UNSW Enterprise Risk Criteria and Categories

Consequence Criteria

The consequence table defines the nature of a potential impact that results from a risk being realised. The rating is determined by the highest rated impact irrespective of impact type.

Impact type / Consequence	Academic (Research & Teaching)	Facilities & Operations	People & Community	Financial	Global Standing	Partners & Authorities
Severe Long term or widespread impact requiring Senior Executive and Council time and effort over multiple months and deviation from strategic plan.	Systemic academic or research fraud Loss of signature high profile research capability Closure of signature course Multiple (>10) students suspended or unenrolled from courses Multiple (>10) student's degrees are retracted Compromised student and research data Multiple academic research papers are retracted	Loss of critical facilities (i.e. labs) for 1+ yr. Critical IT systems not available for greater than 6 months and irretrievable loss of this stored data. Data integrity/loss and IP loss associated with sensitive research and commercial endeavours Large scale release of sensitive and personal information to public domains Inability to deliver key project benefits / Critical operations unable to be performed	VC and/ or key Executive resigns Board restructure Pervasive loss of University community confidence Reckless, work-related harm to people / Multiple work-related deaths or serious permanent disabilities Widespread, permanent environmental harm QILT rankings drop Significant personal liability &/or potential custodial sentence of directors &/or employees	Fraud event ($1M) Misappropriation of $1M funds, including Philanthropic donations Financial loss, including teaching revenue exceeding $50M and, or have the potential to incur additional costs in more than the current year Key 3rd party withdrawal of funding	Engagement with partners/entities not aligned with RAS – connection with tobacco and gambling industries etc. Legal action with material basis of negligence International and widespread prolonged (>1month) adverse media (including social media) Global Higher Education community raise concerns over UNSW actions Loss of provider status	Total loss of confidence by Government/ Student Community / Authorities/ Funding and Research Bodies Key strategic partner/ alliance ceases engagement with UNSW
Major Impact requiring Senior Executive management and oversight and notification to Council.	Withdrawal of or conditions imposed on Research funds Unable to continue research and or teaching in a FOS Withdrawal or retraction of publications Retraction of a student qualification Loss of a defined group of students and research projects' data	Partial loss of a critical facility between 6mths to 1 year Loss of central teaching or research facilities for 3 terms Regulatory sanction / suspension of licence / accreditation conditions Loss of critical IT system for 1-2 terms Sensitive and personal data released to public Major project benefits are no longer viable / Critical operations compromised	Faculty Dean, VP or DVC termination Single work-related death or permanent disability Long term damage to the environment Ongoing disruptive Industrial action (> 1 month) Widespread Student and, or Staff body protest / outcry Community outcry and action / Sstaff performance across the University eroded	Financial loss, including teaching revenue, between $20M- $50M	International and widespread short-term (1 month) adverse media (including social media) Suspension or conditional Provider Status Loss of standing in the Australasian Research and Academic Community visible to global partners	Investigation by ACNC, ATO, ANSTO or AONSW Targeted enquiry or investigation by Authorities. Widespread disaffected student community Corporate partners (existing and potential) disassociate themselves from UNSW Legal dispute with Corporate partner (e.g. IP and commercialization rights) Major partner disengages

Impact type / Consequence	Academic (Research & Teaching)	Facilities & Operations	People & Community	Financial	Global Standing	Partners & Authorities
Substantial — Impact requiring Executive oversight and HOS, Director action	Capability to complete research or teaching commitments is undermined impacting quality, cost and timeframes Unable to continue research and or teaching in a FOS for a term Erosion of student GPA and progression rates Loss of a student cohort or research project's data New course unable to be progressed or introduced Load sharing to support signature course and or research	A building is not able to be occupied for between 1-6 mths during teaching year Loss of central teaching or research facilities between 1 to 2 terms Core IT systems are inconsistently available to staff and students throughout the terms Irretrievable loss of non-research data Project / operations cost/time over-runs	Key person loss Staff performance issues (>1 area of the University) Work-related injury requiring hospitalisation Localised environmental harm lasting >1 mth weeks Industrial action (up to 1 month) A student group lodges complaints A Community group voice concerns Legal action from a group of students, staff or community group	Financial loss between $5M - $20M Costs and or loss unable to be consumed in the current Divisional or Faculty budget.	Adverse state-based and social media traffic (mainly spurious) lasting 2 weeks Persistent short-term Media enquiries over the events Australian Higher Education Community query UNSW Research and Academic Integrity Pursuit of a new opportunity is compromised	Authorities & government register strong concerns / threaten investigation Corporate partners (existing and potential) voice strong concerns Breach of contracts Enforceable penalties or civil action Increased partner complaints
Medium — Localised impact for a Divisional Unit or School	Program development deferred or not progressed Capability to complete research or teaching commitments is compromised in the short term Increased reliance on unexperienced casual teaching staff	Compromised access to research equipment and or facilities for 1 month A building is not able to be occupied for 1-2 wks during term Basic IT systems availability is unstable for staff and students for less than 1 month	Localised staff performance issues Community member/, staff/ student legal action Student groups register separate concerns Work-related injury/illness requiring medical/ health prof. intervention Localised environmental harm <1mth	Financial loss between $50k - $5M Costs and or loss unable to be consumed in the current Unit or School budget. Unauthorised spend up to $500K	Active adverse student social media traffic (mainly spurious) lasting 2 weeks External queries over UNSW Research and Academic Integrity One-off adverse media report with local coverage or intra-industry knowledge of incident	Authority formally seeks clarification. Issue of infringement notice
Insignificant — Issue that is managed as part of BAU	Unit development is postponed or not progressed Casual teaching staff are unable to be sourced impacting quality Research data or samples impacted but recovered within three days	Facilities are unable to be occupied for the day Localised user group unable to access IT systems (<3 days). IT systems do not operate efficiently Operational performance impacting day-to-day activities or project	Disaffected group of students and or staff Minor work-related incident requiring first aid treatment only No material environmental harm – on-site, immediately contained, no ongoing impact	Financial loss less than $50k Unauthorised spend up to $50k	N/A	Authority registers issue only Minor complaints that can be managed within the business unit

Likelihood Criteria

The likelihood rating indicates the potential for an occurrence

Likelihood	Description
Almost Certain	Expected (90+% chance) to occur in most circumstances
Likely	Will probably occur (61- 90% chance) i.e. More likely to occur than not.
Possible	Possible occurrence (21-60% chance)
Unlikely	Remote chance of occurring (1-20% chance)
Rare	May occur in exceptional circumstances (<1% chance)

Risk Matrix

The Likelihood and Consequence ratings provide the overall risk rating.

Control Effectiveness Criteria

The Control Effectiveness rating indicates the level of maturity of controls to either mitigate the consequence or likelihood of a risk.
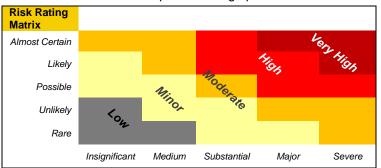
Control Effectiveness	Description
Effective	Controls are adequate, appropriate and effective. They provide a reasonable assurance that risks are being managed and objectives should be met.
Well based	A few specific control weaknesses are noted. However, many controls are adequate, appropriate and effective to provide a solid basis for assurance that risks are being managed and objectives should be met.
Improvement desired	Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.
Ineffective	Controls are not adequate, appropriate or effective. They do not provide reasonable assurance that risks are being managed and objectives should be met.

Velocity Criteria

The Velocity rating identified the potential speed at which the impact will materialise and impact the University.

Velocity	
Immediate	The impact of the risk will affect the University's operations, its reputation and or ability to operate immediately.
Short Term	The impact of the risk will take up to six months to be realized and thus provides some lead time to convene a working party to prepare for and manage the expected impact.
Long Term	The impact of the risk will take over six months to be realized and provides substantial lead time to establish a working team to plan and execute mitigation activities to manage the expected impact.

Opportunity Criteria

Opportunity	Description
Strong	The opportunity is easily identifiable, tangible steps can be taken to realise upside.
Credible	The opportunity, requires more investigation to confirm its potential and viability, however it appears to have a sound basis for upside.
Constrained	The opportunity has a potential for upside, although it may be restricted and its potential limited.

Risk Categories

Risk categories are used to analyse and consolidate risk information by categorising them by the source of risk. They do not provide the level of detail required to understand the nature of risk. It is for this reason they are not rated.

Risk Category	Includes risks related to	Risk Category	Includes risks related to
Strategic	Strategic planning and delivery of initiatives Related external environmental and market shifts	**IT / Cyber**	Digital services and security; Data security and IT incident response/DR
Facilities / Operational	Facilities, infrastructure, and service and project delivery by associated 'enabling functions'; Business Resilience	**People & Culture**	Safety and security, recruitment, retention, culture, behaviour; change readiness
Financial	Financial/budget reporting & control; Treasury/Investment strategy & management	**Academic (Research / Teaching)**	Research and Teaching Quality, Standards and Conduct; Student progression and load
Legal/Regulatory	Legislation, regulation and standards compliance and changes	**Student**	Student experience, safety and security
Stakeholder	Expectations of and engagement with third parties, i.e. partners, community, Corporates and government	**Governance**	Reporting to and oversight by Council, sub-committees of Council and governance forums

Table 2 Priority for Treating Group Level Risk (Risk Response Criteria & related protocol)

Residual Risk	Risk Control Effectiveness	Velocity	Action	Management Action Timeframe to establish critical control	Governance Oversight	Frequency
A: Very High	= Effective	All	Expectation that ongoing continuous improvement and monitoring is in place	N/A	Risk Committee of Council (RC)	Quarterly via normal/exception reporting
A: Very High	< Effective	Immediate & Short Term	Take action to reduce rating & exposure by building control effectiveness	3 months	MB & SLT RC	Monthly Quarterly via normal/exception reporting
		Long Term	Take action to reduce rating & exposure by building control effectiveness	6 months	MB & SLT RC	Monthly Quarterly via normal/exception reporting
B: High	= Effective	All	Expectation that ongoing continuous improvement and monitoring is in place	N/A	Dean / DVC / VP MB & SLT	Via normal/exception reporting Quarterly
B: High	< Effective	Immediate & Short Term	Build control effectiveness in keeping with the business plan	3 months	Dean / DVC /VP MB & SLT RC	Monthly Quarterly Quarterly via normal/exception reporting
		Long Term	Build control effectiveness in keeping with the business plan	6 months	Dean / DVC / VP Executive RC	Via normal/exception reporting
C: Moderate	< Effective	Immediate & Short Term	Build control effectiveness in keeping with all other priorities	6 months	Director / HOS	As part of performance monitoring
		Long Term	Build control effectiveness in keeping with the business plan	12 months		
D. Minor	< Effective	All	Build control effectiveness in keeping with all other priorities	18 months	Director / HOS	As part of performance monitoring
D: Low	< Effective	All	Lower priority. Build control effectiveness as part of usual business improvement Monitoring will be required.	18 months	Risk Owner	As part of performance monitoring