



Risk Management Framework

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Introduction

This Risk Management Framework has been designed to ensure the University has an effective system in place to manage risks which could prevent the University from achieving its mission and strategic imperatives. It is intended for use as a management tool and has the following goals and objectives:

- Facilitate the achievement of the University's strategic and operational goals by managing risks that could otherwise create barriers;
- Apply risk management practices as part of long term and day-to-day planning and decision making;
- Develop a culture of openness that encourages staff to quickly identify risks and to respond appropriately;
- Facilitate continual improvement of University activities;
- Create a robust and ethical culture of excellence in corporate governance;
- Support new investment initiatives with improved cost/benefit analyses (tangible and intangible);
- Provide assurance to the Vice Chancellor and Council that critical risks are being managed effectively.

This framework establishes:

- A common language and methodology for the identification, assessment and management of risk.
- Responsibilities for risk management across the University.
- Accountabilities for good governance.
- Mechanisms for the formal reporting of information relating to risk.

Policy Statement

The University of Otago recognises that it is obliged to manage effectively and to review regularly its risks at corporate, divisional, and cost centre levels. The University has done this by developing a risk management framework that applies to both academic and service divisions and considers a broad range of risks including operational, governance, quality, academic and financial.

Risk identification is a major consideration in planning and budgeting processes at all levels in the University. Risks must be considered and documented as part of the justification for all new research and teaching initiatives (including new courses/programmes), investment schemes and capital projects.

At University level all identified and prioritised risks are contained within the Corporate Risk Register, which is reviewed and reported on quarterly by portfolio owners and members. This is considered by the Chief Operating Officer, the Vice-Chancellor, and the Risk Management, Ethics and Statutory Compliance Committee of Council.

All Divisions are required to maintain their own Risk Registers and to review them every six months.

Select Service Division Cost Centres are also required to maintain their own Risk Registers and to review them at least twice a year; prior to the annual budgeting round and six months after that.

Academic Cost Centres are *not required* to maintain their own Risk Registers, but are encouraged to do so as part of their annual planning. Academic Cost Centres should advise their Divisional Head if they believe they have a risk that should be included in the Divisional Risk Register.

Divisional Heads and Service Division Cost Centre Heads must immediately report to the Risk Manager any risks assessed as *Very High* or *High* in their six monthly risk review.

New risks may be identified at any time by any member of staff and logged in the appropriate Risk Register. Staff must immediately report to the Risk Manager any *Very High* or *High* risks that arise during the course of the year.

The Risk Manager is available to discuss risk related matters with any staff member, and will provide all support and guidance reasonably possible in the circumstances.

To allow alignment of University, Divisional and Service Division Cost Centre risk registers the *Risk Register Template* and the *Risk Assessment Template* are used.

Health and Safety Risks

All Health and Safety related risks that are reported to the Risk Manager will be referred to the Health and Safety team.

Definitions

*Note: Definitions below marked with * are reproduced (in some instances, paraphrased) from the Joint Australian New Zealand International Standard® Risk Management, pp 2-5 [AS/NZS ISO 31000:2009]*

Controls* are the measures that are modifying risks. Controls include any process, policy, device, practices or other actions that act to minimise negative risks or contain them to an acceptable level.

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events.

Residual Risk* is the risk remaining after risk treatment/application of controls.

Risk Assessment* refers to the overall process of identifying, analysing, and evaluating risks. It may also be referred to as 'risk profiling' and may involve a qualitative and/or quantitative assessment.

Risk Attitude* refers to the University's approach to assess and eventually pursue, retain, take or turn away from risk.

Risk* is the effect of uncertainty on objectives. A risk is often specified in terms of an event or circumstance and the impacts that may flow from it. It is measured in terms of a combination of the impacts of an event and their likelihood.

Risk identification* refers to the process of finding, recognising and describing risks.

Risk Management* coordinated activities to direct and control an organisation with regard to risk.

Risk Management Framework* is the set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

Risk Profiling is a structured approach to the identification and assessment of risk. The output of the risk identification and assessment process is a completed risk profile (or Risk Register).

Risk Owner* is the person or entity with the accountability and authority to manage a risk.

Risk Register is a documented record of each risk identified. It specifies a description of the risk, its causes and its impacts, a list of current controls, any further actions that are planned, a due date for each action, an assessment of the impact and the likelihood of the risk occurring, and a risk rating.

Risk Treatment* is a process to modify risk. Risk treatments that deal with negative impacts are sometimes referred to as 'risk mitigation' and can involve avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk or transferring the risk to others or insurance.

Significant risks are defined as any 'Very High', 'High' or 'Medium' rated risks. (See Appendix C for the '*Likelihood and Impact Tables*')

Levels of Risk

Risks fall under one of the following three headings:

Corporate Risks: are those which would have a major impact on the University in the delivery of its objectives or the achievement of performance measures. Corporate risks are listed in the Corporate Risk Register which is the responsibility of the Chief Operating Officer (under delegated authority from the Vice Chancellor).

Divisional Risks: are those which would seriously inhibit the achievement of the aims and objectives of a Division. They differ from Corporate risks in that their impacts would affect only one Division, rather than cutting across a number of Divisions. Divisional risks are managed by the Head of Division and listed in the Divisional Risk Register.

Cost Centre Risks: are those which would seriously inhibit the achievement of the aims and objectives of a Cost Centre. Cost Centre risks include those associated with projects that are of a specific, sometimes short term nature e.g. implementation of a new IT system. Cost Centre risks are listed in a Cost Centre Risk Register and managed by the Cost Centre Head.

Risks identified at one level may be escalated to the next level should they be found to meet the criteria.

Risk Attitude

The Vice Chancellor and the Council encourage the taking of controlled risks, the grasping of new opportunities and the use of innovative approaches to further the interests of the University, provided the resultant exposures are acceptable.

The University's *'Likelihood & Impact Tables'* and *'Risk Matrix'* (see Appendices C and D) will determine if a risk is 'acceptable' or if further action is required. Residual risks assessed as *Very High* or *High* must be immediately reported to the Risk Manager. Reports on progress against these risks will be required each quarter by the Risk Management, Ethics and Statutory Compliance Committee.

Roles and Responsibilities

While senior managers are accountable for risk management in their specific areas, responsibility for good risk management rests with all University staff members. This includes working in a professional, careful and conscientious manner appropriate to the high ethical standards and culture of the University.

Specific roles and responsibilities for risk management in the University are listed in full in *Appendix F*.

Risk Management Cycle - Overview

In order to have an institutional view of risk each Division needs to identify the risks which could prevent it from achieving its key objectives, bearing in mind the University's strategic imperatives and priorities.

Selected Cost Centres sitting within Service Divisions also need to identify the risks which could prevent them from achieving key objectives and list these in a Cost Centre Risk Register. A list of the Service Division Cost Centres who are required to maintain a Risk Register will be circulated in January each year.

The cycle outlined below ensures there is a clear link between the Risk Registers and that risks are owned and managed at the appropriate level. It also ensures that Service Divisions are aware of any expectations held by Academic Divisions with respect to the availability and reliability of services, the back-up available and the transference of risk to insurance or to others.

Any financial resources required to treat risks should be communicated to the Risk Manager.

Timing

Service Divisions and Service Division Cost Centres

- 1) Service Division Cost Centre Risk Registers are completed annually in March and are submitted to both the Divisional Head and the Risk Manager by the end of March.

- 2) Service Division Risk Registers are completed annually in April. Heads of Service Divisions list all significant risks in their Division's Risk Register and submit it to the Risk Manager by the end of April.

Academic Divisions

- 3) Academic Division Risk Registers are completed annually in May. Academic Cost Centres are not required to compile their own risk register though Heads of Department are expected to inform their Divisional Head of any risks that could prevent the Division from achieving its objectives.
- 4) Academic Division Risk Registers are submitted to the Risk Manager in May.

University level

- 5) Risks are identified at a University level on an ongoing basis by members of the University's senior management team and recorded by the Chief Operating Officer. Corporate risks will be based on the contents of Divisional Risk Registers and ad hoc reporting of specific risks (e.g. project risks, research related risks) as they arise during the year.
- 6) "CAWSEP¹" Proposers identify risks that could have an impact on their project, the level of threat those risks could pose to the project's success and record this in CAWSEP documentation at the evaluation stage. The purpose of risk assessment is to describe and understand each risk and gain an early indication of project related risks before investment is made.

Divisions and Service Division Cost Centres should use the previous year's risk profile as a starting point for the annual risk profiling exercise and amend as appropriate.

Ownership of Risks

All risks in the risk register are 'owned' by a single named individual in the understanding that it may take shared responsibility to mitigate the risk successfully. Ownership of corporate risks is assigned by the Chief Operating Officer. Ownership of Divisional risks is assigned by the Head of Division. Ownership of Cost Centre risks is assigned by the Head of Department/Cost Centre.

Risk ownership is assigned to the person who is best placed to monitor the risk and the effectiveness of responses to that risk, that is, the person who:

- a) is responsible for the area of work that the risk is likely to affect, or
- b) will be most adversely affected if the risk occurs, or
- c) has technical knowledge about the risk.

¹ Capital Works and Significant Equipment and other Projects. Capital works refers to all capital expenditure on land and buildings.

Communicating Risk and the University's Approach

The process for the management of risk is communicated to all staff through the publication of the Risk Management Framework and related materials on the University website.

The nature and the extent of corporate risks faced by the University are communicated to the Risk Management, Ethics and Statutory Compliance Committee (“the Committee”) through the quarterly circulation of the Corporate Risk Register. Specific risk reports are produced for the Committee on request.

All Residual risks assessed as *Very High* or *High* by Divisions and Service Division Cost Centres are reported to the Risk Manager.

To ensure that consideration of risk is built into the University's decision-making processes, potential risks resulting from key decisions will be outlined in all documents that contain significant recommendations to the Vice Chancellor and Committees of Council.

Internal Audit may refer to any of the University's Risk Registers to inform the annual Internal Audit Plan. Key risks identified by staff may include some topics that internal audit can usefully explore in detail as part of the University's internal audit programme.

Monitoring and Review

Risk management is an ongoing process with the focus on continual improvement. The Chief Operating Officer, with the support of the Risk Manager, is responsible for maintaining the overall policy and ensuring the framework operates effectively. The Risk Manager reviews management of priority Corporate Risks on an annual basis.

Heads of Divisions and Service Division Cost Centre heads review their risk registers every six months.

Training and Support

Creating a risk-aware culture in the University is a crucial part of implementing and sustaining a robust risk management programme. The Academic Leadership Programme run by Human Resources will include coverage of risk management and legal compliance. The Risk Manager will also provide training and advice to staff on request.

The Risk Profiling Process

See *Appendix A* for the ‘how to’ part of assessing risks and compiling a Risk Register.

Contact Information

For further information telephone the Risk Management Office on 03 479 5005 or email: alexandra.sweetman@otago.ac.nz

Appendices

- **Appendix A:** The Risk Profiling Process
- **Appendix B:** Risk Assessment Template
- **Appendix C:** Likelihood and Impact Tables
- **Appendix D:** Risk Matrix
- **Appendix E:** Categories of Risks
- **Appendix F:** Risk Management Roles and Responsibilities
- **Appendix G:** Annual Risk Management Cycle

Appendix A: The Risk Profiling Process

The following sections provide guidance to Divisions and Service Division Cost Centres on the process for assessing their risks and the production of risk registers using a standard format.

The principal objectives of the risk profiling process are to:

- identify risks that may prevent a Division or Service Division Cost Centre from achieving its objectives
- refer unacceptable risks to senior management for action
- raise the level of awareness of risks throughout the University

The process described below is based on based on the Australia/New Zealand Standard: *AS/NZS ISO 31000:2009*. There are 6 steps:

1. Establish the Context
2. Identify Risks
3. Analyse Risks
4. Evaluate Risk
5. Treat Risks
6. Monitor and Review

Format

- Use the *Risk Assessment Template* to assess each individual risk.

- Use the *Risk Register Template* to document the list of risks assessed in your area. This is the document to be sent to the Risk Manager for review.

1. Establish the Context

As a general principle, risks should be assessed with reference to:

- a) The University's strategic objectives and priorities (*see* Strategic Direction to 2012 and subsequent updates, the Teaching and Learning Plan and the Research Action Plan)
- b) The objectives or goals of the Cost Centre/Division and the main activities/processes it carries out. This information can be used as a basis for brainstorming risks i.e. what events could prevent the Cost Centre/Division from meeting its objectives.
- c) The degree of dependency on other areas of the University for specific services, either with respect to one-off initiatives or generally throughout the year. This information will highlight the potential for problems if your area has a high dependency on certain services or has new initiatives planned which will require support services to be available during a certain period.
- d) Any reports, surveys or issues (e.g. internal audit reports, academic reviews, student and graduate opinion surveys, student complaints) highlighting potential problems. These may help establish key risks to be considered later on.

2. Identify Risks

Compile a list of plausible risks to the Cost Centre/Division. That is, over the next 12 months what risks could conceivably occur to prevent the Cost Centre/Division from achieving its objectives, or what are the risks associated with key initiatives or processes in the Cost Centre/Division? The most effective means of identifying risks is to hold a "brainstorming" session with colleagues, otherwise called a 'risk profiling workshop'.

For examples of risks areas within the University see *Appendix E*.

3. Analyse Risks

Analyse each risk in terms of:

- a) the *likelihood* of the risk occurring;
- b) the *impact* the risk would have on the achievement of objectives; and
- c) the quality of any *controls* in place to manage the risk.

Appendix C provides guidance on the assessment criteria.

To determine the quality of existing controls look at what systems, procedures or practices currently exist to control the risk in question. Such controls may be management, technical, legal or procedural. After listing the current controls, consider how effective they are in reducing the impact and/or likelihood of the risk.

The resultant Residual risk should be plotted on the risk matrix (*see Appendix D*) to determine whether the risk is *Very High, High, Medium or Low*.

NOTE:

Only *Significant* risks need to be documented on the risk register. ‘Significant’ is defined as any *Very High, High or Medium* risk.

4. Evaluate Risk

Decide whether the risks are acceptable or unacceptable for your Cost Centre/Division.

Risks assessed as *High* or *Very High* will require further control measures to be taken which need to be identified and recorded on the Risk Register (see step 5 below).

The table below outlines what action is required based on the risk rating:

Very High	Immediate action required by senior management. Risks falling in the red area must be managed down as a matter of urgency and should be reviewed at least monthly. <i>Notify the Risk Manager.</i>
High	Senior management attention needed. Seek to manage down in the medium term and monitor at least quarterly. <i>Notify the Risk Manager.</i>
Medium	Record in the register and manage as the Cost Centre/Division sees fit. These risks can be lived with but should still be monitored every six months.
Low	No need to document. Manage by routine procedures, unlikely to require specific application of resources.

5. Treat Risks

The goal at this step is to identify the most suitable treatment options, or actions, to bring *High* and *Very High* risks down to an acceptable level. Risk actions are identified by the owner of each risk register, with the support and advice of the Risk Owner and those with appropriate technical knowledge, such as Property Services, Information Technology Services, Financial Services or Human Resources.

Actions are then recorded in the Risk Register and tracked through to completion.

Every *High* and *Very High* risk must be allocated a Risk Owner who has responsibility for ensuring that the risk is properly managed and monitored. The Risk Owner is typically the person who would ‘feel the pain’ if the risk eventuated. An Action Owner should also be identified for each action to be taken.

If risk responses/actions involve financial costs please consult the Risk Manager.

Risk treatment typically involves one or a combination of the strategies set out below:

1. **Accept** the risk and make a conscious decision not to take any action. This option is frequently accompanied by a contingency plan for dealing with the impact that will arise if the risk is realised;
2. **Accept** the risk but take some actions to lessen or minimise its likelihood and/or potential impact.
3. **Transfer** the risk to another individual or organisation; for example, outsource the activity through contractual arrangements or partnerships. If this route is chosen then care needs to be taken to ensure that the risk is actually transferred. It is important that how (and to whom) the risk has been transferred is recorded in the template.
4. **Finance** (insure against) the risk. Be sure to record the need for insurance in the template as the University's insurance policies are updated annually and subject to change.
5. **Eliminate** the risk by ceasing to perform the activity causing it.

6. Monitor and Review

In this section completed actions are monitored for effectiveness and to make sure that they have not caused any knock-on effects. The Risk Owner should determine this through their monitoring. If the risk has increased further controls may be necessary or, if the risk is outside the University's control and deemed too risky, the University may need to withdraw from the activity altogether.

Appendix B: Risk Assessment Template

1. Risk Title (Context)			
2. Risk Owner & contact details			
3. Category of Risk			
4. Causes			
5. Possible impacts of risk			
6. Existing Control(s)			
7. Residual Risk [Likelihood x Impact = Risk]	Likelihood	Impact	Residual Risk Rating
8. Further actions needed to reduce risk			
9. Agreed Risk Response/ Actions & Cost			
10. Action Owner and Due Date			
11. Indicators to monitor the risk [These provide early warning]			
12. Risk Assessment (Risk Manager)			

See over for instructions

How to complete the Risk Assessment Template

1. Give the risk a title - this should be brief but meaningful. It's best to use a conditional format i.e. 'If X happens (or not) then Y will result'.
2. Enter the name and position of the person of the Risk Owner i.e. who is responsible for managing the risk and ensuring the controls are effective? All risks in the risk register are 'owned' by a single named individual.

Risk ownership is assigned to the person who is best placed to monitor the risk and the effectiveness of responses to that risk, that is, the person who:

- a) is responsible for the area of work that the risk is likely to most affect, or
 - b) will be most adversely affected if the risk occurs, or
 - c) has technical knowledge about the risk.
3. List what category the risk falls into (see **Appendix E**). If it is not clear which category the risk falls into, or it is spread across a number of categories, leave this section blank.
 4. What has created this risk? If cause(s) can be identified then it is easier to apply appropriate controls to manage the risk. It will also be easier for the University's Risk Manager to identify problems common to a number of Departments and seek to address the root cause.
 5. What are some of the worse case scenarios that could happen should this risk remain untreated?
 6. Are there any existing controls already in place? If so, list them in this section as it will prevent duplication in step 8.
 7. To determine the Residual Risk, refer to the likelihood / impact tables then enter the information on the Risk Assessment Template. For example:

Residual Risk [Likelihood x Impact = Risk]	Likelihood Likely	Impact Serious	Residual Risk Rating High
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Plot the outcome on the Risk Matrix.

8. If the Residual Risk is *High* or *Very High*, list any further control measures or actions you could take that may reduce the impacts and / or likelihood of the risk.
9. Having considered the options available, describe the approach you are going to take to treat this risk - accept, transfer, finance or eliminate? Indicate what resources will be required to treat the risk. If the risk is transferred then identify to whom (e.g. University Insurance). **Note: Responses to risks should not incur greater financial cost than the impact of the risk.**
10. Actions to implement the response to each risk are assigned to a named individual, the 'Action Owner'. This person is responsible for implementing the agreed response actions and informing the Risk Owner when they are completed.
11. As part of the ongoing monitoring of this risk it is good to have some early warning that the risk may be changing. List any indicators that may provide this information.
12. If this risk falls into the *High* or *Very High* categories on the risk matrix, notify the University's Risk Manager. Depending on the nature of the risk, it may need to be transferred to the Corporate Risk Register and managed at a higher level.

Appendix C: Likelihood & Impact Tables

Likelihood

Descriptor	Likelihood
Rare	0 - 5% likely to happen
Unlikely	6 - 25% likely to happen
Likely	26 - 55% likely to happen
Probable	56 - 75% likely to happen
Almost Certain	> 75% likely to happen

Impact

The University has adopted the following broad headings of impact:

- Financial/assets- *include buildings, equipment, intellectual property*
- Legal & Statutory Liability - *obligations of the University to external entities including the public, contractual partners etc*
- People - *includes staff, students and other customers, on-site contractors and public*
- Reputational - *impact on the name or standing of the University in the local or international community*

The table below is for guidance only and not intended to be prescriptive. It should be the worst-case scenario that is usually used to rate the risk.

Severity descriptors	Possible impact	Examples*
Negligible Minor impact requiring only routine correction	<ul style="list-style-type: none"> • Financial cost of up to \$50,000 in any 12 month period • No regulatory impact • No adverse publicity 	<ul style="list-style-type: none"> • Breakdown of a small machine e.g. photocopier • Loss of a credit card
Minor Negative outcomes from risks that are unlikely to have a permanent or significant effect on the University's reputation or performance	<ul style="list-style-type: none"> • Financial cost of up to \$500,000 in any 12 month period • No regulatory impact • Minor adverse publicity • Minor reversible injury 	<ul style="list-style-type: none"> • University sued successfully for wrongful dismissal • Lecturer has a work related injury e.g. slips
Moderate Negative outcomes from risks that will have a significant impact on the University but can be managed without major impact in the medium term	<ul style="list-style-type: none"> • Financial cost of up to \$5 million in any 12 month period • Limited regulatory impact • Local adverse publicity of subject area 	<ul style="list-style-type: none"> • Large IT project is late or overspent • Contract staff injured due to University negligence • Loss of a major research contract

	<ul style="list-style-type: none"> • Major reversible injury 	
<p>Serious</p> <p>Negative outcomes from risks with a significant effect that will require major effort to manage and resolve in the medium term but do not threaten the existence of the institution in the medium term</p>	<ul style="list-style-type: none"> • Financial cost of up to \$15 million in any 12 month period • Loss of reputation or image that may take up to 3 years to recover and/or involves a damaging litigation claim • Event that prevents OU implementing all or part of its strategic plan • Major savings programme required to break-even in the medium term • Significant regulatory impact • Negative headlines in the national press • Irreversible injury or death 	<ul style="list-style-type: none"> • Research team found to have falsified results with a major impact e.g. on health issues • Major overseas recruitment problems due to economic climate – may have the potential to have very serious impact on the University • University financial systems fail completely and cannot be recovered
<p>Very Serious</p> <p>Negative outcomes from risks which if not resolved in the medium term will threaten the existence of the institution</p>	<ul style="list-style-type: none"> • Financial loss of \$15 million or more in any 12-month period • Loss of reputation or image that may take more than 3 years to recover and/or involves a damaging litigation claim • Substantial regulatory impact • Sustained negative headlines in the national press and coverage in international press • Irreversible multiple injuries or death 	<ul style="list-style-type: none"> • Major accident due to University negligence • Major fire that prevents a substantial part of the University delivering courses • Collapse in student application numbers • Sustained failure to recruit staff

Note: The scale used for risk assessment is a “Whole of University” scale.

Appendix D: Risk Matrix

Likelihood	Almost Certain >76%					
	Probable 56-75%					
	Likely 26- 55%					
	Unlikely 6 - 25%					
	Rare <5%					
		Negligible < \$50,000	Minor < \$500,000	Moderate < \$5,000,000	Serious < \$15,000,000	Very Serious > \$15,000,000
Impact						

Risk Ratings

Very High	Immediate Senior Management Group action required. Risks falling in the red area must be managed down as a matter of urgency and should be reviewed at least monthly. Contact the Risk Manager.
High	Senior Management Group attention needed. Seek to manage down in the medium term and monitor at least quarterly. Contact the Risk Manager.
Medium	Manage by specific monitoring or response procedures, within management responsibilities. These risks can be lived with but should still be monitored every six months.
Low	Manage by routine procedures, unlikely to require specific application of resources.

Appendix E: Categories of Risk

The table shows the University's risk categories and examples of risk areas within these categories. Note that risks may sit comfortably in more than one category.

<p>Learning, Teaching & the Student Experience</p>	<ul style="list-style-type: none"> - Student recruitment - New courses and programmes - Teaching quality - The student experience of the University (quality of Student Services, Accommodation etc) - Learning resources and delivery of teaching (distance, on-campus, online, etc.) - Home visits, industry / field visits and work placements. - Student appeals and disciplinary processes - International Students / Students on exchange
<p>Research & Enterprise</p>	<ul style="list-style-type: none"> - PBRF - Clinical Trials - Ethical research issues - Research funding & grant management - Post Graduate student recruitment and support - Copyright and Intellectual Property - Commercial ventures
<p>External Relations & Partnerships</p>	<ul style="list-style-type: none"> - Collaborative teaching and research with other institutions, associations etc
<p>Financial and Economic</p>	<ul style="list-style-type: none"> - Sustainability of income streams - Budget management - Capital investment - Financial processes/systems - Procurement - Bids for funding - Competition - Government policy and funding
<p>Staffing and Human Resources</p>	<ul style="list-style-type: none"> - Staff Management / Performance management - Staff recruitment and retention - Succession planning - Training & Development - Industrial Action - EEO (equal employment opportunities) - Fraud and other dishonest or unethical activities - Staff travel destinations
<p>Organisational Management</p>	<ul style="list-style-type: none"> - Insurance - Contract Approvals - Public Liability - Legal Relationships (breach of contract) - Legal and policy compliance - Projects (project management, contractor performance) - Information Technology / Computer Systems - Business Continuity - Change management - Emergency Management - New strategy implementation - Governance

Property and facilities	<ul style="list-style-type: none"> - Property and Physical Assets - Fleet - Quality and availability of property and infrastructure and the impact on students/staff. - Security - Maintenance - Quality of contractors and third party service providers - Space allocation
Service Quality	<ul style="list-style-type: none"> - Quality and efficiency of administrative processes/services - Student and customer satisfaction
Environmental	<ul style="list-style-type: none"> - Natural Hazards - Technological Hazards - Security - Public health (e.g. H1N1, food safety etc.) - Environment <p>Note: Identified environmental risks will be referred to the Health and Safety team where appropriate.</p>

Appendix F: Risk Management Roles and Responsibilities

Council

- Council retains the ultimate responsibility for risk management, ethics and statutory compliance and for determining the appropriate level of risk the University is prepared to accept.

Risk Management, Ethics and Statutory Compliance Committee

- Oversee the practice of risk management, ethics and statutory compliance strategies and implementation at the University of Otago.
- Recommend to Council acceptable levels of risk and risk treatments.

Vice-Chancellor

- Responsible for leadership in the implementation of risk management, ethics and statutory compliance at the University.

Chief Operating Officer

- Has delegated authority for the management of risk on behalf of the Vice Chancellor.
- Responsible for the operational management of risk management practices University-wide.

Risk Manager

- Manages the process of identifying and monitoring risks at the University.
- Maintains the Corporate Risk Register.
- Implements the Risk Management Framework.
- Provides advice and develops tools to assist the University community to implement the risk framework.
- Provides regular training opportunities to staff to promote a proactive risk management culture in the University.

Divisional Heads

- Support the Chief Operating Officer in discharging his responsibility for the implementation of the Risk Management Framework in their respective areas.
- Ensure risks to the achievement of divisional objectives are identified, managed and reported annually.
- Provide adequate information in a timely manner to the Risk Management, Ethics and Statutory Compliance Committee on the status of risks and controls.
- Escalate risks which are outside their control, or which require management at corporate level to the Chief Operating Officer or the Risk Manager.
- Ensure all staff within the Division is aware of the Risk Management Framework and their responsibilities regarding risk.
- Ensure all of the people they manage have the requisite skills, experience and training for their roles.

Heads of Service Division Cost Centres

- Adopt risk management procedures within their individual area of responsibility
- Ensure risks to the achievement of cost centre objectives are identified, managed and reported annually

- Report to the Head of Division and the Risk Manager, the most significant risks within their area of responsibility, together with details of how these risks are being managed and any resources/support required.
- Regularly discuss and review significant risks, and their management, within their area of responsibility to gain assurance that major risks are being properly managed and controlled.
- Ensure all of the people they manage have the requisite skills, experience and training for their roles

Risk Owners

- Monitor status of their assigned risks
- Advise the risk register's owner on the appropriateness of responses to the risk and control measures;
- Confirm that control measures are in place and working effectively or suggesting alternatives.

Action Owners

- Implement actions as agreed before the specified 'due date'.
- Inform the relevant Risk Owner of any issues relating to the implementation of assigned actions

Head, Health & Safety Compliance

- Report, by way of various committees, to the Risk Management, Ethics and Statutory Compliance Committee on any health and safety compliance issues including boating, diving, animal ethics, institutional biological safety, lab safety, hazardous substances, drugs, and others, in addition to the HR areas such as ACC.

Project Sponsors and Project Managers

- Responsible for the assessment, management, monitoring and reporting of project risks to relevant senior managers and committee(s).

All Staff

- Cognisant of operational risks, together with the ability and responsibility – where appropriate – to identify and report increases in risks or new risks in a timely way.
- Comply with the University's policies
- Comply with the processes, procedures and any delegation of authority that relate to their job role
- Understand how incidents, issues and concerns can be reported and use these methods to report them
- Not discourage any member of the workforce from reporting issues or incidents, nor in any way discriminate, harass or bully other workforce members that report issues or incidents.

Appendix G: The Risk Management Cycle

The different levels of risk within the University are interconnected and the table below illustrates when the risks are developed/refreshed and updates on actions to address each risk sought:

	March/April	May/June	September/October	November/December
Service Division Cost Centre Risks	<p>Service Division Cost Centres review and update Risk Registers in March.</p> <p>Service Division Cost Centre Risk Registers sent to Risk Manager and Divisional Head for review and consolidation at the end of March.</p> <p>Heads of Service Division compile Service Division Risk Registers in April and submit to Risk Manager on completion.</p>		<p>Service Division Cost Centres review and update Risk Registers in September.</p> <p>Service Division Cost Centre Risk Registers sent to Risk Manager and Divisional Head for review and consolidation at the end of September.</p> <p>Heads of Service Division review and update Divisional Registers in October and submit to Risk Manager on completion.</p>	
Divisional Risks		<p>Heads of Academic Divisions update Risk Registers in May in consultation with HODs in their division.</p>		<p>Academic Divisions review and update Risk Registers in November.</p>
Corporate Risks	<p>Risk Owners provide updates on progress in managing Corporate risks</p> <p><i>Corporate Risk Register reported to Risk Management Committee</i></p>	<p>Refresh of the Corporate Risk Register led by the Chief Operating Officer with advice from the Vice Chancellor's Advisory Group (considering internal and external factors affecting the University including Divisional risks).</p> <p><i>Corporate Risk Register reported to Risk Management Committee</i></p>	<p>Risk Owners provide updates on progress in managing Corporate risks</p> <p>Risk Manager reviews management of priority Corporate risks.</p> <p><i>Corporate Risk Register reported to Risk Management Committee</i></p>	<p>Risk Owners provide updates on progress in managing Corporate risks.</p> <p><i>Corporate Risk Register reported to Risk Management Committee</i></p>