

Enterprise risk management reporting

Developing a risk-ready culture at UAS

In consultation with staff and management from the central body and the arts institutions, UAS Ltd developed its Enterprise Risk Management (ERM) framework to support UAS' strategic objectives and vision of becoming a dynamic and influential arts university.

The ERM framework promotes a proactive and integrated approach to risk management, anchored on three key themes:



RISK CULTURE

Promoting risk awareness, accountability, encouraging prioritisation and proactive management of key risks.



STRONG CORPORATE GOVERNANCE

Clearly segregating responsibilities and ownership, and defining authority and accountability for risk management.



PROACTIVE RISK PROCESSES

Implementing robust controls and processes benchmarked against global best-fit practices, while identifying emerging risks and opportunities.



- Applied across all UAS Ltd activities and stakeholders, including shared risks with the arts institutions, the framework addresses academic, financial, operational, reputational, and strategic risks. It safeguards UAS' reputation, assets, and interests while enabling the University to pursue sustainable growth opportunities.

To deepen engagement with the framework, UAS Ltd conducted its first Enterprise Risk Management Brownbag Session on 16 January 2025. Risk owners and ERM champions from UAS Ltd, LASALLE, and NAFA participated.



The session, led by Mr Sarjit Singh, Chairman of the Audit & Risk Committee and Member of Board of Trustees, introduced the ERM framework and principles, as well as reinforced the importance of embedding risk awareness across the University.

Enhancing preparedness through scenario-based training

As part of its business continuity and risk mitigation, UAS conducted its first Tabletop Exercise (TTX) on Critical Student Incident Management on 11 November 2024 at the National Design Centre.

Facilitated by UAS Student Services, the exercise involved 27 staff members from UAS, LASALLE, and NAFA. Participants included representatives from Senior Management, Facilities, Communications, Student Services, Risk Management, and Faculty.

Working in cross-functional groups, participants responded to complex, simulated scenarios, proposing intervention and mitigation strategies. The outcomes were shared and documented to support institutional learning and strengthen preparedness for future incidents.

