

APPENDIX 4

High Priority Recommendations Not Agreed (Risk Accepted)

High priority recommendations where management have accepted the risk of non-implementation

Audit Area	Recommendation Detail	Management Comment
Data Quality - Resilience	<p>The Academic Registrar and Director of the Student Experience should ensure that appropriate arrangements are in place to enable the School to continue submitting student returns should the Student Data and Information Manager leave the School's employment or in the event of long term absence.</p>	<p>This is one of the many "single points of failures" in the School that arise because the School is relatively small and does not have teams of individuals concentrating on the same task. This role is too technical and complex to be learnt as an add-on to an existing role and there are no role holders in the Registry with spare capacity in their roles. To train someone to an adequate level in a junior capacity, who would be available during sickness, holidays or cover at resignation, would require a full-time grade D permanent post.</p> <p>However, the School has lived with this particular risk for 12 years and to date has managed that risk internally more than adequately when there has been long-term sickness. Going forward management could be more difficult as there will be more reporting points under HESA Data Futures and external help will probably be required. Should there be significant illness or a resignation the School would need to recruit a high-level temporary worker from a HE recruitment specialist such as Prospectus. The risk remains that there might be not be a suitable temporary worker at that moment in time.</p>