

Property risk register

Risk	Description	Impacted objectives	Classification	Consequence	Likelihood	Risk rating	Tolerance	Treatment strategy	Linked controls
Quality of facilities	The quality of some facilities may impact upon student attraction and staff satisfaction.	6: Student and alumni experience 7: Aligning staff capacity and capability with strategic objectives 8: Improving infrastructure	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences	166: Infrastructure Plan - Property 170: Strategic Asset Management Plan 201: Preventative maintenance 531: Facilities Services Contract Management
Service failure in key buildings	Significant internal service or infrastructure failure to major RMIT buildings and data centres will impact on business continuity and RMIT's image. This risk includes utilities, mechanical services, vertical transportation, etc. - anything which, in its absence, makes the building uninhabitable.	6: Student and alumni experience 7: Aligning staff capacity and capability with strategic objectives 8: Improving infrastructure	Growing	Moderate	Likely	High	Risk treatment / mitigation required	Reduce the likelihood, Retain the risk	170: Strategic Asset Management Plan 171: Business continuity plan 201: Preventative maintenance 204: Maintain ongoing liaisons with supply authorities on quality of service. 205: Service provisions improved 531: Facilities Services Contract Management 724: Crisis Incident Response Plans
Hazardous materials	Aged buildings include asbestos, PCBs, lead paint etc. that when not identified and contained / removed present a significant health risk.	8. Improving infrastructure	Stable	Moderate	Unlikely	Moderate	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences, Retain the risk	171: Business continuity plan 180: HazMat Part 6 audits 181: Annual budget allocation for removal of HazMat 196. Processes in place for the procurement and delivery of HazMat 370: Gateways process 534: Documented procedures in Property Services 535: Improve communication flows in Property Services 602: Documented HazMat management plan
Threats to personal safety of students and staff	Threats to personal safety / security from anti-social behaviour or unauthorised ingress, particularly on the City Campus, due to lack of physical boundaries. Could result in armed or other attack on staff / students, occupation of University buildings, damage to facilities impacting upon business continuity, theft of personal assets or equipment.	6: Student and alumni experience	Stable	Major	Possible	High	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences	171: Business continuity plan 183: Monitoring of campus security 532: Periodic review of Security Standard Operating Procedures
Terrorist threat, bomb blast, armed attack	Proximity to a potential target (Melbourne Centre railway station) for terrorist / extremist activity could impact upon staff / student commuters or RMIT facilities in the event of an incident.	6: Student and alumni experience	Stable	Catastrophic / Outstanding	Rare	Moderate	Accept risk and monitor	Share with or transfer to another party, Retain the risk	171. Business Continuity Plan 183: Monitoring of campus security 532: Periodic review of Security Standard Operating Procedures
Natural disaster (fire, flood, etc.) - Impact on buildings	Natural events with potential building damage and/or injury / death consequences. Fire, natural or other source.	6: Student and alumni experience	Stable	Minor	Unlikely	Low	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences, Retain the risk	166. Infrastructure Plan - Property 170: Strategic Asset Management Plan 190: Supervision of maintenance contracts by fire engineer. 191: Annual building evacuation drills 196: Processes in place for the procurement and delivery of hazardous materials.

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Injury or ill health due to insufficient maintenance of mechanical services	Effectiveness of maintenance regime to Cooling Towers can lead to Legionella; failure of fire exhaust systems; fume cupboard exhausts not working adequately. All potentially result in serious health risks and possible deaths.	6: Student and alumni experience	Stable	Major	Rare	Moderate	Risk treatment / mitigation required	Reduce the likelihood	171: Business continuity plan 197: Cooling tower maintenance regime 201: Preventative maintenance
Knowledge of essential services' locations	The location of essential services need to be recorded during construction / refurbishment and these details effectively retained and communicated.	8: Improving infrastructure	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood	201: Preventative maintenance 226: Improved project management processes 370: Gateways process
Changing regulatory control of environmental sustainability and climate change	The University must remain aware of changing regulatory requirements for the capture and reporting of greenhouse gas emissions and other environmental impacts. Failure to do so may incur financial penalties and diminish the University's reputation.	3: Sustainable urban futures	Emerging	Moderate	Unlikely	Moderate	Risk treatment / mitigation required	Retain the risk	209: Registration with environmental regulators 210: Employ staff to manage environmental aspect of operations 211: Awareness of environmental legislative requirements 212: RMIT Sustainability Committee 722. Greener Government Buildings project 1091. RMIT Sustainability Action Plan
Project financial control	Financial overspend may occur on capital works projects or minor works activities due to ineffective project management.	8: Improving infrastructure	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences	226: Improved project management processes
Teaching facilities are fit for purpose	Ensuring we have mapped functionality / capacity / layout of all Centrally Managed Teaching spaces, and ensuring they are "fit for purpose". As utilisation increases, so does wear and tear, impacting on functionality.	6: Student and alumni experience	Growing	Moderate	Likely	High	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences, Retain the risk	166. Infrastructure Plan - Property 170: Strategic Asset Management Plan 555: Assessment of space 1085. Teaching space upgrade program
Leasing of space	Lack of response / untimely response from building owners / managing agents to maintenance / capital works / access issues can negatively impact on business continuity / provision of services to staff and students.	2: Strengthening the global university 5: Achieving excellence in teaching and research in chosen fields 6: Student and alumni experience 8: Improving infrastructure	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequences	523: Continuous monitoring of leased facilities 524: Penalty terms in lease agreements 1086: Developing a better understanding of Colleges' and Portfolios' profile and strategic direction
Timetabling	Property Services is responsible for the management of timetabling systems and procedures. Failure to plan the 30,000+ activities each year in a timely, effective manner could cause significant disruption across the University.	6: Student and alumni experience 7: Aligning staff capacity and capability with strategic objectives	Stable	Major	Unlikely	High	Accept risk and monitor	Reduce the likelihood, Reduce the consequences	556: Timetabling policy and procedures 557: Timetabling user groups 558: Timetabling systems training 559: Timetabling software / systems 560: Syllabus+ Reference Group - timetabling network

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Natural disaster (fire, flood, etc.) - Impact on business continuity	If a building is rendered unusable following a fire, flood or other unplanned event, there may be difficulty in getting staff and students relocated to another space.	6: Student and alumni experience	Stable	Minor	Unlikely	Low	Risk treatment / mitigation required	Reduce the likelihood, Reduce the consequence	166. Infrastructure Plan - Property 556. Timetabling policy and procedures 559. Timetabling software / systems 724. Crisis Incident Response Plans 1082. Letters of agreement with neighbouring universities
Contractors working on site	Lack of a fully implemented contractor induction process leads to an increased risk of: - personal injury and subsequently personal liability to Property Services staff - fines and reputational risk due to non-compliance with duty of care under statutory law - non-compliance with RMIT policies and procedures, e.g. diversity, equal opportunity	7: Align staff capability and capacity with strategic objectives	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood, Share with or transfer to another party	237: Finalisation of contractor management processes, including online health and safety induction 531: Facilities Services Contract Management
Mandatory disclosure of environmental ratings	From October 2010 any sale or lease transaction of space over 2,000m2 will require the vendor to provide environmental ratings for that site.	8: Improving infrastructure	Stable	Minor	Unlikely	Low	Risk treatment / mitigation required	Reduce the likelihood	210: Employ staff to manage environmental aspect of operations 211: Awareness of environmental legislative requirements 534: Documented procedures in Property Services group
Quality management	Difficulties exist in sourcing relevant information in internal policies, procedures and forms due to the number and complexity of the documentation available. Internally to the department, there are also risks around insufficient central documentation and agreed standard processes.	7: Aligning staff capacity and capability with strategic objectives 8: Improving infrastructure	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood	534. Documented procedures in Property Services group
Profile Management coordination with Space Management	Changes to EFTSL and staffing levels have an impact on the space required by the University; a failure to coordinate these two areas can impact negatively on the University's financial and reputational status.	6: Student and alumni experience	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood	-
Building services must be maintained in compliance with legislation	Failure to maintain mechanical services and essential services in compliance with legislation and regulation can lead to financial penalties and damage the reputation of the University.	1: Growing margin and financial sustainability	Stable	Moderate	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood	197. Cooling tower maintenance regime 201. Preventative maintenance 209. Registration with environmental regulators
Compliance with legislative and regulatory requirements	Property Services' operations are governed by a number of laws and regulations which have certain reporting requirements. Failure to meet those requirements will have significant impact on University operations.	1: Growing margin and financial sustainability 6: Student and alumni experience	Stable	Minor	Possible	Moderate	Risk treatment / mitigation required	Reduce the likelihood	534: Documented procedures in Property Services group