

Categories of Risk

In accordance with FA.32.003, the Policy on Strategic Risk Management (SRM):

Strategic

- Budgeting (relates to availability or allocation of resources)
- Fraud or Theft
- Unethical dealings
- Product and or services failure (resulting in lack of support to business process)
- Public perception and reputation
- Availability and retention of qualified staff
- Environmental (mismanagement issues relating to hazardous materials, pollution etc.)
- Occupational health and safety mismanagement and or liability
- Failure to comply with legal and regulatory obligations
- Civil Actions
- Lack or inadequacy of business continuity or contingency measures with regard to maintaining critical academic and business services in the event of pandemic or disaster
- Failure of the infrastructure (including utility supplies, computer networks etc.)
- Failure to address economic factors (such as interest rates, inflation)
- Capability to innovate (to exploit opportunities)
- Failure to control intellectual property
- Failure to take account of pandemic in the workforce or establish effective continuity arrangements in the event of disaster
- Failure to stay technologically current
- Failure to invest appropriately
- Failure to control IT effectively
- Failure to establish a positive culture following business change

Business/Financial

- Under performance of service relative to specification
- Management will under-perform against expectations
- Insolvency of contractors
- Failure of suppliers to meet contractual commitments (quality, quantity, and ineffective mitigation of their own risk exposures)
- Insufficient capital investment, shortfall in expected or planned revenue
- Fraud/Theft
- Partnerships failing to deliver desired outcome
- An event or endeavor being non-insurable, or wherein the cost of mitigation outweighs the benefit
- Interest rate instability
- Inflation
- Shortage of working capital
- Failure to meet project revenue targets
- Changes in tax structure

Regulatory/Legal

- New or changed legislation may invalidate assumptions upon which the activity is based
- Failure to obtain appropriate approvals (e.g. planning consent)
- Unforeseen inclusion or contingent liabilities
- Loss of intellectual property rights
- Failure to achieve satisfactory contractual arrangements
- Unexpected regulatory controls of licensing requirements

Human Factors

- Management incompetence/poor leadership
- Inadequate corporate policies
- Inadequate adoption of management practices
- Key personnel have inadequate authority to fulfil roles
- Poor staff selection procedures
- Lack of clarity over roles and responsibilities
- Vested interest creating conflict and insufficient governance
- Individual or group interests given unwarranted priority
- Indecisions or inaccurate information
- Employment practices

Political

- Change of government policy
- Change of government
- War and disorder
- Adverse public opinion/media intervention

Environmental

- Natural disasters
- Storms, flooding
- Pollution incidents

Technical/Infrastructure

- Inadequate design
- Professional negligence
- Human error/incompetence
- Infrastructure failure
- Operation lifetime lower than expected
- Increased dismantling/decommissioning costs
- Compromised safety
- Performance failure
- Residual maintenance problems
- Breaches in statutory/information security

Operational Risks

- Inadequate infrastructure to provide required operational services
- Inadequate or inappropriate people available to support the required service provision
- Inappropriate contract in place and or inadequate contract management to support the required level of service provision
- Changing requirements, enabled in an uncontrolled way
- Products passed to operational teams without due consideration to implementation, handover, subsequent maintenance and decommissioning
- Unexpected or inappropriate expectations of service users
- Inadequate incident handling
- Failing to meet legal or contractual obligations

Hazard Risks

- physical hazards caused by high noise levels, extreme weather or other unsafe conditions and environmental factors
- equipment related hazards caused by faulty equipment or poor processes when using equipment such as machinery

- chemical hazards caused by improper storage or use of flammable, poisonous, toxic or carcinogenic chemicals
- biological hazards caused by viruses, bacteria, fungi or pests
- ergonomic hazards caused by poor workplace design, layout or equipment use
- mismatch of employee skills with job duties