

Strategic Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
S1	Alignment of academic governance with institutional goals	Strategic	Academic Director	Academic Board	Yes	Yes	No	Possible	Major		4 Medium High	Academic governance is aligned but needs better integration with corporate governance	Integrate academic governance more closely with corporate governance and strategic goals	Academic Governance Policy, Governance Framework	HESF 6.2, TEQSA Act
S2	Institutional strategic planning and goal setting	Strategic	CEO	BoD	Yes	Yes	Yes	Possible	Major		4 Medium High	Strategic planning processes exist but need regular updates	Regularly review and update strategic planning processes to ensure alignment with institutional goals	Strategic Planning Policy, Governance Framework	HESF 6.1, Corporations Act 2001, ASIC Standards
S3	Market competition affecting student enrolment	Strategic	Marketing/Administrations Officer	BoD	Yes	Yes	No	Possible	Major		4 Medium High	Market competition is increasing, affecting student enrolment numbers	Enhance marketing strategies and competitive positioning to attract more students	Marketing Strategy, Student Recruitment Plan	National Code 1, Australian Consumer Law, TEQSA Act
S4	Strategic partnerships and collaborations	Strategic	CEO	BoD	Yes	Yes	No	Possible	Major		4 Medium High	Partnerships exist but need to be strengthened and expanded	Develop and strengthen strategic partnerships and collaborations to enhance institutional offerings	Partnership Agreements, Strategic Alliances Policy	HESF 1.5, TEQSA Act
S5	Risk of failure to achieve institutional mission and objectives	Strategic	CEO	BoD	Yes	Yes	Yes	Possible	Major		4 Medium High	Institutional mission and objectives are clear but need better alignment with operations	Ensure all operations and activities are closely aligned with the institutional mission and objectives	Mission and Objectives Policy, Operational Alignment Guidelines	HESF 1.1, TEQSA Act, Corporations Act 2001, ASIC Standards
Operational Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
O1	Facility and infrastructure support for student outcomes and safety	Operational	Administration Officer	Learning and Teaching Committee	Yes	Yes	No	Possible	Major		4 Medium High	Facilities meet basic requirements but require upgrades	Regular maintenance and upgrades to facilities to ensure compliance with Health and Safety standards	Facilities Management Policy, Health and Safety Procedures	HESF 2.1, Work Safe, Health and Safety Legislation
O2	Learning resources are sufficient and accessible	Operational	CTO/QARD	Learning and Teaching Committee	Yes	Yes	No	Possible	Major		4 Medium High	Learning resources are available but require regular updates	Ensure learning resources are regularly updated and aligned with course outcomes	Learning Resources Policy, IT Management Framework	HESF 3.2, TEQSA Act
O3	Educational support services help students succeed academically	Operational	Academic Director	Learning and Teaching Committee	Yes	Yes	No	Possible	Major		4 Medium High	Support services exist but require enhancement to meet student needs	Enhance educational support services to better address student needs and success	Educational Support Policy, Student Services Framework	HESF 3.3, National Code 6, TEQSA Act
O4	Operational inefficiencies affecting service delivery	Operational	CEO	EMC	Yes	Yes	Yes	Possible	Major		4 Medium High	Operational processes are in place but need improvement to enhance efficiency	Implement process improvements and regular reviews to ensure operational efficiency	Operational Efficiency Policy, Process Improvement Guidelines	HESF 5.3, TEQSA Act, Corporations Act 2001, ASIC Standards
O5	IT system failures affecting academic and administrative functions	Operational	CTO/QARD	EMC	Yes	Yes	Yes	Possible	Major		4 Medium High	IT systems are functional but need regular maintenance and upgrades	Regularly maintain and upgrade IT systems to prevent failures and ensure continuous operation	IT Management Policy, System Maintenance Procedures	HESF 3.2, TEQSA Act, Privacy Act 1988, Corporations Act 2001
Financial Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
F1	Financial reports comply with Corporations Act and Financial Management standards	Financial	Finance Officer	Finance Committee	No	No	Yes	Possible	Major		4 Medium High	Financial reports are compliant but need regular audits	Conduct regular financial audits to ensure compliance with the Corporations Act and Financial Management standards	Financial Reporting Policy, Audit Procedures	Corporations Act 2001, ASIC Standards, Financial Acts
F2	Cash flow management and financial stability	Financial	Finance Officer	Finance Committee	No	No	Yes	Possible	Major		4 Medium High	Cash flow is managed but requires more stringent controls	Implement more stringent cash flow management and financial stability measures	Cash Flow Management Policy, Financial Stability Guidelines	Corporations Act 2001, ASIC Standards, Financial Acts
F3	Investment and funding risks affecting institutional operations	Financial	Finance Officer	Finance Committee	No	No	Yes	Possible	Major		4 Medium High	Investment strategies are in place but require regular review for risk management	Regularly review and adjust investment strategies to mitigate risks and ensure financial sustainability	Investment Policy, Risk Management Framework	Corporations Act 2001, ASIC Standards, Financial Acts
F4	Financial impact of external economic factors	Financial	Finance Officer	Finance Committee	No	No	Yes	Possible	Major		4 Medium High	Economic factors are monitored but require more proactive financial planning	Enhance financial planning and forecasting to account for potential external economic impacts	Financial Planning Policy, Economic Risk Management Guidelines	Corporations Act 2001, ASIC Standards, Financial Acts
F5	Non-compliance with tax laws and regulations	Financial	Finance Officer	Finance Committee	No	No	Yes	Possible	Major		4 Medium High	Tax compliance is generally good but needs regular checks	Conduct regular tax compliance audits to ensure adherence to tax laws and regulations	Tax Compliance Policy, Financial Reporting Guidelines	Corporations Act 2001, ASIC Standards, Taxation Laws
Compliance and Legal Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
C1	Governance structures ensure effective oversight	Compliance	CEO	BoD	Yes	No	Yes	Possible	Major		4 Medium High	Governance structures are in place but need regular review for compliance	Regularly review and update governance structures to ensure compliance with ASIC standards and effective oversight	Governance Charter, Board of Directors Guidelines	Corporations Act 2001, ASIC Standards, Governance Code of Conduct
C2	Adherence to HESF, ESOS, and ASIC standards	Compliance	CTO/QARD	QARC	Yes	Yes	Yes	Possible	Major		4 Medium High	Compliance is generally good but needs more rigorous monitoring	Implement more rigorous compliance monitoring to ensure adherence to HESF, ESOS, and ASIC standards	Compliance Monitoring Policy, Regulatory Compliance Guidelines	HESF Standards, ESOS Act, Corporations Act 2001, ASIC Standards
C3	Data collection and storage comply with the Privacy Act 1988	Compliance	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4 Medium High	Data collection and storage practices are compliant but need stronger security	Enhance data security measures and regularly review data collection and storage practices for compliance with the Privacy Act	Data Collection and Storage Policy, Privacy Policy	Privacy Act 1988, TEQSA Act
C4	Employment conditions comply with Fair Work legislation	Compliance	HR/Finance Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Employment conditions are compliant but require regular updates	Regularly review and update employment conditions to ensure compliance with Fair Work legislation	Employment Conditions Policy, Fair Work Compliance Guidelines	Fair Work Act, TEQSA Act
C5	Compliance with Work Safe and Health and Safety legislation	Compliance	Administration Officer	QARC	Yes	Yes	Yes	Possible	Major		4 Medium High	Compliance is generally good but needs more frequent assessments	Conduct regular safety assessments and implement improvements to ensure compliance with Work Safe and Health and Safety standards	Health and Safety Policy, Workplace Safety Guidelines	Work Safe, Health and Safety Legislation
C6	Adherence to contract and vendor management obligations	Compliance	Administration Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Contract management is generally compliant but needs more robust tracking	Enhance contract management processes to ensure all obligations are met and compliance is maintained	Contract Management Policy, Vendor Compliance Guidelines	Corporations Act 2001, ASIC Standards
C7	Compliance with Anti-Money Laundering and Counter-Terrorism Financing laws	Compliance	Finance Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Compliance with AML/CTF laws is in place but requires regular audits	Conduct regular audits and strengthen due diligence processes to ensure compliance with AML/CTF laws	AML/CTF Compliance Policy, Financial Reporting Guidelines	AML/CTF Act, Corporations Act 2001, ASIC Standards
Reputational Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
R1	Marketing practices comply with Australian Consumer Law and maintain institutional reputation	Reputational	Admissions Officer	QARC	Yes	Yes	No	Possible	Major		4 Medium High	Marketing materials are compliant but need regular checks for accuracy	Regularly review and update marketing materials to ensure compliance with Consumer Law and maintain institutional reputation	Marketing and Communication Policy, Compliance Monitoring	National Code 1, Australian Consumer Law, TEQSA Act
R2	Management of negative media coverage affecting reputation	Reputational	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4 Medium High	Negative media coverage is managed but needs more proactive strategies	Implement proactive media management strategies to prevent and mitigate negative coverage affecting reputation	Media Management Policy, Reputation Management Guidelines	Australian Consumer Law, TEQSA Act, ESOS Act
R3	Ethical breaches or misconduct damaging public perception	Reputational	CTO/QARD	QARC	Yes	Yes	Yes	Possible	Major		4 Medium High	Ethical standards are upheld but require more stringent monitoring	Strengthen monitoring and enforcement of ethical standards to prevent misconduct and protect public perception	Ethics Policy, Code of Conduct	HESF Standards, Corporations Act 2001, ASIC Standards
R4	Social media backlash affecting institutional image	Reputational	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4 Medium High	Social media presence is managed but needs better crisis response	Develop a robust social media policy and crisis response plan to handle potential backlash effectively	Social Media Policy, Crisis Management Guidelines	Australian Consumer Law, TEQSA Act
R5	Stakeholder dissatisfaction leading to negative word of mouth	Reputational	CEO	BoD	Yes	Yes	No	Possible	Major		4 Medium High	Stakeholder relations are positive but need better engagement strategies	Enhance stakeholder engagement strategies to maintain positive relations and prevent negative word of mouth	Stakeholder Engagement Policy, Communication Strategy	Australian Consumer Law, TEQSA Act
Human Resources Risks															
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards
HR1	Talent acquisition and retention challenges	Human Resources	HR/Finance Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Recruitment and retention are adequate but need more competitive strategies	Implement competitive talent acquisition and retention strategies to attract and retain top talent	Recruitment Policy, Retention Strategies	Fair Work Act, TEQSA Act
HR2	Workplace safety and compliance with Work Safe legislation	Human Resources	Administration Officer	QARC	Yes	Yes	Yes	Possible	Major		4 Medium High	Workplace safety is generally good but requires regular assessment	Conduct regular safety audits and enhance workplace safety measures to ensure compliance with Work Safe legislation	Workplace Safety Policy, Work Safe Compliance Guidelines	Work Safe, Health and Safety Legislation
HR3	Employee relations and potential disputes	Human Resources	HR/Finance Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Employee relations are positive but need better dispute resolution mechanisms	Strengthen dispute resolution mechanisms and maintain positive employee relations	Employee Relations Policy, Dispute Resolution Procedures	Fair Work Act, TEQSA Act
HR4	Compliance with Fair Work legislation regarding employee rights	Human Resources	HR/Finance Officer	BoD	No	No	Yes	Possible	Major		4 Medium High	Compliance with employee rights is adequate but needs regular updates	Regularly review and update policies to ensure compliance with employee rights under Fair Work legislation	Employee Rights Policy, Fair Work Compliance Guidelines	Fair Work Act, TEQSA Act

HR5	Training and development of staff aligned with institutional goals	Human Resources	HR/Finance Officer	Academic Board	Yes	Yes	No	Possible	Major		4	Medium High	Training programs exist but need better alignment with institutional goals	Enhance training and development programs to ensure alignment with institutional goals and staff needs	Staff Training and Development Policy, Professional Development Guidelines	HESF Standards, TEQSA Act
<b>Health and Safety Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
HS1	Compliance with Work Safe and Health and Safety legislation	Health & Safety	Administration Officer	QARC	Yes	Yes	Yes	Possible	Major		4	Medium High	Compliance is generally good but needs more frequent assessments	Conduct regular safety assessments and implement improvements to ensure compliance with Work Safe and Health and Safety standards	Health and Safety Policy, Workplace Safety Guidelines	Work Safe, Health and Safety Legislation
HS2	Emergency procedures are regularly updated and compliant with Work Safe standards	Health & Safety	Administration Officer	QARC	Yes	Yes	Yes	Possible	Major		4	Medium High	Emergency procedures are in place but need more frequent updates	Regularly update and review emergency procedures to ensure compliance with Work Safe standards	Emergency Procedures Policy, Work Safe Compliance Guidelines	Work Safe, Health and Safety Legislation
HS3	Workplace injury prevention and incident management	Health & Safety	Administration Officer	QARC	Yes	Yes	Yes	Possible	Major		4	Medium High	Incident management is effective but needs better prevention measures	Implement stronger injury prevention measures and improve incident management protocols to ensure quick response and compliance	Injury Prevention Policy, Incident Management Procedures	Work Safe, Health and Safety Legislation
HS4	Health and wellbeing programs for staff and students	Health & Safety	Administration Officer	QARC	Yes	Yes	No	Possible	Major		4	Medium High	Health and wellbeing programs exist but need enhancement	Enhance health and wellbeing programs to better support staff and student health and safety	Health and Wellbeing Policy, Support Programs Guidelines	Work Safe, Health and Safety Legislation
<b>Technology and Cybersecurity Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
T1	Data breaches and cybersecurity threats affecting institutional operations	Technology & Cybersecurity	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Cybersecurity measures are in place but need regular updates	Regularly update and strengthen cybersecurity measures to protect against data breaches and threats	Cybersecurity Policy, Data Protection Guidelines	Privacy Act 1988, TEQSA Act, Corporations Act 2001
T2	IT system failures affecting academic and administrative functions	Technology & Cybersecurity	CTO/QARD	EMC	Yes	Yes	Yes	Possible	Major		4	Medium High	IT systems are functional but need regular maintenance and upgrades	Regularly maintain and upgrade IT systems to prevent failures and ensure continuous operation	IT Management Policy, System Maintenance Procedures	HESF 3.2, TEQSA Act, Privacy Act 1988, Corporations Act 2001
T3	Compliance with data protection and privacy legislation	Technology & Cybersecurity	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Data protection is adequate but needs stronger security protocols	Enhance data protection protocols and ensure compliance with privacy legislation	Data Protection Policy, Privacy Compliance Guidelines	Privacy Act 1988, TEQSA Act, Corporations Act 2001
T4	Obsolescence of technology affecting institutional operations	Technology & Cybersecurity	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Technology is up-to-date but requires regular review and upgrades	Conduct regular technology audits and plan for upgrades to prevent obsolescence and maintain operational efficiency	Technology Management Policy, IT Audit Procedures	HESF 3.2, TEQSA Act, Corporations Act 2001
T5	IT disaster recovery and business continuity planning	Technology & Cybersecurity	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Disaster recovery plans exist but need regular testing and updates	Regularly test and update IT disaster recovery and business continuity plans to ensure preparedness	IT Disaster Recovery Policy, Business Continuity Guidelines	Privacy Act 1988, TEQSA Act, Corporations Act 2001
<b>Environmental Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
E1	Natural disasters affecting campus operations	Environmental	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Campus is generally safe but needs better disaster preparedness	Enhance disaster preparedness and response plans to ensure campus safety and continuity of operations	Disaster Preparedness Policy, Emergency Response Procedures	Work Safe, Health and Safety Legislation, Environmental Laws
E2	Compliance with environmental regulations and sustainability practices	Environmental	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Compliance with environmental regulations is good but needs regular review	Regularly review and update environmental compliance and sustainability practices to meet legal and ethical standards	Environmental Compliance Policy, Sustainability Practices Guidelines	Environmental Laws, TEQSA Act, Corporations Act 2001
E3	Resource scarcity affecting institutional operations	Environmental	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Resource management is adequate but needs better planning for scarcity	Implement resource management strategies to mitigate the impact of scarcity on operations	Resource Management Policy, Sustainability Guidelines	Environmental Laws, Corporations Act 2001
E4	Impact of climate change on institutional infrastructure	Environmental	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Infrastructure is resilient but needs adaptation to potential climate impacts	Adapt infrastructure planning and maintenance to account for potential climate change impacts	Climate Adaptation Policy, Infrastructure Planning Guidelines	Environmental Laws, Health and Safety Legislation
<b>Market and Economic Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
ME1	Economic downturn affecting student enrolment and revenue	Market & Economic	Finance Officer	Finance Committee	Yes	Yes	Yes	Possible	Major		4	Medium High	Economic monitoring is in place but needs better risk management	Strengthen economic risk management and forecasting to mitigate the impact of downturns on enrolment and revenue	Economic Risk Management Policy, Revenue Forecasting Guidelines	Corporations Act 2001, ASIC Standards, TEQSA Act
ME2	Inflation and interest rate changes impacting institutional costs	Market & Economic	Finance Officer	Finance Committee	Yes	Yes	Yes	Possible	Major		4	Medium High	Financial management is adequate but needs better planning for inflation	Enhance financial planning and budgeting to account for potential inflation and interest rate changes	Financial Planning Policy, Budgeting Guidelines	Corporations Act 2001, ASIC Standards, Financial Acts
ME3	Shifts in consumer demand affecting course offerings	Market & Economic	CEO	Academic Board	Yes	Yes	No	Possible	Major		4	Medium High	Course offerings are aligned with demand but need better market analysis	Conduct regular market analysis and adjust course offerings to meet changing consumer demand	Market Analysis Policy, Course Offering Guidelines	TEQSA Act, National Code 1, Australian Consumer Law
ME4	Exchange rate fluctuations affecting international student fees	Market & Economic	Finance Officer	Finance Committee	Yes	Yes	No	Possible	Major		4	Medium High	Exchange rate monitoring is in place but needs better impact management	Implement financial strategies to mitigate the impact of exchange rate fluctuations on international student fees	Exchange Rate Management Policy, International Student Fee Guidelines	Corporations Act 2001, Financial Acts, TEQSA Act
ME5	Competitive pressure from other institutions affecting market share	Market & Economic	Marketing/Administrations Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Competitive analysis is conducted but needs more proactive strategies	Develop proactive competitive strategies to enhance market share and attract more students	Competitive Strategy Policy, Market Positioning Guidelines	TEQSA Act, National Code 1, Australian Consumer Law
<b>Project Management Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
PM1	Project delays and budget overruns affecting institutional initiatives	Project Management	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Project management is generally effective but needs better risk controls	Strengthen project management controls and improve risk assessment to prevent delays and budget overruns	Project Management Policy, Risk Assessment Guidelines	Corporations Act 2001, ASIC Standards, Financial Acts
PM2	Resource allocation issues affecting project timelines and outcomes	Project Management	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Resource allocation is adequate but needs better planning and monitoring	Enhance resource planning and monitoring to ensure timely and effective project outcomes	Resource Management Policy, Project Planning Guidelines	Corporations Act 2001, ASIC Standards, Financial Acts
PM3	Stakeholder misalignment leading to project failure	Project Management	CEO	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Stakeholder engagement is positive but needs better alignment with project goals	Improve stakeholder engagement and alignment strategies to ensure successful project outcomes	Stakeholder Engagement Policy, Project Alignment Guidelines	Corporations Act 2001, ASIC Standards
PM4	Quality assurance failures affecting project deliverables	Project Management	CTO/QARD	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Quality assurance is generally good but needs better monitoring and control	Strengthen quality assurance processes and monitoring to ensure high-quality project deliverables	Quality Assurance Policy, Project Monitoring Guidelines	TEQSA Act, National Code 1, HESF Standards
PM5	Compliance with project management best practices and standards	Project Management	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Compliance is good but needs more frequent reviews and updates	Regularly review and update project management practices to ensure compliance with best practices and standards	Project Management Best Practices Policy, Compliance Monitoring Guidelines	Corporations Act 2001, ASIC Standards
<b>Supply Chain Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	
SC1	Supplier reliability and performance affecting operations	Supply Chain	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Supplier performance is generally good but needs better monitoring	Implement stronger supplier performance monitoring and management to ensure reliable operations	Supplier Management Policy, Performance Monitoring Guidelines	Corporations Act 2001, TEQSA Act, Financial Acts
SC2	Supply chain disruptions affecting course delivery	Supply Chain	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Supply chain is stable but needs better risk management strategies	Develop supply chain risk management strategies to prevent disruptions and ensure continuous course delivery	Supply Chain Risk Management Policy, Course Delivery Guidelines	Corporations Act 2001, TEQSA Act
SC3	Vendor compliance and ethics affecting institutional reputation	Supply Chain	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Vendor compliance is good but needs better monitoring and enforcement	Enhance vendor compliance monitoring and enforce ethical standards to protect institutional reputation	Vendor Compliance Policy, Ethical Sourcing Guidelines	Corporations Act 2001, TEQSA Act, ASIC Standards
SC4	Dependency on key suppliers affecting operational continuity	Supply Chain	Administration Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Key supplier relationships are strong but need better contingency planning	Develop contingency plans and diversify suppliers to reduce dependency and ensure operational continuity	Contingency Planning Policy, Supplier Diversification Guidelines	Corporations Act 2001, TEQSA Act
SC5	Contractual risk transfer and management affecting supply chain	Supply Chain	Administration Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Contract management is good but needs better risk transfer practices	Strengthen contractual risk transfer practices and ensure proper management of supply chain contracts	Contract Management Policy, Risk Transfer Guidelines	Corporations Act 2001, ASIC Standards
<b>Cultural and Social Risks</b>																
Risk No.	Risk Item	Category	Operational Owner	Committee Owner	TEQSA	ESOS	ASIC	Likelihood	Impact	Inherent Risk Rating	Residual Risk	Current Conditions	Required Conditions	Policies and Requirements	Applicable Legislation and Standards	

CS1	Diversity and inclusion practices affecting staff and student engagement	Cultural & Social	HR/Finance Officer	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Diversity and inclusion practices are in place but need enhancement	Enhance diversity and inclusion practices to improve staff and student engagement and ensure compliance with regulations	Diversity and Inclusion Policy, Cultural Engagement Guidelines	Fair Work Act, TEQSA Act
CS2	Corporate social responsibility (CSR) initiatives impacting reputation	Cultural & Social	CEO	BoD	Yes	Yes	No	Possible	Major		4	Medium High	CSR initiatives exist but need better alignment with institutional goals	Strengthen CSR initiatives and ensure alignment with institutional goals and stakeholder expectations	CSR Policy, Stakeholder Engagement Guidelines	TEQSA Act, Australian Consumer Law, Corporations Act 2001
CS3	Community relations affecting institutional image and engagement	Cultural & Social	CEO	BoD	Yes	Yes	No	Possible	Major		4	Medium High	Community relations are positive but need better engagement strategies	Enhance community engagement strategies to improve institutional image and foster positive relations	Community Engagement Policy, Institutional Image Guidelines	TEQSA Act, Australian Consumer Law
CS4	Ethical sourcing and labor practices affecting institutional reputation	Cultural & Social	HR/Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Ethical practices are followed but need better enforcement and monitoring	Strengthen monitoring and enforcement of ethical sourcing and labor practices to protect institutional reputation	Ethical Sourcing Policy, Labor Practices Compliance Guidelines	Fair Work Act, TEQSA Act, Corporations Act 2001
CS5	Cultural competence in teaching and learning affecting student outcomes	Cultural & Social	Academic Director	Academic Board	Yes	Yes	No	Possible	Major		4	Medium High	Cultural competence is integrated but needs better implementation in curricula	Enhance cultural competence in teaching and learning to improve student outcomes and engagement	Cultural Competence Policy, Teaching and Learning Guidelines	HESF Standards, TEQSA Act, National Code 6
<b>Insurance and Risk Transfer</b>																
<b>Risk No.</b>	<b>Risk Item</b>	<b>Category</b>	<b>Operational Owner</b>	<b>Committee Owner</b>	<b>TEQSA</b>	<b>ESOS</b>	<b>ASIC</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Inherent Risk Rating</b>	<b>Residual Risk</b>	<b>Current Conditions</b>	<b>Required Conditions</b>	<b>Policies and Requirements</b>	<b>Applicable Legislation and Standards</b>	
IR1	Underinsurance or gaps in coverage affecting institutional protection	Insurance & Risk Transfer	Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Insurance coverage is adequate but needs regular review	Regularly review and update insurance coverage to ensure comprehensive protection and eliminate gaps	Insurance Management Policy, Risk Transfer Guidelines	Corporations Act 2001, ASIC Standards
IR2	Claims management and resolution processes affecting risk mitigation	Insurance & Risk Transfer	Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Claims management is effective but needs better documentation and tracking	Strengthen claims management processes and ensure timely resolution and proper documentation	Claims Management Policy, Risk Mitigation Guidelines	Corporations Act 2001, ASIC Standards
IR3	Contractual risk transfer and indemnities in vendor agreements	Insurance & Risk Transfer	Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Contractual risk transfer is in place but needs stronger enforcement	Enhance contractual risk transfer and indemnity provisions in vendor agreements to protect institutional interests	Contract Management Policy, Indemnity and Risk Transfer Guidelines	Corporations Act 2001, ASIC Standards
IR4	Insurance compliance and renewal management	Insurance & Risk Transfer	Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Insurance compliance is adequate but needs better renewal tracking and management	Improve insurance compliance tracking and ensure timely renewal of all policies to maintain coverage	Insurance Compliance Policy, Renewal Management Guidelines	Corporations Act 2001, ASIC Standards
IR5	Adequacy of insurance coverage for new projects and initiatives	Insurance & Risk Transfer	Finance Officer	BoD	Yes	Yes	Yes	Possible	Major		4	Medium High	Insurance for new projects is considered but needs better assessment	Conduct thorough insurance assessment for all new projects and initiatives to ensure adequate coverage	Project Insurance Policy, Risk Assessment Guidelines	Corporations Act 2001, ASIC Standards