

Guidelines for using the Risk Assessment Tool

Background

The risk assessment must be completed for each and every sourcing project and will determine the process to be utilised (i.e. HIGH or MEDIUM)
The risk model is designed to address business risks which could be addressed or partially addressed during the procurement and contract management processes
The risk model aligns to the eight areas of risk appetite and tolerance identified by the University and follows the risk matrix adopted the the University.
The risk assessment is intended to be a key input to the Procurement Strategy and flow through into other aspects of the sourcing and contract management process
The risk assessment should be completed in conjunction with appropriate business stakeholders to ensure that all relevant information is considered

Instructions for completion

1	Copy the risk model template from sharepoint and save to your shared drive project file
2	Ensure that the risk model is ready for your assessment by choosing New Project and click the button Clear All Selections
3	Enter the name and WS# of the Project and your name.
4	Begin your risk assessment by addressing each risk and assessing whether it is applicable and answering Yes (applicable) or No (Not applicable)
5	Once a risk is identified as No no further work is required.
6	You may be aware of a risk which is relevant to the particular project which is not identified in the list. You can add and rate a risk by selecting Unique Risks and using Add, Amend or Delete as applicable
7	All risks identified as Yes because they are applicable, will need to be assessed against the University's rating table of likelihood and impact. Drop down boxes are provided to simplify this process and will automatically produce the final rating against each risk.
8	Note if a risk marked Yes is not rated there will be an exception noted to remind you to rate the risk. At the completion of the rating process there should be no errors reflected.
9	Once the risks have been identified and rated you can hide the inapplicable risks by selecting View and selecting Nominated Risks .
10	If at any point you would like to review the risk assessment and include more risks you can reveal the hidden risks by selecting View and selecting All Risks .

11	Once you have rated all the risks you will receive an overall score. If your project risk rating is Critical or Catastrophic or your project has an expected value over \$5M you will follow the HIGH risk sourcing process. If your project has a risk rating of Moderate or Minor and is over \$250K you will follow the MEDIUM sourcing process.
12	If your project has a risk rating of Minor and is under \$250K or Sustainable it will follow a LOW risk sourcing process.
13	Once your overall rating is determined and you can select the correct sourcing process you must complete the Mitigation Strategy for each identified risk. To simplify this process a set of high level mitigation strategies have been provided in a drop down box.
14	If you wish to write any comments to explain the risk rating or mitigation strategy please use the free text Comments field.
15	Your risk assesment is now COMPLETE . Save the version in the project file, hide the inapplicable risks by selecting View and selecting Nominated Risks and take a screen shot of the risk assessment and mitigation strategies to attach to the Procurement Strategy . NOTE: the risk assessment is a mandatory section in the Procurement Strategy.

Project Title

Controls

View	Unique Risks	New Project
Risks - All	Add	Clear All
Risks Nom	Del	Selections
	Amend	

Check: 39 Rating Exceptions

No Mitigation Exceptions

Alpha	Organisation Risk Appetite and Tolerance	Y / N	L/Hood	Impact	Rating	Error Alert: Ratings	Mitigation Strategies	Comments
A	Integrity and Excellence							
	The University does not tolerate serious misconduct, fraud, consistent underperformance (including suppliers and contractors) or unethical operations							
	Could the procurement process involve probity risks, sub-contractor management					Check: Exception		
	Is there a risk of supplier non-performance					Check: Exception		
	Is there opportunity for supplier or sub-contractor fraud (in particular is delivery of the services hard to measure and monitor).					Check: Exception		
	Is there the potential for fraud, misconduct or collusion between suppliers and staff during the procurement process					Check: Exception		
	Is there the potential for fraud, misconduct or collusion between suppliers and staff during contract delivery					Check: Exception		
	Are there IP, Privacy, Trade Secrets, Confidentiality considerations					Check: Exception		
	Is there potential for perceived conflicts of interest					Check: Exception		
	Is the industry or geographical area of the supply one which could give rise to unethical supplier or sub-contractor behaviour					Check: Exception		
B	Brand, Reputation and Community Confidence							
	The University has a very low appetite and no tolerance for long term adverse impacts to its brand. It can tolerate some negative media coverage for specific reasons; these would not include risks relating to procurement process							
	Is there a general risk that the procurement could have an adverse impact on the University's brand or reputation					Check: Exception		
	Is there a risk that the market will view bundling of a number of services or contracts to be unfair					Check: Exception		
	Are there potential Modern Slavery Act implications which could impact on the University's brand and reputation					Check: Exception		
	Could the procurement give rise to media attention					Check: Exception		
C	Safety, health and wellbeing							
	The University recognises that the diversity of its education and research activities means there is an inherent level of safety risk. The University strives to maintain a safe environment for all stakeholders at all times. The University has no appetite for incidents that can cause a fatality, serious injury, bullying, harassment, discrimination or uncivil behaviours and cultures. There is a low tolerance for incidents involving hazardous materials such as scientific gasses, chemicals, laser and biological material							
	Are there elements of the procurement which could give rise to safety risk for University staff or students or members of the public					Check: Exception		
	Is access likely to be an issue for installation					Check: Exception		
D	Finance and Resource Allocation							
	The University has no appetite to commit itself to fund more than it has the ability to source and service							
	Are there unscoped risks which could give rise to a variation or need for a contingency					Check: Exception		
	Is supplier financial viability a consideration in this procurement					Check: Exception		
	Is there a potential currency risk					Check: Exception		
	Is it possible that the total cost has been underestimated or there will be scope creep (i.e. future contract variation)					Check: Exception		
E	Governance, legal, regulatory and compliance							
	The University has a high appetite to simplify and standardise governance practices. The University will not tolerate intentional offences or intentional or neglectful acts of non-compliance with our Code of Conduct and our policies, procedures and values. The University is committed to complying with our regulatory and contractual obligations and our security, privacy and software compliance obligations. The University strives for contractual relationships that are fit or purpose							
	Is delay in the procurement project or delivery of the goods and services likely to have an impact on other project (i.e. are there interdependencies)					Check: Exception		
	Is there a risk that the supplier will not accept the University's terms and conditions including a termination for convenience					Check: Exception		
	Could the approach to the market disadvantage some classes of suppliers (i.e. small suppliers, overseas suppliers) or is there a risk that the University will not exploit opportunities to engage a diverse range of suppliers in the procurement process (e.g. representing Indigenous, disabled and disadvantaged groups)					Check: Exception		
	Are there constraints which could impact on the quality, success or delivery of the procurement process - timeframes, resources, leverage, contract					Check: Exception		
	Will transition in or out of the contract give rise to additional costs or risk					Check: Exception		
	Could the procurement give rise to a data breach impacting on student or university records					Check: Exception		
Is there a risk that this project could result in a data security breach which impacts records and / or confidentiality					Check: Exception			
F	Education and student experience							

NSW ICAC EXHIBIT

	The University is committed to transforming the educational experience so that it equips graduates with the skills, knowledge and values they need. The University has a high appetite to change the method of course delivery, curriculum and structure, and assessment method. The University has a low tolerance for students being unable to successfully achieve the intended academic and graduate outcomes.						
	Consider whether the procurement could impact on student experience including but not limited to availability of services, premises, research materials etc					Check: Exception	
	could the project have an impact on student and staff records or the data integrity of those records and confidentiality					Check: Exception	
G	Research strategy						
	The University is committed to its culture of research excellence. The University will not tolerate research practices that hinder or do not support its focus areas. The University has no tolerance for poorly managed risks in pursuit of its research excellence related objectives.						
	Consider whether the procurement could impact on research programs or outcomes (i.e. could standards for research be impacted)					Check: Exception	
H	Collaboration, industry engagement, innovation and commercialisation						
	The University seeks collaboration, industry engagement, and innovation opportunities particularly in the areas of education and research. The University will not engage with suppliers who behave unethically						
	Could any innovation sought through the procurement process give rise to technology risk					Check: Exception	
	Could any innovation sought through the procurement process give rise to risk that it will be detrimental to student experience					Check: Exception	
	Could any innovation sought through the procurement process give rise to risk that it will requires unforeseen change management, employee relations or other organisational and / or HR risk					Check: Exception	
	If the method of procurement is innovative could market related risks arise					Check: Exception	
I	Other areas of risk						
	Does the procurement need to consider maintenance and/or support as part of the contract					Check: Exception	
	Does the procurement need to consider implementation and/or training as part of the contract					Check: Exception	
	Is there a risk that scope will increase during the procurement process					Check: Exception	
	Could the procurement impact on integration with existing assets or technology					Check: Exception	
X	Unique Risks this Project						
	Customised Risks						

Unique Risks
Ref. No

Overall: