UQ Risk Prompt List

This list was developed to support organisational units when considering the breadth of risks associated with their activities. Some of the risks below may not be relevant, and other risks not listed here may be more appropriate to the activities undertaken in the organisational unit.

This document is not intended to replace careful consideration of risks within organisational context. Risk treatments are provided for illustrative purposes and do not represent best practice or recommendations. Suggestions for additions to this list should be forwarded to the Enterprise Risk Unit.

Category (in alpha order)	Potential Causes	Potential Impacts	Example Treatments
Business Continuity	Incident that causes disruption to systems, facilities or people	Loss of income Unable to teach classes Unable to continue research Unable to sit exams	Business continuity management process to identify critical systems, back-ups and alternative activities.
Compliance – Legal / regulatory	Failure to understand legislation New legislation / changes to legislation without assessing impact Policy and procedures inconsistent with legislative requirements	Breach of laws with financial and other obligations	Perform compliance gap analysis for new / changed legislation Ensure policy / procedures reference legislation and takes account of requirements Communicate and educate on relevant legal compliance requirements
Contract Management	Contract with unfavourable terms for UQ Lack of understanding of contract obligations / legal implications Poor project management	Cost overruns Penalty clauses Breakdown in relationship with contracted party	Have legal review of non-standard contracts Manage contract relationship before incident arises. Ensure contract reflects risk position of both parties.
Engagement – Industry	Lack of communication with industry Unable to demonstrate benefits to industry Fear of bias from industry funding	Poor take up of students for placement or employment Low industry funding for research	Nurture industry partnerships for mutual benefit Work with industry to identify areas of need. Ensure industry funded research is independent and open to challenge

Engagement – Community	History of community disputes Failure to consult on changes Campus facilities inaccessible to community	Disputes over growth or changes to campus Lack of support for community activities	Open / transparent engagement with community Promote open campus – not just for students Actively manage negative impacts on community
Environmental Risks / Sustainability	UQ fails to act in a sustainable way Overreliance on non-renewable resources	UQ activities have a negative impact on the environment Large user of non-renewable resources	Identify ways to reduce environmental impacts Invest in alternative energy sources where appropriate
Ethics / Integrity (includes human and animal ethics in research)	Ethical dilemma not adequately addressed by staff Failure to comply with Ethics obligations in research Corruption / corrupt conduct from staff or students Behaviour outside expectations set by values and code of conduct	Reputational damage Loss of trust in ethics of staff / students Penalties for breach of ethical obligations Retraction of research papers	Strong support for ethics compliance in research Research Integrity officers Improved communication around ethical issues Promoting ethical culture through values and code of conduct training.
Financial Risk – Changes to Government / Funding	Changes to government policy on Higher Ed funding for teaching, research or both.	Changed revenue assumptions, and the impact on profitability of courses, research and UQ generally	Reduce reliance on government funding by security other sources of funding Understanding of actual costs of teaching / research and what income is required to cover costs
Financial Risk – Fraud / Theft	Loss of portable / attractive items Theft of cash / misuse of credit cards Overpayment for services	Financial impacts from loss Loss of trust in staff Impacts on deliverables if key asset stolen.	Improve security on buildings Annual asset stocktake Insurance cover for large items Re-emphasis importance of segregation of duties (particularly in small teams)

Financial Risk – Profitability	Poor budget management Changes to funding models	Funding cuts to initiatives Staff redundancy	Focus on cost reductions/efficiency improvements Improved revenue raising Budget monitoring
Globalisation and Internationalisation	Overseas competition / emerging markets Increased international investment and engagements Reliance upon international student fee income Quality of international students and academic performance	Failure to maintain competitiveness internationally Failure of global projects or initiatives Financial pressure if drop in international students	Increased understanding of our international markets and demand Understanding of international student experience drivers Due diligence over all global projects ESOS training and compliance reviews Maintain streamlined visa processing
Human Resources – academic staff	Inadequate salary and benefits Poor career progression Competition from other institutions (not just other G08) Tied funding to staffing	Loss of quality academic staff Drop in student demand Poor research outcomes	Maintain benefits where possible Transparent promotion process Ensure competitive in grant proposals
Human Resources – Professional Staff	Failure of Service Culture Inappropriate levels of professional staff for support service provided (either too high or too low HEW Level) Lack of career path Competition outside sector for professional skillsets.	Inefficient central support activities Overly burdened processes Loss of quality professional staff	Appraisal process to reward performance Career development for professional staff Use of data / surveys to highlight areas of concern
Human Resources – Equity & Diversity			
Information Technology – Rapid Change	IT facilities fail to keep pace with rapid changes Security concerns over IT facilities		ITS division support for IT services
Information Technology – Security	Weak controls over external threats Internal breach of security protocols	Loss of private and or confidential data	Detailed IT risk assessments and testing of recovery plans

	Sharing of login / passwords	Damage to critical systems integrity	Penetration testing of key systems Centralised policy on IT security Monitor performance data
Intellectual Property	Failure to identify and commercialise IP when appropriate No loyalty to UQ Poor IP advice		
Occupational health and safety (includes biosafety and biosecurity)	Inadequate safety protocols Complicated safety risk assessment processes Unclear roles and responsibilities	Harm to staff, students or visitors Breach of compliance obligations	Clear and detailed procedures and SOPs Access to safety expertise Strong OH&S governance structures Management oversight and supervision
Project Management	Poor project management methodology Poorly defined scope with frequent changes Poor vendor selection	Failure to manage project delivery on time, on budget and within scope.	Follow basic project management methodology Ensure scope is well planned and defined Communicate project activities openly with senior management
Property and Facilities	Poor use of existing space Outdated facilities for teaching or research	Inability to attract staff and students to facilities Failure to expand activities	Space utilisation audits Consultative plans for facilities Centralised management of large teaching spaces
Reputation Risk - Brand	Misaligned strategy & brand Poor marketing Poor publicity	Loss of student enrolment Drop in rankings Loss of Donor Funds	Strategy development includes brand strategy Marketing to reflect strategy
Reputation Risk – damaging incident	Poor communications Ethical issues Scandal Lack of transparency	Loss of student enrolment Drop in rankings Loss of Donor funds	Open/transparent communication High Ethical standards Commitment to values
Research – quality output	Inadequate quality measures	Drop in rankings	Strong peer review processes

	Loss of key academic staff Poor project management Insufficient funding	Drop in grant success Reputational impacts Further loss of staff	SOP's and procedures clear Appropriate supervision Focus on research strengths
Teaching – Student Experience	Failure to provide range and structure of courses Poor product offering Lack of knowledge of key markets (international and domestic) Inability to attract academic staff	Drop in student enrolment / applications Declining student satisfaction Reputational impacts	Regular review of schools and courses Open communication with all stakeholders Market research Oversight by academic board. Effective use of student data and feedback.
Teaching – placements	Shortage of student placement positions Cost of placing students for work based learning Poor behaviours from students –	Student may not be able to graduate without placement experience. Providers increasing fees for training of students on placement Loss of place for future cohorts	Maintain positive relationships with placement providers/supervisors Ensure adequate supervision whilst on placement Behaviour on placement managed through student conduct agreements
Teaching – quality	Reduced funding for teaching Infrastructure / facility quality eg IT, Labs etc. Casualisation of academic positions	Drop in teaching rankings Loss of key academic staff Drop in student demand	Academic quality controls in place School review process Analysis of student feedback Compliance with TEQSA requirements. Support teaching staff continual improvement and technology changes
Teaching – academic performance / progression	Errors or problems with assessment components Accusations of soft / hard marking Underqualified assessment staff	Complaints and student appeals Student drop out Reputational impacts	Clear procedures on assessments and marking Transparent processes for disciplinary procedures Student Support processes