

Higher Education Authority and the Department of Education and Skills

Corporate Governance Risk Register

	Risk	Mitigating Actions	Timeline
1.	HEIs do not administer the Code of Governance correctly	HEI's will be requested to provide reports to HEA to verify that all governance and assurance mechanisms and structures are effective and adequate.	On-going
2.	HEIs reporting inadequate	The HEA will establish clear requirements in respect of all reporting in relation to corporate governance.	On going
3.	HEA template for reporting is inadequate	Periodically review the reporting template to ensure appropriate testing of whether proper corporate governance in place	HEA to issue revised reporting template to HEIs for reporting on 2013/14 year. Signalled to HEIs January 2015, update to HEIs May 2015 and issue revised template June 2015 with a view to new reporting template being returned by end July 2015.

4.	Annual Statement of Governance and Internal Control returned by HEIs taken in good faith by HEA	Establish system of rolling review of key elements of governance	Commence rolling reviews last quarter 2015
5.	Governing Body appointments do not take into account corporate governance expertise	DES will set out corporate governance expertise as factor when recommending appointments to Governing Body's DES will consult with HEA in respect of evidence of compliance with corporate governance	On-going DES to input
6.	HEIs audit to confirm compliance may be delayed by C&AG	Periodic engagement with C&AG to set out timelines for audit, and identify reasons for particular delays. HEIs may be required to submit annual statement of governance and internal control within 6 months of end of accounting year. Explore possibility of de-coupling the statements from the annual audited accounts.	HEA/C&AG agree to meet quarterly – act as early warning system. First meeting to take place June 2015 Separate working group established on university audit issues. First meeting 27 th May 2015
7.	Final audits may conflict with governance returns and issue arising might not be identified by HEA	Require institutions to inform HEA in respect of any issues arising in audits regarding any non-compliance/financial irregularities/accountability issues that conflict with earlier statements, or otherwise material to the institution. HEA to	On-going

		monitor C&AG certification of accounts. HEA to engage with C&AG as part of quarterly meetings to identify issue arising.	
8.	HEA Board unaware of findings of poor corporate governance	Establish clarity of expectations in terms of corporate governance returns from HEIs and present to System Governance and Performance Management (SGPM) Committee and Board in a timely manner	Aim to have reports to HEA Board in a timely manner (ideally 1 st Board meeting after full set of returns received.)
9.	DES unaware of findings of poor governance	HEA will formally communicate all findings of poor governance to the DES after presentation of same to SGPM/HEA Board	HEA to report to DES after governance returns have been considered by HEA board.
10	HEIs refuse to implement good governance despite being notified to do so by HEA	Embed proper corporate governance within performance funding element of the Grant Allocation Process	Performance funding to impact on 2016 grant allocations
11	HEA acts ultra vires to become an auditor of HEIs	Clear understanding and definition of HEA role with DES, C&AG, PAC, etc.	On-going communication between all parties to ensure clarity of roles
12	HEA capacity to properly interrogate institutional returns inadequate	Provide training on an on-going basis to ensure capacity. Acknowledgement of need for additional staffing resources	Training to commence June 2015. Request for additional resources to DES.