

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

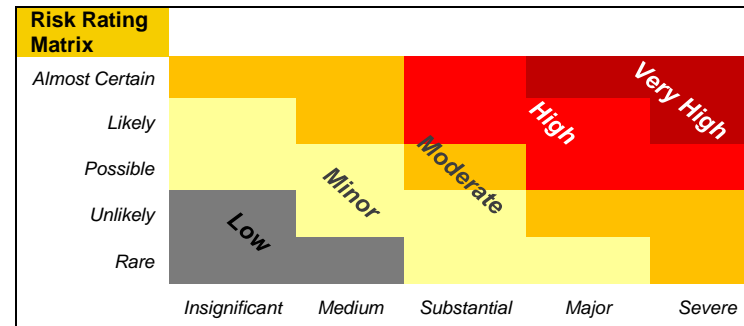
Likelihood Criteria

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 | Description |
|------------|---|
| 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 |