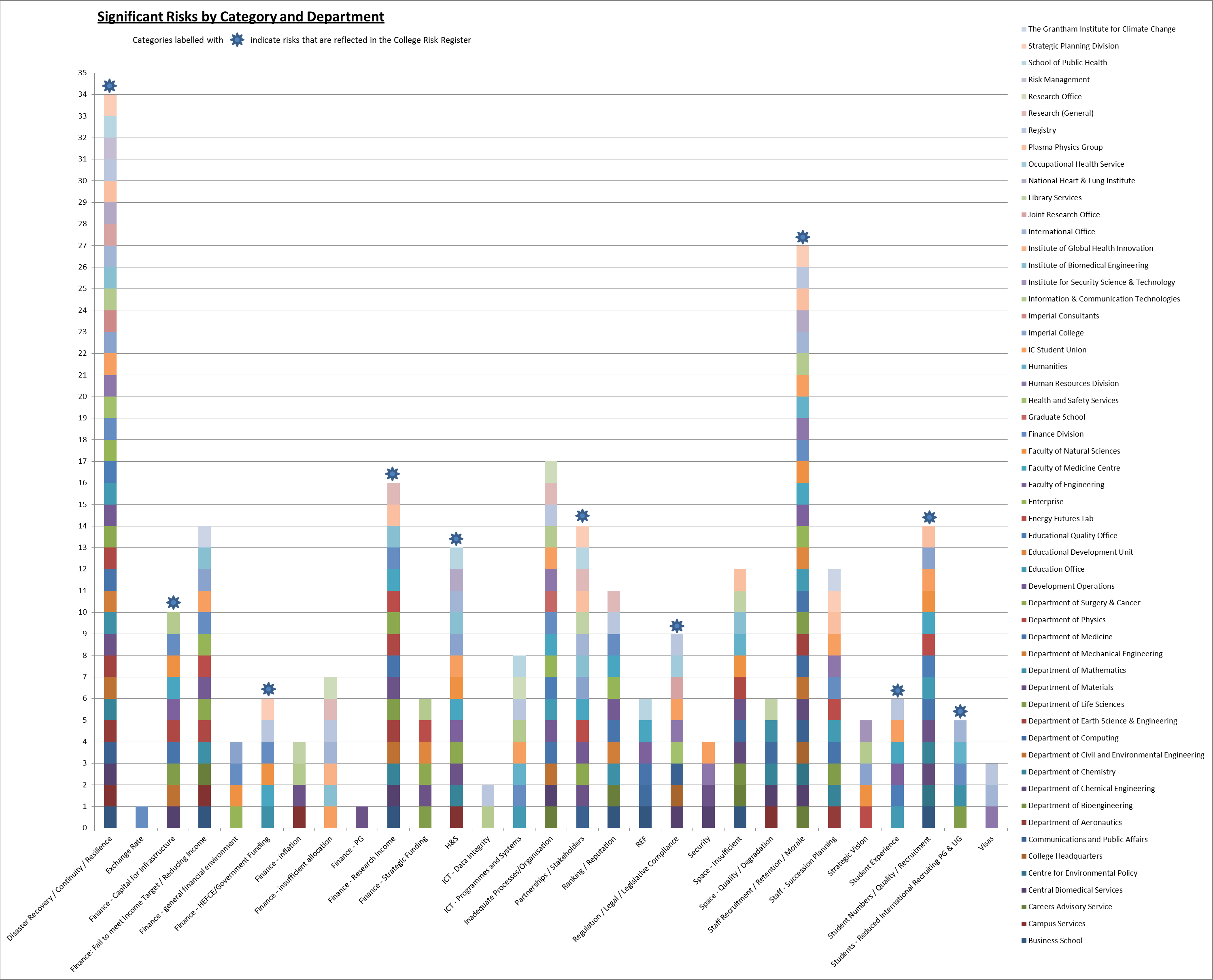
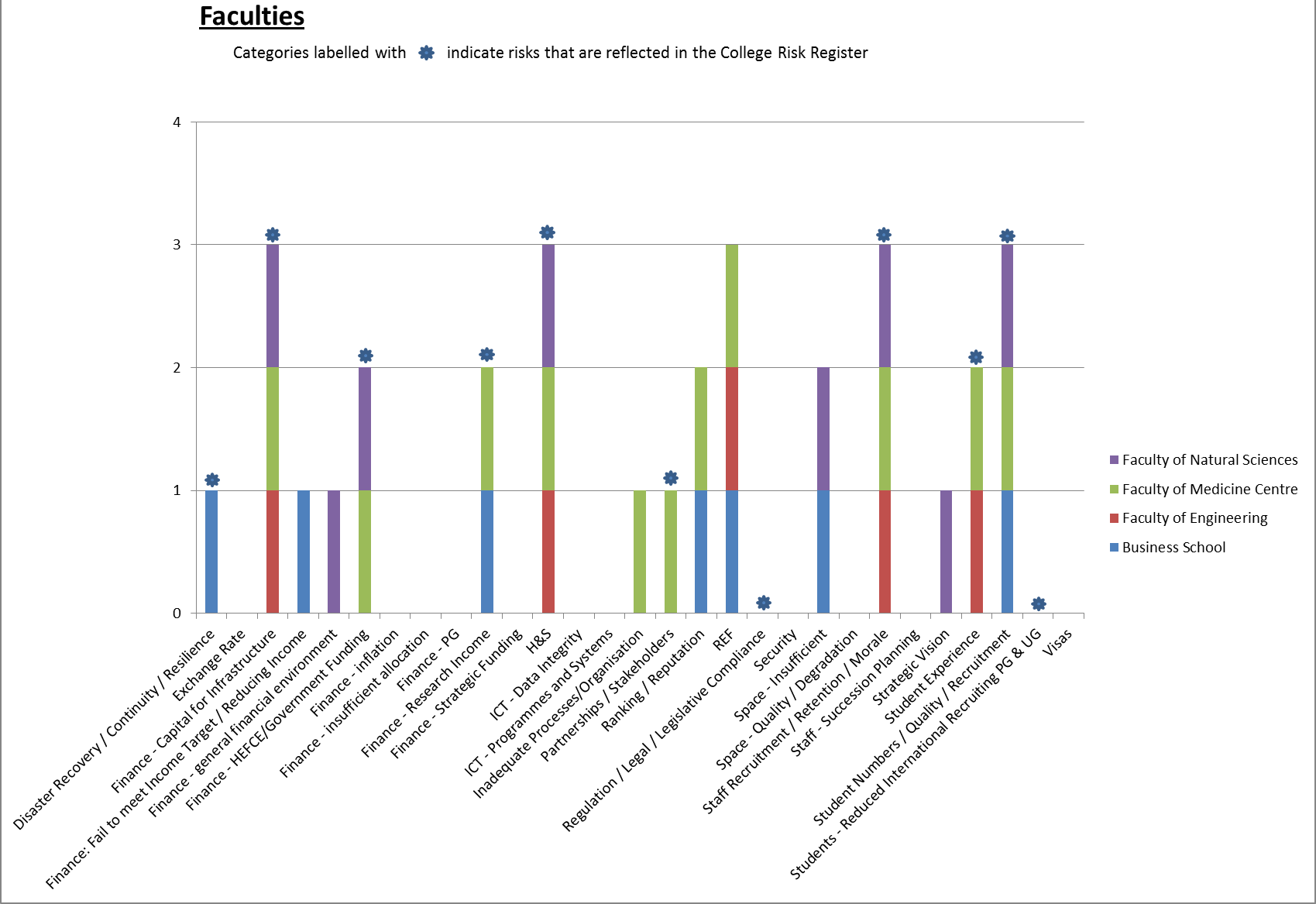
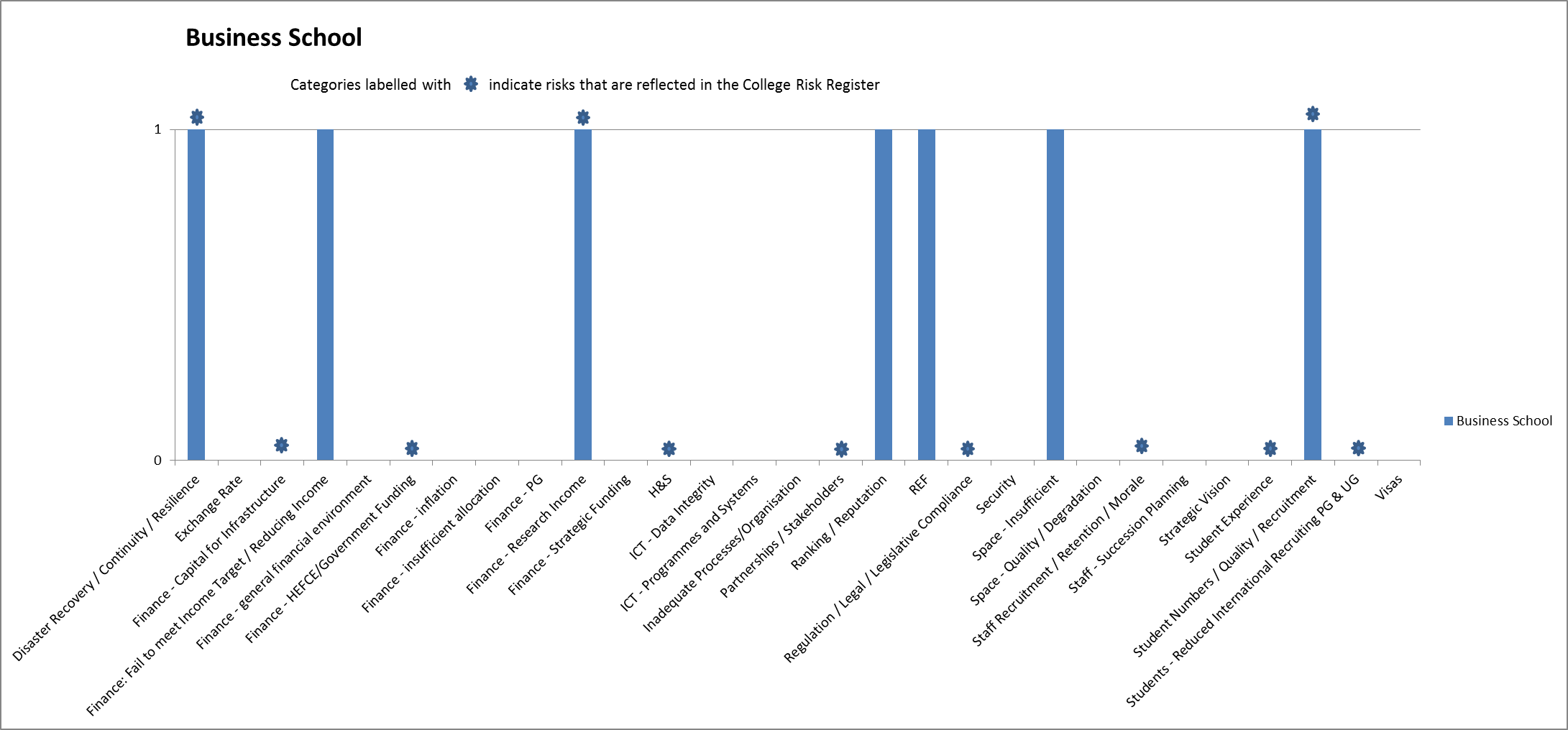
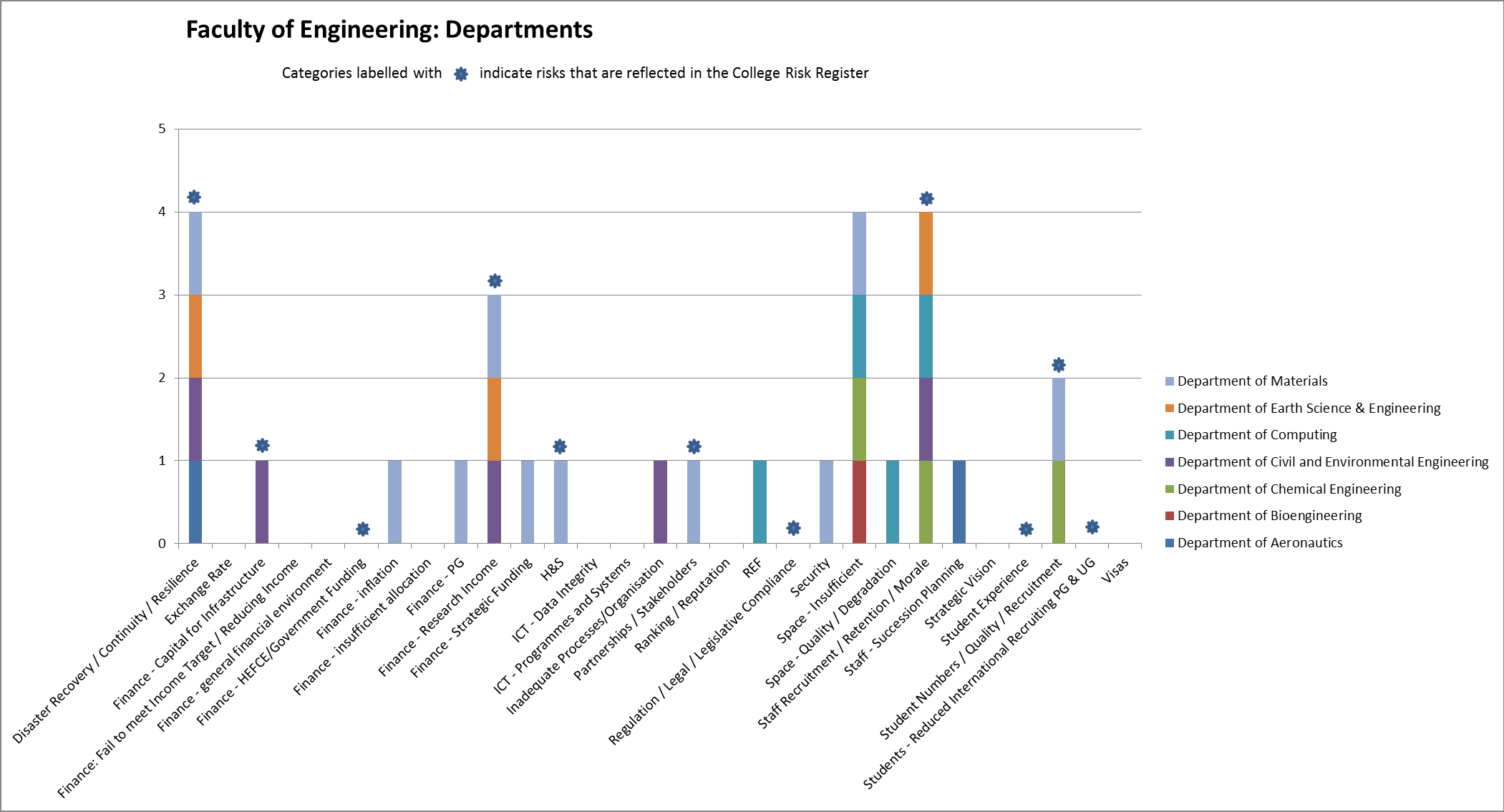
**JANUARY 2014 RISK ANALYSIS**

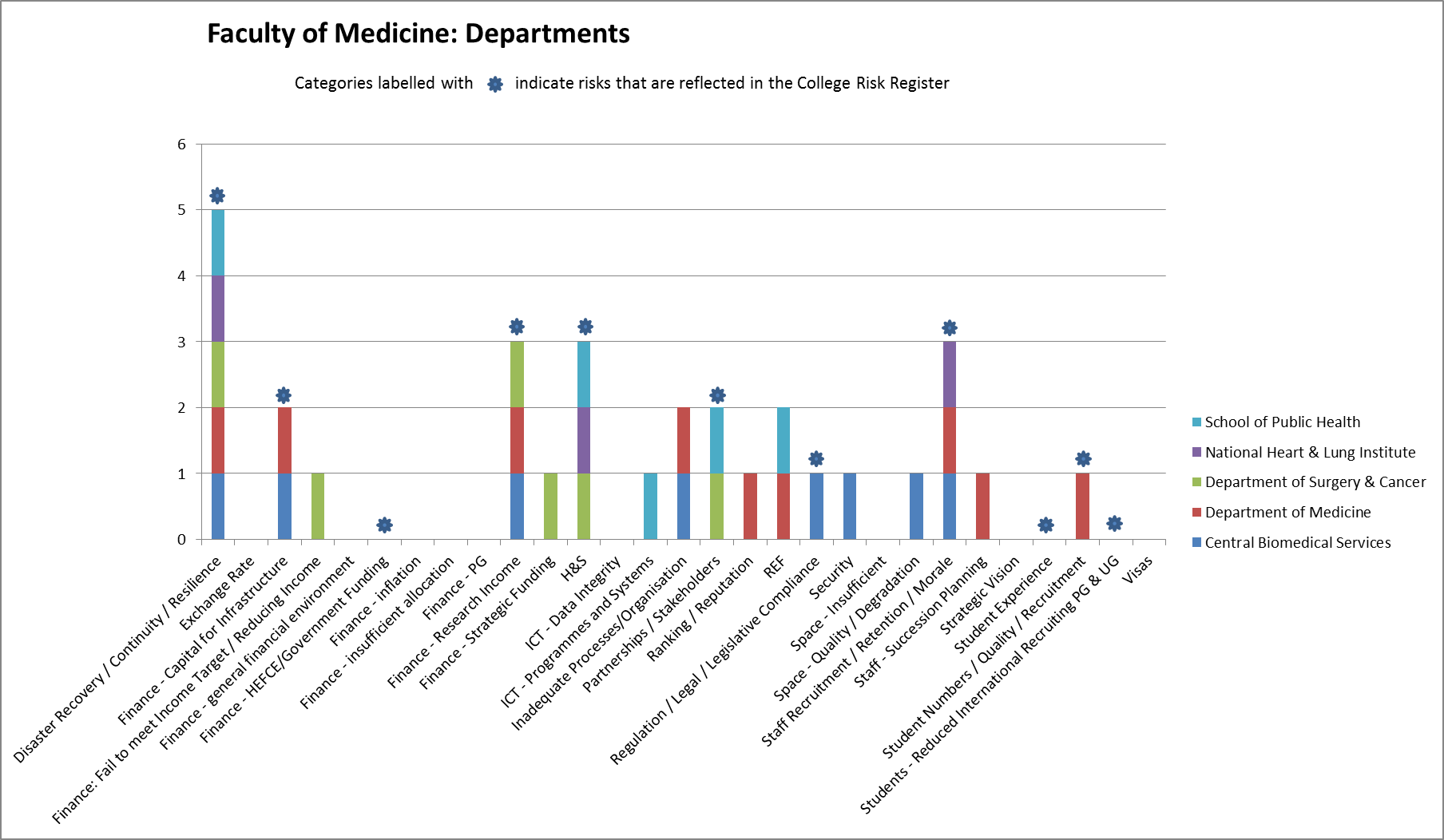
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| --- | --- | --- | --- | --- | --- | --- |
| As previously we have analysed all risks with an Impact and/or Likelihood score of 7 or above or a total score of 25 or above.  The table summarises common themes and trends, although trends with small change should be viewed with caution as some changes are within the dimensions of analysis variability.  It is not necessarily true that an increased number (shown in red) is a bad thing or that a decrease is a good thing. It may be that recognition that there is an issue to be addressed is beneficial. It is noticeable that apparently no risks have reduced since May 2013 with all risks either being stable or increasing. Again this is not necessarily good or bad as It may be that recognition that there is an issue to be addressed is beneficial.  It should be noted that for ease of presentation risks that have consistently been identified by only a very few departments have been removed. | **Common Themes** | **May-12** | **Jan-13** | **May-13** | **Jan-14** | **Trend** |
| Disaster Recovery / Continuity / Resilience | 24 | 30 | 30 | 34 |  |
| Exchange Rate | 7 | 2 | 0 | 1 |  |
| Finance - Capital for Infrastructure | 3 | - | 5 | 10 |  |
| Finance: Fail to meet Income Target / Reducing Income | 13 | 2 | 11 | 14 |  |
| Finance - general financial environment | 5 | 8 | 4 | 4 |  |
| Finance - HEFCE/Government Funding | - | - | - | 6 | New |
| Finance - inflation | 4 | 5 | 5 | 4 |  |
| Finance - insufficient allocation | 6 | 8 | 8 | 7 |  |
| Finance - PG | 2 | 5 | 0 | 1 |  |
| Finance - Research Income | 17 | 13 | 14 | 16 |  |
| Finance - Strategic Funding | - | - | - | 6 | New |
| H&S | 13 | 11 | 7 | 13 |  |
| ICT - Data Integrity | - | 2 | 2 | 2 |  |
| ICT - Programmes and Systems | - | 6 | 7 | 8 |  |
| ICT Availability / Disruption | 8 | 2 | 0 | 0 |  |
| Inadequate Processes/Organisation | - | - | 14 | 17 |  |
| Partnerships / Stakeholders | 9 | 7 | 11 | 14 |  |
| Ranking / Reputation | 2 | 8 | 11 | 11 |  |
| REF | 3 | 6 | 3 | 6 |  |
| Regulation / Legal / Legislative Compliance | - | 8 | 13 | 10 |  |
| Security | - | - | - | 4 | New |
| Space - Insufficient | 7 | 10 | 11 | 12 |  |
| Space - Quality / Degradation | 10 | 7 | 8 | 6 |  |
| Staff Recruitment / Retention / Morale | 21 | 26 | 22 | 27 |  |
| Staff - Succession Planning | 5 | 7 | 9 | 7 |  |
| Strategic Vision (Need for) | - | - | - | 5 | New |
| Student Experience | 3 | 4 | 1 | 6 |  |
| Students - Numbers / Quality / Recruitment | 0 | 5 | 7 | 14 |  |
| Students - Reduced International Recruiting PG & UG | 6 | 6 | 6 | 5 |  |
| Visas | 3 | 0 | 4 | 3 |  |
| Analysis of the accompanying charts shows that **Disaster Recovery, H&S and Staff Retention, Recruitment and Morale** are reasonably universal with no particular bias to any Faculty and these are generally recorded as high impact, low likelihood risks..  Concerns over sources of **Finance** are on the rise with academic departments typically concerned about **Research Income** and Academic Services/Other concerned about **failure to make income targets** and/or **insufficient allocation**. **ICT** is only recorded as a significant concern by Academic Services/Other departments. New in the last year but first apparent after last year’s planning round, are the number of departments recording Inadequate **organisation or processes** as a significant risk. This is particularly the case amongst Academic Services/Other departments although this is also recorded in other Faculties. The number of departments recording a lack of **Space** as a significant risk continues to increase and is recorded by all areas with the exception of Faculty of Medicine SIDs. An increasing number of Departments across all Faculties are recording **Student Numbers/Quality** as a significant risk. Only Faculties and Academic Services/Other record Student Experience as a significant issue.  **New** this year are departments recording the need for **Strategic Vision** and **Strategic Funding** as issues for them to address and also concern over future **HEFCE/Government Funding** and **Security**. | | | | | | |

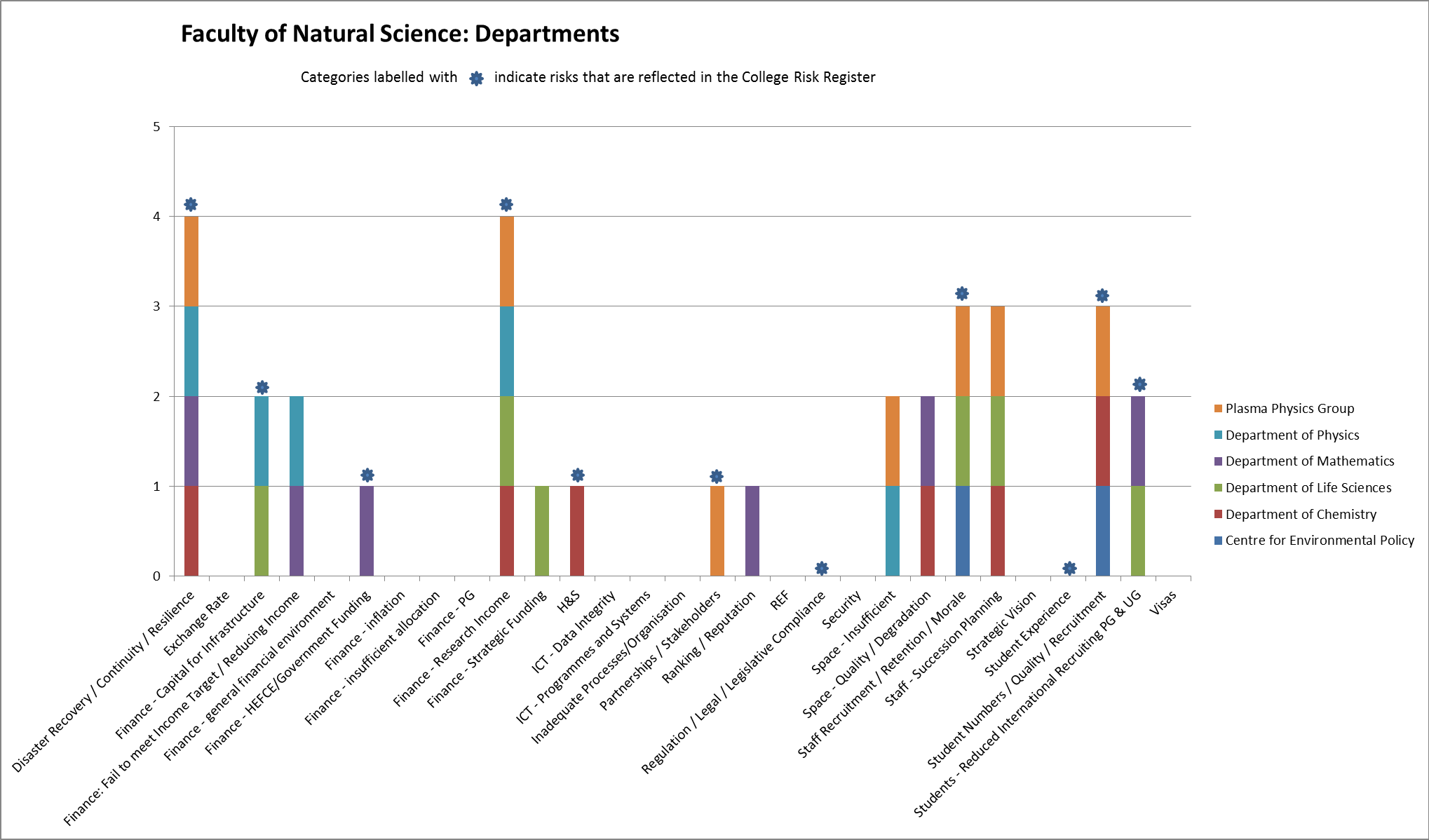


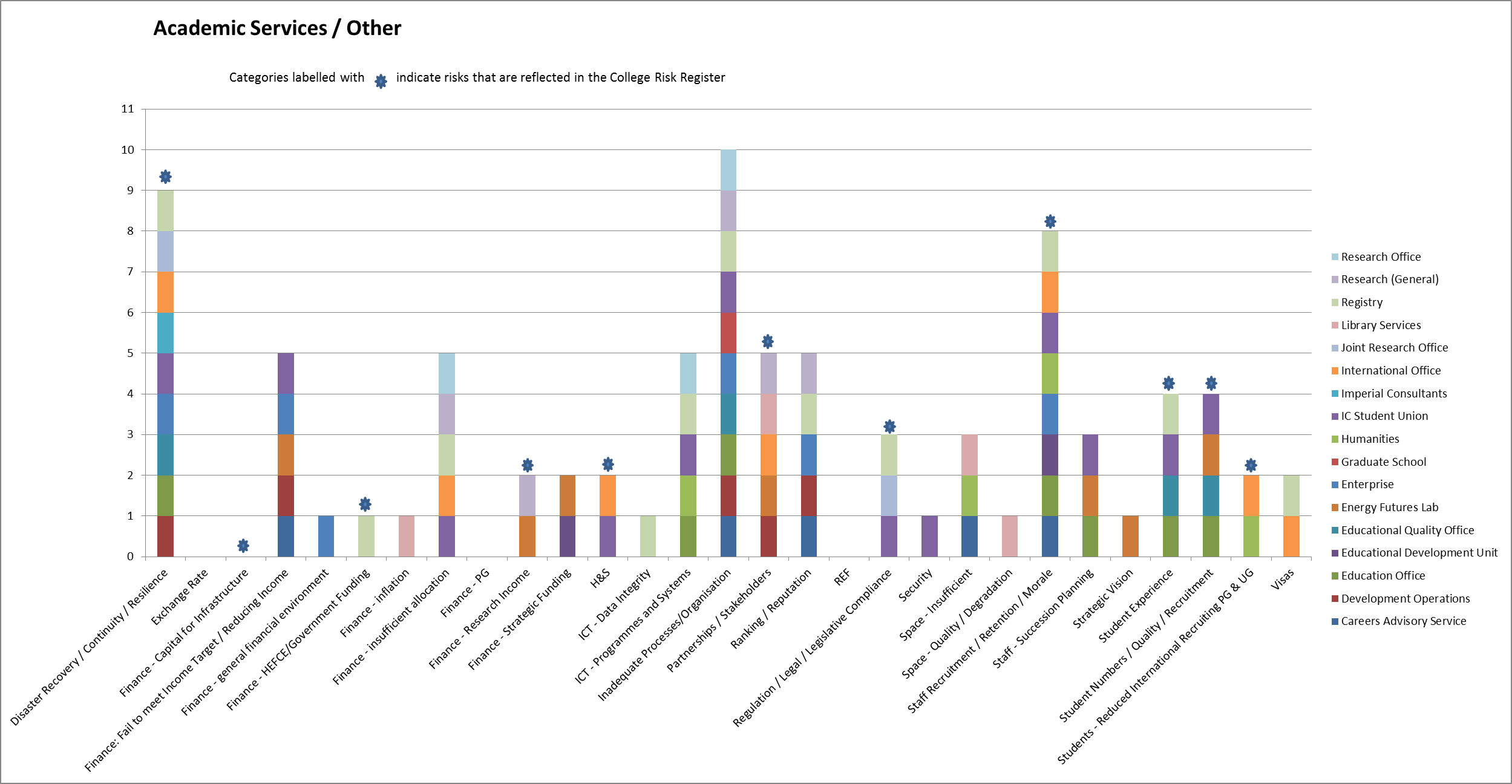


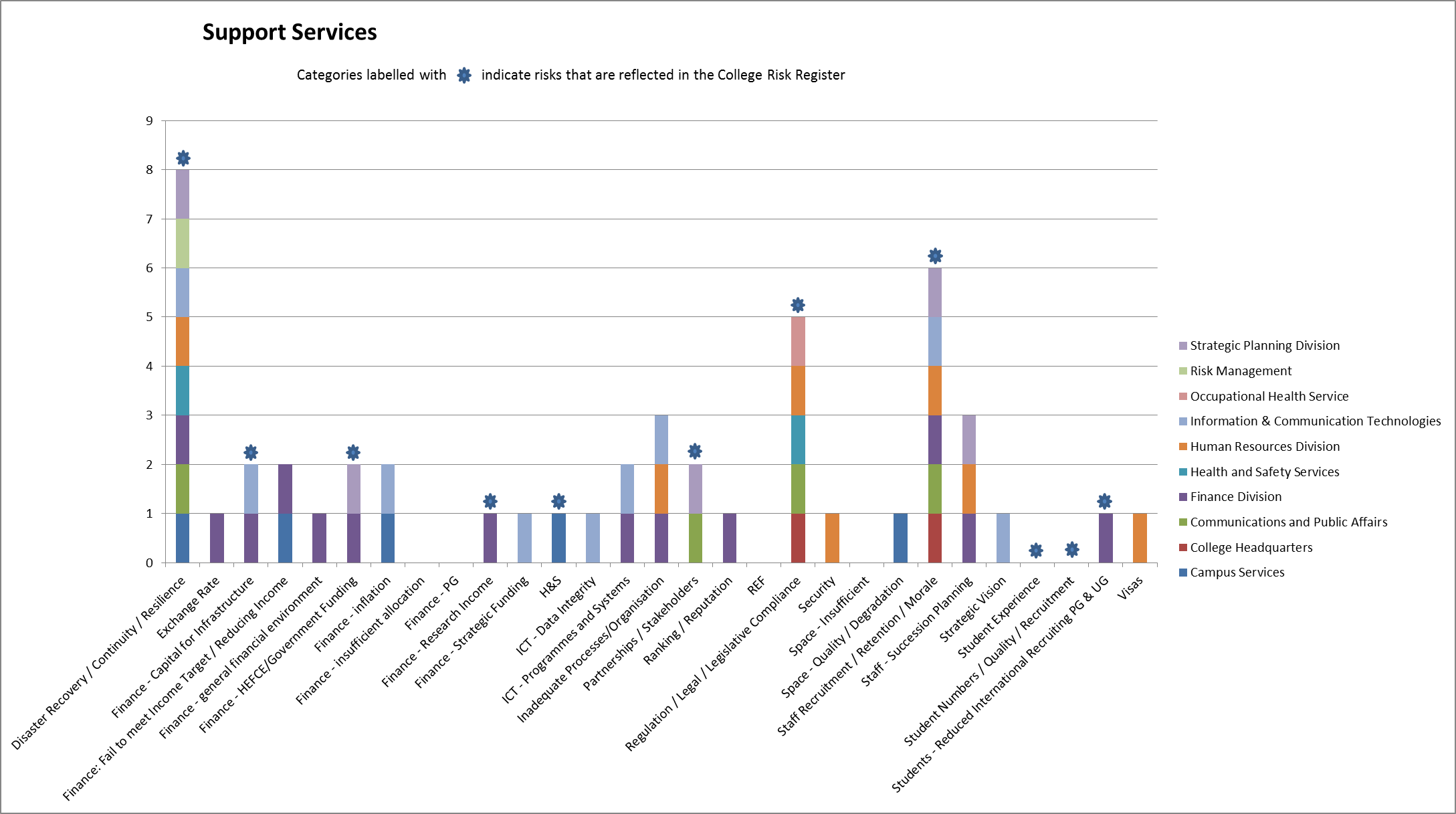


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