

Example of Risk Categories

Ref.	Risk Category	Consider
1	Academic	<ul style="list-style-type: none"> • unrealistic staff student ratios and teaching loads • low admission standards • poor student progression rates • student dissatisfaction • internationalised programs • potential for negative impact on research/ consulting activities
2	Administrative	<ul style="list-style-type: none"> • pace (and acceptance of) organisational, technological, political or economic change in this area • potential for inaccurate, unreliable or incomplete information • number of laws, regulations, codes, governing the activity • past or existing problems of any nature with this area or function • quality of management controls/ culture
3	Assets	<ul style="list-style-type: none"> • size or value of plant and equipment, buildings and land • asset portability and convertibility • standard of plant, equipment and building maintenance • resource allocation models
4	Business Partners (public, private and community sectors)	<ul style="list-style-type: none"> • suppliers and over-reliance on third parties • partnerships with educ. providers • entrepreneurial activities and related entities • regions workforce & economic vitality • pace of regional and community development
5	Disaster	<ul style="list-style-type: none"> • impact on UWS (staff, students) community • ability to recover • length and cost of business interruption
6	Environmental risk	<ul style="list-style-type: none"> • water, soil, air contamination • waste management and inappropriate land use • incidents, accidents and emergencies
7	Financial	<ul style="list-style-type: none"> • reduction in income and investment • reduction in external investment in research • inadequate provisions for litigation • potential for negative impact on liquidity position • potential for financial loss • insurances, expenditure, debt and budget overruns • value of tenders and contracts
8	Fraud	<ul style="list-style-type: none"> • susceptibility to fraudulent activity • improper conduct or corruption • ethical climate and pressure on management to meet objectives
9	Image	<ul style="list-style-type: none"> • potential for damaging media reports • employability of graduates and impact on reputation • national & international research links • level of civic/ regional involvement • poor management of equity/ social justice issue
10	Infrastructure	<ul style="list-style-type: none"> • the physical fabric of the University • buildings, roads, pathways, utilities (electricity, water, gas)
11	Staff	<ul style="list-style-type: none"> • quality and competency • excessive turnover rates and succession planning • level of empowerment and morale • professional development/ training • excessive workloads • supportive & rewarding environment
12	Technological	<ul style="list-style-type: none"> • reliance on IT systems or laboratories • equipment failure and business interruptions • recent new systems versus obsolete technology • reliance on electronic networks across campuses

a) Commercial and legal relationships

Between the organization and other organizations, e.g. suppliers, subcontractors, lessees.

b) Economic circumstances

Of the organization, country, internationally, as well as factors contributing to those circumstances e.g. exchange rates.

c) Human behaviour

Of both those involved and those not involved in the organization.

d) Natural events

e) Political circumstances

Including legislative changes and factors which may influence other sources of risk.

f) Technology and technical issues

Both internal and external to the organization.

g) Management activities and controls

h) Individual activities

Risk Identification

	Risk Issue	Additional Comments (optional)
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Comments regarding Risk Categories (optional):

Please return to Mark Cartwright or Barry Munns at conclusion of session.