Housing committee, including the Chair and Vice Chair.
- Four Business Community Representatives.
- Four Community/Third Sector Representatives.
- Two Student Representatives from UHI Orkney.
- Two Staff Representatives from UHI Orkney.
- Two representatives from UHI Executive Office.

The Student Representatives should, as far as possible, represent both Further and Higher Education students.

The Staff Representatives should not be Trade Union representatives, as the Stakeholder Group does not consider operational matters, such as staffing and employment matters. The Staff Representatives should, as far as possible, represent Lecturing and Support staff.

The Stakeholder Group can co-opt additional members depending on the matters under discussion/development. This may include representatives from Orkney Islands Council services, as well as external agencies such as HIE.

The following officers (or deutes as appropriate) will normally be expected to attend meetings to support the Stakeholder Group:

- UHI Orkney:
  - Principal.
- Orkney Islands Council:

- Director of Education, Communities and Housing.
- Head of Education.
- Service Manager (Secondary and Tertiary Education).
- Representatives from Corporate Governance, Finance, Legal Services and Human Resources.

#### **4. Quorum**

Although not a decision-making body, it is considered best practice that a minimum number of members should be in attendance prior to any business being considered.

Accordingly, the quorum for meetings of the Stakeholder Group shall be one quarter or 25% of the membership, but never fewer than 4. For the avoidance of doubt, two Elected Members of Orkney Islands Council should be in attendance, including either the Chair or Vice Chair of the Education, Communities and Housing Committee.

If a quorum of members of the Stakeholder Group is not present within 15 minutes of the published start time, the meeting will be adjourned to a date and time to be agreed with the Chair.

During a meeting, should the number of members of the Stakeholder Group in attendance fall below the number required for a quorum, the meeting shall be adjourned to a date and time to be agreed with the Chair.

#### **5. Terms of Appointment**

##### **5.1. Elected Members of Orkney Islands Council**

Elected Members of Orkney Islands Council will be appointed in accordance with Orkney Islands Council's appointments process, namely following the Local Government Election held in May every five years, reviewed after two years.

##### **5.2. Business and Community/Third Sector Representatives**

Business and Community/Third Sector representatives will be appointed, initially, for a period of four years, and can be re-appointed for a further period of four years, although the total period of appointment should not normally exceed eight years in total. Vacancies shall be filled by advertisement and approved by Orkney Islands Council.

When a vacancy becomes available, expressions of interest should be sought via advertisement, normally through Orkney Islands Council's and UHI Orkney's social media channels.

Following advertisement, should more expressions of interest be received than the number of vacancies, a panel, comprising the Chair and Vice Chair of the Stakeholder Group and either the Chair or Vice Chair of the Education, Communities and Housing Committee, will undertake a short-leeting process. Successful candidates will then be invited to attend an informal interview, following which the panel will make a recommendation to Orkney Islands Council in respect of the vacancy or vacancies to be filled.

### **5.3. Student Representatives**

Student representatives will be appointed, initially for a period of one year and can be re-appointed for a further period of one year. Student representatives shall be filled at the start of the academic year, in the same format as the election for the Highlands and Islands Student Association representative. One of the student representatives should be the Highlands and Islands Student Association (HISA) UHI Orkney Depute. Should the HISA representative be a Further Education student, the other representative should, where possible, be a Higher Education student, or vice versa if the HISA representative is a Higher Education student. The minimum age of a student representative should be 16 years old.

### **5.4. Staff Representatives**

Staff representatives will be appointed, initially for a period of four years and can be re-appointed for a further period of four years, although the total period of appointment should not normally exceed eight years in total.

### **5.5. Resignations**

Resignation by a Member must be made in writing to the Chair of the Stakeholder Group, who should advise the UHI Orkney Principal and the Service Manager (Governance), Orkney Islands Council, so that arrangements can be made to fill the resultant vacancy.

## **6. Chair and Vice Chair**

The Chair is appointed by the Stakeholder Group and can be chosen from the Elected Members of Orkney Islands Council, the Business Community Representatives and the Community/Third Sector Representatives.

The Stakeholder Group may choose to appoint a Vice Chair. In the event that the Chair is chosen from among the Business Community Representatives and the Community/Third Sector Representatives, the Chair or Vice Chair of the Education, Communities and Housing Committee will hold the position of Vice Chair.

As meetings of the Stakeholder Group are hybrid, in that attendance in person and via Microsoft Teams is available, the Chair of the Meeting should normally be present in the room where the Meeting is taking place.

## **7. Chair and Vice Chair Responsibilities**

The role of the Chair is to:

- Lead the Stakeholder Group to achieve its objectives, maintain an overview of activity and champion and support partnership working.
- Ensure that the Stakeholder Group operates in line with these Terms of Reference.
- Ensure that decisions of the Stakeholder Group are in accordance with good governance principles.

In the absence of the Chair, the Vice Chair will assume the Chair's responsibilities.

If, for any reason, neither the Chair nor the Vice Chair are able to attend a meeting, the Stakeholder Group shall appoint a Chair for that meeting only.

## 8. Secretariat

The secretariat function to the Stakeholder Group will be provided by UHI Orkney.

## 9. Attendance

Meetings will normally be held at UHI Orkney, with the option for blended and/or online meetings.

Members will endeavour to attend all Stakeholder Group meetings. However, if they are unable to attend, they will submit their apologies in advance to the Secretariat.

Other UHI Orkney staff, Council Services and external organisations may attend through the Chair as required, whose professional advice and support is deemed necessary by the Stakeholder Group.

## 10. Meeting Procedures

The Stakeholder Group will meet, as a minimum, at quarterly intervals.

Agenda and papers for meetings shall be approved in advance by the Chair.

The Secretariat will make papers available at least 5 working days in advance of the meeting.

The Secretariat will provide a summary of the meeting, normally within 14 days of the date of the meeting.

## 11. Roles and Responsibilities of Members

Members shall take responsibility for building an inclusive and collaborative culture of partnership among the Stakeholder Group and with wider community and college interests.

Members shall strive to apply the following principles:

**Commitment:** to attend every meeting, where possible. To be prepared for meetings and to actively participate in discussion.

**Respect for Others:** to act with respect and equity and recognise and value differences in experience and attitude at all times, helping to establish trust across the Stakeholder Group and recognising that embracing diversity will lead to the outputs of the Group being the best they can be.

**Discussion:** to be strategically focused and contribute positively to discussions and to work with other Members to achieve consensus.

**Representation:** to raise areas of strategic concern and otherwise contribute their experience and expertise to discussions and decisions to achieve good, workable solutions.

**Achieve outcomes:** to ensure that the Stakeholder Group, in leading and driving change, remains action orientated and focused on outcomes, recognising the importance of measuring and evaluating the progress of impacts and being accountable.

## **12. Code of Conduct**

Members of the Stakeholder Group, whether in meetings/briefings or working on behalf of the Group, will act in accordance with the [Model Code of Conduct for Members of Devolved Public Bodies](#), including abiding by the Nolan Principles of Public Life.

Members will actively promote and support the above principles and be willing to challenge any behaviours not in accordance with them.

## **13. Confidentiality**

Members of the Stakeholder Group are expected to observe the highest standard of confidentiality in respect of any information obtained, and materials shared with them, in the course of serving on the Stakeholder Group.

## **14. Review**

The operation of these Terms of Reference will be monitored regularly. Any required amendments brought about by practice, legislation or policy will be presented to the Stakeholder Group for consideration, prior to consideration by the Education, Communities and Housing Committee. In addition, these Terms of Reference will be reviewed as deemed necessary, and at least every five years.

# Education, Communities and Housing Risk Register – June 2026

## Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	1.	Director of Education, Communities and Housing.
Staffing.	2.	Director of Education, Communities and Housing.

## Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	1, 3, 4, 5, 6, 7, 8, 9, 10, 11	Director of Education, Communities and Housing.
Staffing.	2, 3, 7.	Director of Education, Communities and Housing.
Governance	12.	Director of Education, Communities and Housing.
Technological	13.	Director of Education, Communities and Housing.

# Risk Matrix

		IMPACT					
		1.	2.	3.	4.	5.	
		Insignificant	Minor	Moderate	Major	Severe	
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

## Risk Title: 01 – Financial Pressures.

<b>Likelihood.</b>	5	<b>Impact.</b>	5.	<b>RAG.</b>	Red.	<b>Current Risk Score.</b>	25	<b>Target Risk Score.</b>	15.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>It is predicted that ongoing savings will be required each year.</p> <p>Level of funding for the service is insufficient to maintain the existing standard and range of provision.</p> <p>Lateness of award and lack of certainty around some Scottish Government funding leads to additional pressure on services.</p> <p>Inflation and pay settlements, combined with a standstill budget and/or budget reduction further reduces the capacity to maintain a safe standard of provision.</p> <p>Impact of Council's strategic financial plan exacerbates the vulnerability.</p> <p>Some aspects of service provision are reliant on income</p>	<p>Reduced resource base</p>	<p>Decrease in the quality and resilience of the services provided by ECH (as assessed by inspectors and regulators).</p> <p>Reduction in service offer.</p> <p>Disinvestment in professional learning offer for staff teams.</p> <p>Possible reduction to progress, achievement and attainment of learners.</p> <p>Spiral of decline as increasing time and resource spent on accounting for service failures and complaints, and on making cases for discrete resource allocations in-year.</p> <p>Additional strain placed on staff many of whom already work significant additional hours that they are not paid for.</p>	<p>Tolerate.</p>	<p>Ensure 'fair' distribution of available funding to mitigate differential impacts across the service.</p> <p>Increase budget management and scrutiny to identify both significant and marginal efficiencies.</p> <p>Manage ad-hoc grants to minimise unplanned commitments 'in kind'.</p> <p>Manage vacancies where possible to optimise in-year savings.</p> <p>Explore and exploit opportunities for sharing costs and/or community funding.</p> <p>Oversee budget management.</p> <p>Continue work to identify additional efficient/different</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>through income generation, donation or sales which cannot be entirely guaranteed.</p> <p>The funding regime for housing development in Scotland leads to difficulties in making development achievable, given the range of pressures on a small Housing Revenue Account. This, in turn, is impacting on affordable housing provision.</p> <p>Additional changes to welfare benefits following the further rollout of Universal Credit and existing impact of original roll out (from September 2018) plus the legacy of the pandemic has resulted in increased rent arrears.</p> <p>Reduction or loss of key services.</p> <p>Difficulty with covering costs of casual / relief staff. Difficulty with backfilling maternity leave etc.</p> <p>Likelihood of increased costs for management and outcome of legal challenge.</p>		<p>Insufficient houses and higher levels of disrepair.</p> <p>Reputational impact; Community impact; Impact on staff morale; Increase in difficulty with recruitment and retention; Potential staff losses either through ill health or choosing to leave the Council; Economic impact if people leave the islands; potential limitations on housing development (unless additional provider(s) can be sourced); Increased homelessness; Additional housing pressure; Sustainability threatened in fragile communities; Increased rents; Failure to meet SHNZS (Social Housing Net Zero Standard); Reduced staff wellbeing and increased staff illness; Potential impact on vulnerable groups within society.</p> <p>Increased requests for additional funding from third sector agencies who receive funding and who deliver vitally important services for us at a cost below that of internal delivery.</p> <p>Reduction in income due to cost of living crisis.</p>		<p>ways of working/ service redesign to release budget savings and increase income generation.</p> <p>HRA Business Plan developed – close monitoring to continue.</p> <p>Reduction of service provision in some areas / loss of services to maintain core activities.</p> <p>Work with Scottish Government to ensure more efficient and effective ways of working through multi-year funding.</p> <p>Request island impact assessment to ensure island circumstances are considered in funding allocations.</p>

## Risk Title: 02 – Recruitment / Retention Challenges.

<b>Likelihood.</b>	5.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	20.	<b>Target Risk Score.</b>	16.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Some posts remain very difficult to fill. For example, Housing staff, Tenant Participation Staff, Sheltered Housing staff, Papdale Halls, School Catering Staff (particularly cooks), Admin staff, ELC practitioner, Employability Keyworkers, some teaching posts, Support for Learning Assistants, Staff on insecure contracts eg employability staff and Management staff. Recruitment and retention failures result in un-filled posts.</p> <p>Some posts are subject to annual or specific funding from Scottish Government which are subject to a lack of certainty which limits post security and may potentially limit ability to be flexible with use of staffing resource (Employability,, Housing Support for Refugees etc).</p>	<p>Key posts still remain unfilled following another recruitment drive, casual and relief staff unavailable and often unaffordable.</p>	<p>Reduction in service offer, including not offering undersubscribed courses. Inability to meet the Safe Staffing Standard and / or operational standards.</p> <p>Capacity to deliver specific curriculum subjects compromised.</p> <p>Service failure with respect to progress, achievement, and attainment, and meeting learners' needs.</p> <p>Lower quality of service as assessed by inspectors and regulators.</p> <p>Increase in workload and pressure on existing teams.</p> <p>Capacity to deliver specialist housing services is compromised.</p> <p>Capacity to deliver full school meals offering across all schools is compromised.</p> <p>Reduction in performance standards across all Services; Reputational impact; Community impact; Concern about closures; Impact on staff morale; Economic impact if people leave the islands.</p>	<p>Treat.</p>	<p>Support access routes (initial training, career change programmes).</p> <p>Provide support to unqualified staff to gain relevant qualifications.</p> <p>Support for 'grow your own' staff / succession planning and mentoring. This may include incentives to encourage staff retention.</p> <p>Use recruitment processes to ensure applicants are aware of opportunities and (if unsuccessful) are open to continue to seek employment with the Council.</p> <p>Continue to use appropriate alternatives including the use of agency staff (where affordable).</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Vacancies remain unfilled for an extended period.</p> <p>Limited access to appropriately qualified workforce, hampers recruitment, including the availability of casual and relief staff.</p> <p>Age profile of staff and singleton posts in some areas leads to increasing risk of loss through retirement, sickness absence etc. Vulnerability due to certain health conditions including mental health. Difficulty with backfilling maternity and ensuring staffing levels required for services registered with Care Inspectorate / Safe Staffing / Operational Standards.</p> <p>Turnover rate rises to unsustainable levels.</p>		<p>Negative impact upon staff wellbeing and sickness rates.</p> <p>Increased challenge in recruiting quality candidates.</p>		<p>Seek to challenge position with insecure Scottish Government funding.</p> <p>Essential workers housing strategy to assist with recruitment / retention of essential workers.</p>

### Risk Title: 03 – Unmet Additional Support Needs.

<b>Likelihood.</b>	5	<b>Impact.</b>	5.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	20.	<b>Target Risk Score.</b>	16.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Demand across service areas is out with capacity to deliver.</p> <p>Impact of available additional support is limited as it is shared across too many needs.</p> <p>Increasingly complex needs of service users are impacting on the directorate's ability to meet statutory service provision.</p>	<p>Increased demand for additional support combined with an increase in the indicators of unmet need.</p>	<p>Appropriate additional support (approaches to learning and teaching, support from personnel, and provision of resources) to meet the needs of learners / residents is not available.</p> <p>Service fails to meet statutory duties.</p> <p>Facilities with or without support insufficient to meet needs and demands.</p> <p>Level of dissatisfaction increases.</p> <p>Number of complaints increases.</p> <p>Resources diverted to manage complaints and if necessary, legal challenge, which exacerbates the vulnerability.</p> <p>Increase in difficulty with recruitment and retention.</p>	<p>Treat.</p>	<p>Improve and increase efficient and effective use of available resources.</p> <p>Improve and increase staff confidence and capability.</p> <p>Explore and exploit opportunities for collaborative work within and across service and agencies to deliver preventative and early intervention service models.</p> <p>Explore and exploit budget and funding options to increase sufficiency and capacity. £1.5 million is subsidising free school meals and music tuition. If ECH had the funding this could be reallocated to ASL and Inclusion.</p> <p>Explore staffing needs on a regular basis.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>Reduction in staff morale.</p> <p>Increase in staff sickness absence levels.</p> <p>Increased likelihood of legal challenge for additional support needs unmet.</p> <p>Likelihood of increased costs for management and outcome of legal challenge.</p>		

**Risk Title: 04 – IT Systems Capability.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	16.	<b>Target Risk Score.</b>	12.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>IT systems insufficiently developed to meet contemporary needs within Service</p> <p>Insufficient Wi-Fi within Council buildings limits the flexible and efficient use of staff and buildings</p> <p>Access to modern apps, services, etc are limited, can't access and communicate with service users in expected ways, future provision of AI (or risks of, not planned for)</p> <p>Manual systems required to be developed or maintained, resulting in unnecessary/inappropriate use of resources.</p> <p>Lack of dedicated resource (both staffing and financial) for systems administration and development</p>	<p>The Council fails to maintain and develop information management systems that support the current and future needs of the Service appropriately.</p> <p>Education, Communities and Housing management information systems fail to support the Service appropriately.</p>	<p>Inability to achieve an acceptable level of efficiency (as might be achievable in organisations with more appropriate IT systems).</p> <p>Needs of service users, children/young people/residents, parents/ carers, staff, other stakeholders are not efficiently met.</p> <p>Service ability to provide external bodies with the information they require is impaired.</p> <p>Manual/alternative approaches are costly (diverting resources and time away for core activity) and potentially less 'safe'.</p> <p>Long lead in times for implementing new IT packages means that efficiencies are not realised or become redundant.</p> <p>Inability to communicate with service users to meet expectations of modern service users.</p>	<p>Treat.</p>	<p>Establish a systems review and development roadmap.</p> <p>With colleagues across the Council, explore the possibility of taking a project development approach to improvement.</p> <p>Continue to review effectiveness of SEEMIS and NEC Housing undertake upgrades as a planned process (includes implementation of direct debit).</p> <p>Concerto continues to be expanded to include all asset management requirements. Ensure provision for homelessness and advice monitoring is developed.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
		<p>Limit ability for income generation / collection eg through online shop provision / income collection apps etc (staffing is also a limitation).</p> <p>Inability to work with partner agencies in a modern manner eg online housing application / common housing register.</p>		

## Risk Title: 05 – Expansion of Childcare Provision/Provision of Non-statutory Provision.

<b>Likelihood.</b>	4	<b>Impact.</b>	3	<b>RAG.</b>	Amber	<b>Current Risk Score.</b>	12	<b>Target Risk Score.</b>	9
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Leadership capacity.</p> <p>Insufficient number of high quality and / or qualified practitioners.</p> <p>Insufficient budget to meet emerging demands of Scottish Government.</p>	<p>Failure to recruit high quality candidates.</p> <p>Legislation/policy insufficiently funded for the local context (e.g. discretionary deferrals, nursery milk and snack).</p>	<p>Lack of leadership in settings.</p> <p>Vacant posts and repeated recruitment.</p> <p>Impact on quality and outcomes for children.</p> <p>Failure to meet National Standard.</p> <p>Budget overspend.</p>	<p>Treat.</p>	<p>Refocus the Leadership pathway to develop leadership capacity within the workforce.</p> <p>Support practitioners to gain relevant qualifications to meet the requirements of their role, including SVQs and degrees</p> <p>Continuation of head teacher training to support development of pedagogical leadership capacity.</p> <p>Continue to work with UHI Orkney to review the availability and quality of courses on offer.</p> <p>Lobby Scottish Government so that they take account of the unique island challenges relating to new policies.</p> <p>Ensure Orkney attendance at national meetings / forums to ensure the remote and rural voice is heard.</p> <p>Ensure Elected Members and the Corporate Leadership Team are well briefed prior to national meetings.</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Financial model for 0-3 service becomes unviable.	Inability to appoint adequate numbers of practitioners to ensure maximum ratio and maximum income.	Greater than acceptable losses. Service failure in workplaces due to lack of childcare available.		Carefully monitor occupancy, staff ratios and fee payment to ensure the setting is running as efficiently as possible.

**Risk Title: 06 – Cost of living crisis.**

<b>Likelihood.</b>	4.	<b>Impact.</b>	4.	<b>RAG.</b>	Yellow.	<b>Current Risk Score.</b>	16.	<b>Target Risk Score.</b>	12.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Cost of living crisis is likely to exacerbate inability to pay housing costs. Impact of welfare reform and further changes to welfare benefits continue to impact on ability to pay rent and this has been exacerbated by the initial rollout of Universal Credit (2018/19), Tax Credit transition to Universal Credit (rollout to all remaining groups) during 2024 and the impact of the pandemic.</p> <p>Negative impact on those we work to support across ECH.</p> <p>Meal provision not chosen by particular groups such as</p>	<p>Reduced income for HRA, increased provision for bad debt, increased homelessness.</p> <p>Increased demand for service and inability to meet need.</p> <p>Meal of lower nutritional value chosen instead.</p>	<p>More rent arrears; Increased impact on HRA; Increased homelessness; Loss of staff; Failure to meet SHNZS (Social Housing Net Zero Standard); Damage to reputation re arrears figures (previously were very good); Negative impact on rural/isles area.</p> <p>Reduced Income levels from OIC (rents) and the general public.</p> <p>Rise in children living in poverty.</p> <p>Inability to meet the required needs of communities leading to increasing vulnerability and exacerbating future demand for services.</p> <p>Poor learning and poor school experience and need for additional services in future.</p>	<p>Treat.</p>	<p>HRA Business Plan to continue to be monitored.</p> <p>Issues of affordability are considered in respect of potential impact of annual rental increase. Monitor situation and continue to pursue rent arrears and also to try and prevent other households from falling into arrears by encouraging payment in advance and seeking to identify vulnerable households at as early a stage as possible.</p> <p>Continue to work with the Cost-of-Living Taskforce and Children’s Services Strategic Group.</p> <p>Issues of affordability are considered in respect of potential projects and costs.</p> <p>Continue to increase awareness of free school meal criteria and awareness of anonymity. Ordering system ensures</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Primary 6 and 7 and including S3 due to cost.				complete anonymity between those who pay and those who don't. System disseminated to all users through user groups etc. Includes provision of nutritional advice, recipes etc.

## Risk Title: 07 – Tertiary Sector (UHI Orkney) Funding and Business Plan.

<b>Likelihood.</b>	4	<b>Impact.</b>	4	<b>RAG.</b>	Amber	<b>Current Risk Score.</b>	16	<b>Target Risk Score.</b>	12.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>UHI Orkney fails to achieve zero budget.</p> <p>UHI Orkney requires financial support from OIC to continue to operate in a sustainable manner</p> <p>Curriculum and/or staffing cuts are required to balance budget</p>	<p>Flat/capped funding from Scottish Funding Council in Further Education (FE) sector.</p> <p>Challenges in recruiting sufficient Higher Education (HE) students and subsequent shortfall in activity-based funding.</p> <p>Demand for student support services significantly above budgeted provision and rising.</p> <p>Signing up to the National Recognition and Procedure Agreement for Scotland's Colleges.</p> <p>Staff costs at 77% of budget; Distant Islands Allowance not funded by Scottish Funding Council.</p>	<p>UHI Orkney cannot manage within its resources.</p> <p>Falling student satisfaction</p> <p>Student Support expenditure above budget and/or needs go unmet meaning vulnerable students are placed at risk, increased risk in course delivery and practice, additional pressure and strain on teaching staff or refusal/inability to accommodate some students.</p> <p>Reputational damage, increased complaints against the College and legal challenge.</p> <p>Staff exposed to unnecessary risk or harm.</p> <p>Increase in staff absence or sickness.</p> <p>Reduction in staff morale.</p> <p>Lack of skills, experience and capacity (link to Risk 2, Recruitment and Retention Challenges).</p> <p>Growth potential lost.</p> <p>Reduced curriculum leads to skill shortages in the local economy and restricted economic growth for Orkney.</p>	<p>Treat.</p>	<p>Advance from loans fund approved to balance 2025/26 budget and to set balanced budget for 2026/27.</p> <p>Officer Task Force instigated, reporting to ECH Committee.</p> <p>Improve and reinforce budget monitoring.</p> <p>Work with budget holders collaboratively to understand the budget as a whole and take collective responsibility for balancing income and expenditure across the college</p> <p>Ensure appropriate budget profiling and timely invoicing to support budget monitoring.</p> <p>Implement common course viability assessments ensuring all teaching staff resource is directed to income-generating activity, or less viable but locally significant delivery is offset by income elsewhere.</p> <p>Increase corporate training via UHI Orkney for OIC staff training.</p> <p>Work with Island Colleagues to request unions to push for</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	<p>Rising costs (see Risk 2 which is particularly significant).</p> <p>Expenditure on staff costs insufficiently offset by grant, fee, credit and commercial income.</p> <p>Insufficient funding to sustain aging property assets, which are self-financed by UHI Orkney.</p>			<p>Distant Islands Allowance to be incorporated into national pay bargaining for academic staff.</p> <p>Capitalise on the rebranding and strongly promote the strengths of UHI Orkney.</p>

**Risk Title: 08 – Significant demand for emergency accommodation and general needs housing.**

<b>Likelihood.</b>	5.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	20.	<b>Target Risk Score.</b>	16.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Inability to meet demand for emergency accommodation (double the number of households are in temporary accommodation than was the case pre-pandemic).</p> <p>Increased housing pressure locally impacting on provision of housing irrespective of tenure.</p>	<p>Current lack of capacity and increased demands due to national policy of rapid rehousing, pressure for housing for essential workers etc.</p> <p>Housing pressures generally mean fewer people can meet their own housing need through private sector tenancies etc.</p>	<p>Significant level of homelessness; Increased risk of OIC being unable to meet its statutory requirements in respect of homelessness; Breach of unsuitable accommodation order; Out of Orkney placements; Substantial unbudgeted increased financial pressure on OIC; Additional demands placed on smaller staffing base (sourcing accommodation and supporting households in transition); Bad publicity; Recruitment issues exacerbated by housing position.</p>	<p>Treat.</p>	<p>Keep demand under review.</p> <p>Further review of Temporary Accommodation provision through the Rapid Rehousing Transition Plan. Likely to require additional temporary accommodation to be sourced which is contrary to the national policy position.</p> <p>Delivery of local housing strategy (including homelessness and essential workers) and Strategic Housing Investment Plan etc.</p>

**Risk Title: 09 – Failure to meet Social Housing Net Zero Standard (following publication of Scottish Government guidance).**

<b>Likelihood.</b>	3.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	9.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Substantially reliant on external funding. Risk that funding is not available.</p> <p>Budgetary position within Housing Revenue Account Business Plan is insufficient due to increases in costs.</p>	<p>Some houses will be below the Social Housing Net Zero Standard.</p>	<p>Government criticism for failing the standard. Failure of Scottish Housing Quality Standard and failure to meet requirements of Scottish Housing Regulator.</p> <p>May have sanctions imposed; Negative impact on inspection results; Adverse effect on tenants; Potential for properties to be damaged as a result of damp, mould, inability to heat etc, Bad publicity leading to increased complaints. Increase in fuel poverty.</p>	<p>Treat.</p>	<p>Review progress on a regular basis (following confirmation of Scottish Government guidance and confirmation of date). Develop detailed plan to ensure properties meet the Social Housing Net Zero Standard within the designated timescale.</p> <p>Monitor through Annual Return against the Charter in line with requirements of Scottish Housing Regulator</p>

## Risk Title: 10 – Buildings and Facilities.

<b>Likelihood.</b>	4.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	16.	<b>Target Risk Score.</b>	12.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Council's financial position leads to reduction of spend on repairs and improvements and gradual decline in quality of buildings</p> <p>Buildings will not meet accessibility / equality requirements.</p> <p>Lack of office accommodation and service user space.</p> <p>Inability to repair and replace essential equipment.</p>	<p>Quality of buildings may decline, and condition / suitability does not meet the standard expected.</p> <p>Quality of internal structures become unsuitable for current use eg food preparation.</p> <p>Buildings lack flexibility to meet needs around accessibility and equality requirements.</p> <p>Insufficient desk and office space for employees and no space to undertake the statutory work of CLD.</p> <p>Equipment failure.</p>	<p>Reduced spend on repairs and maintenance leading to poorer quality buildings; safety of buildings declines; historic buildings will be lost without investment; lack of investment in catering equipment will lead to failure to deliver / breach of legislative requirements; no maintenance provision will lead to loss of availability of play areas; impact on staffing requirements due to change to national practice by key agencies including Scottish Fire and Rescue Service.</p> <p>Failure to meet legislative requirements / service user needs.</p> <p>Poor working environment which debilitates the prospects and outcomes of staff.</p> <p>Not meeting the occupational standards and health and safety requirements for office space.</p> <p>No space for working with user groups and vulnerable people keen to benefit from our services support.</p>	<p>Tolerate.</p>	<p>Review progress on an annual basis.</p> <p>Work with partners in IOD to make best use of limited resources. Investigate options for additional income / funding to assist with preservation of some buildings / ensure risk assessments are regularly updated / PPE provided / training provided.</p> <p>Consider suitability of existing buildings and ability to source additional funding.</p> <p>Identify additional office space within OIC building.</p> <p>Secure an external functional space for staff and service users to utilise, especially with the loss of The Learning Link building in 2026 due to financial reductions.</p> <p>Likely investment in alternative building required.</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
		Inability to maintain and run services.		Identify and cost a rolling programme for replacement.

**Risk Title: 12 – Business Continuity.**

<b>Likelihood.</b>	3.	<b>Impact.</b>	4.	<b>RAG.</b>	Amber.	<b>Current Risk Score.</b>	12.	<b>Target Risk Score.</b>	9.
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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
An event or incident leads to the inability of teams to carry out their core functions.	Pandemic, IT incident, power outage, fire, flood etc	Backlog of work and failing to meet deadlines. Loss of critical documents.	Treat.	Directorate ensures that service business continuity plans in place. Remote working possible at home on laptops. Ensuring documents are stored in the cloud using the Microsoft 365 stack (OneDrive, Teams and SharePoint).