

Risk #	Risk Description		Likelihood	Consequence	Risk Rating	Treatment Strategy	Owner	Mitigation Strategy		Residual Risk
	Cause	Impact						Residual Likelihood	Residual Consequence	
1	Delayed commencement due to agreement execution delays		Possible	Major	High	Reduce	Business Manager	Engage Research Office and legal teams early; run parallel review of agreements; weekly establishment tracker.		Medium
	Prolonged negotiations with participants	Delay to project start, research activity and spending						Unlikely	Moderate	
2	Inability to recruit high-quality HDR candidates within timeframe		Likely	Major	High	Reduce	Director / Executive	Advertise early and widely; use CI networks; consider interim support from existing group members.		Medium
	Limited applicant pool or timing delays	Delay to research delivery and training cohort formation						Possible	Moderate	
3	Partner organisation withdraws from the Centre or a project		Possible	Major	High	Reduce	Director	Maintain active engagement; diversify partner base; develop replacement partner pipeline where feasible.		Medium
	Commercial priorities change or organisational restructure	Loss of expertise, cash/in-kind support and potential project disruption						Unlikely	Major	
4	Project under-delivers against partner or Centre expectations		Possible	Major	High	Reduce	Theme Leader / CI	Use milestones, advisory oversight and transparent project reviews; adjust scope early if needed.		Medium
	Research scope proves harder than expected or misaligned	KPI shortfalls, reputational damage and reduced partner confidence						Possible	Moderate	
5	HDR researcher withdraws before project completion		Possible	Moderate	Medium	Reduce	Supervisors	Use rigorous selection; provide support and mentoring; plan replacement or task reallocation if needed.		Medium
	Personal, academic or employment factors	Loss of capacity and project delay						Unlikely	Moderate	
6	Supervisor becomes unavailable		Unlikely	Moderate	Medium	Reduce	Director	Maintain at least two academic supervisors; document progress and responsibilities.		Low
	Leave, turnover or other competing commitments	Disruption to project continuity and student support						Rare	Moderate	
7	Travel restrictions affect collaboration or placements		Unlikely	Moderate	Medium	Reduce	Business Manager	Use remote collaboration; prioritise domestic alternatives; adjust placement timing where required.		Low
	External disruption to domestic or international travel	Reduced collaboration and delays to planned exchanges						Rare	Minor	
8	Failure to meet ARC reporting deadlines or evidence requirements		Possible	Major	High	Reduce	Business Manager	Establish reporting calendar; assign owners; collect KPI and financial data quarterly.		Medium
	Weak data collection processes or delayed inputs	Compliance breach and potential funding consequences						Unlikely	Moderate	
9	Partner cash contribution shortfall or late payment		Possible	Major	High	Reduce	Finance / BM	Track invoices and receipts quarterly; escalate late payments quickly; identify contingency options.		Medium
	Partner default or cashflow timing issues	Pressure on delivery and possible non-compliance						Unlikely	Major	











