



UNIVERSITY *of* LIMERICK

O L L S C O I L L U I M N I G H

Risk Appetite Statement

Approved by Governing Authority September 2019

The University's approach is to minimise its exposure to reputational, compliance and excessive financial risk, whilst accepting and encouraging more risk in pursuit of its mission and objectives. It recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.

The University's appetite for risk across its activities is provided in the following table of descriptions.

Risk Appetite Descriptions	
Reputation	The University regards any project or activity that would seriously threaten its reputation as a high-quality provider through adverse publicity or loss of status as an autonomous institution as unacceptable.
Compliance, Regulation & Ethics	The University is committed to maintaining the highest standards of integrity, compliance, and ethics. As such the University has no appetite for any breaches in statute, regulation, professional standards, research ethics, bribery, or fraud.
Teaching & Learning	The University is committed to delivering high quality teaching and learning for all of its students as well as developing enhanced approaches to teaching and learning. This will involve further investment in learning and teaching facilities / infrastructure and continual updating and refreshing of the curriculum. In delivering its objectives, the University recognises the need to identify solutions to meet increasingly diverse student needs and to further its work with professional bodies and industry to ensure success for our graduates and their employers. As such, we will continue to seek and invest in new and innovative approaches. UL recognises that this will involve an increased degree of risk in developing education and are comfortable in accepting this risk always subject to ensuring that potential benefits and risk are fully understood before developments are authorised and that sensible measures are in place to mitigate risk are embedded.

Risk Appetite Descriptions	
Research and Knowledge Transfer	The University is committed to ambitious and performance-driven progress in research and knowledge exchange including: promoting new fields of research and generating critical mass in research capacity; developing further strategic academic and industrial collaborations and partnerships nationally and internationally; facilitating enhanced research opportunities, performance and funding through institutes, international campuses and research centres; supporting innovation and entrepreneurship and increasing the number of research students. The University recognises this will involve an increased degree of risk in developing research subject to: limitation imposed by ethical considerations and ensuring that potential benefits and risks are fully understood before developments are agreed and that appropriate measures to mitigate risk are established.
Internationalisation	The University wishes to have an international footprint and profile. The University acknowledges that some international activities may carry low to high risk, but will always ensure that the benefits and risks are fully understood before activities or projects are authorised, and that reasonable and sensible measures of risk mitigation are established. The importance of maintaining reputation and compliance are paramount in such activities.
Student Experience	The University is committed to the further development of facilities and support arrangements for the student learning and living experience and in ensuring that programmes are accessible to the brightest and best from all backgrounds. UL will maintain a generally low-moderate appetite for any risks which threaten the delivery of objectives in this area.
Financial Performance and Sustainability	The University will always aim to work within financial parameters that maintain the long-term financial viability of the University as demanded by statute and/or regulation and/or governance, and within generally accepted boundaries of financial prudence.
People and Culture	The University aims to value, support, develop and utilise the full potential of staff to make the University a stimulating and safe place to work. UL places importance on a culture of academic freedom, equality and diversity, dignity and respect, collegiality, annual review, the development of staff and the health and safety of staff, students, and visitors. UL has a low appetite for any deviation from its standards in these areas.

Risk Appetite Descriptions	
Manage Major Project Activities – Projects, change, collaborations, and mergers	Major change activities are required periodically to develop the University, and to adapt to changes in the regulatory and technological environment and in the nature and conduct of the University’s international activities. The University expects such changes to be managed according to best practice in project and change management. The University applies the project management disciplines rigorously and so are willing to tackle very difficult projects that pose moderate risk if the resulting benefits justify this.
Organisational Continuity	The University is committed to maintaining continuity of all aspects of its operations and has a low appetite for any adverse risks, incidents, or events which could impact upon the University’s brand or upon the normal operation of learning, teaching, research and support operations, or access to relevant buildings or facilities
Environment and Social Responsibility	The University aims to make a significant, sustainable, and socially responsible contribution through its research, education, knowledge exchange, and operational activities. It recognises that this should involve an increased degree of risk and is comfortable in accepting this risk subject always to ensuring that potential benefits and risks are fully understood before developments are authorised and that sensible measures to mitigate risk are established.

Risk Appetite Evaluation

For each of the areas of activity, the Risk Appetite Evaluation Map has a coloured bar that represents the level of risk the University regards as the 'manageable' zone, where risks will need careful management but may be worth taking. Risks above the bar are in the 'dangerous' zone, and represent risks the University is unlikely to be willing to take. Risks below the bar are in the 'comfortable' zone where the level of risk does not pose a major threat as long as it is managed sensibly. Thus for "Learning and Teaching", a risk in the 'low' into 'moderate' is regarded as manageable; a very low risk is comfortable; and anything above 'moderate' is dangerous. In contrast, the manageable zone for "Research" is 'moderate' to 'serious'.

Risk Appetite Evaluation Map				
	Willingness to take risk			
<i>Residual Risk</i>	Low	Moderate	Serious	Extreme
Reputation	Manageable	Dangerous	Dangerous	Dangerous
Compliance, Regulation and Ethics	Manageable	Dangerous	Dangerous	Dangerous
Learning and Teaching	Manageable	Manageable	Dangerous	Dangerous
Research & Knowledge Transfer	Manageable	Manageable	Dangerous	Dangerous
Internationalisation	Manageable	Manageable	Dangerous	Dangerous
Student Experience	Manageable	Manageable	Dangerous	Dangerous
Financial Performance & Sustainability	Manageable	Manageable	Dangerous	Dangerous
People & Culture	Manageable	Manageable	Dangerous	Dangerous
Manage Major Projects	Manageable	Manageable	Dangerous	Dangerous
Organisational Continuity	Manageable	Manageable	Dangerous	Dangerous
Environment & Social Responsibility	Manageable	Manageable	Dangerous	Dangerous
	Low	Moderate	Serious	Extreme