



Form: Interest Management Plan

In-Confidence
(When completed)

University Representative's Given name/s:	
University Representative's Surname:	
Position(s):	
Supervisor's Name:	
Business Unit/Service Division/School/College:	

If you have no clearly defined supervisor, your primary contact at the ANU is to be used.

1. **What is the interest that requires the creation of an Interest Management Plan?** *Separate IMPs should be created for each individual interest, except in circumstances where interests are closely aligned.*

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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2. **What is the inherent risk rating of the interest when rated using the University's risk management framework?** *(See Appendix 1)*

Extreme (25)	Extreme (20)	High (15)	High (10)	Moderate (5)
Extreme (20)	High (16)	High (12)	Moderate (8)	Moderate (4)
High (15)	High (12)	Moderate (9)	Moderate (6)	Low (3)
High (10)	Moderate (8)	Moderate (6)	Low (4)	Low (2)
Moderate (5)	Moderate (4)	Low (3)	Low (2)	Low (1)

- 2a. **Any Additional Comments?**

2b. What are the key risks associated with the interest?

Not applicable

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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3. Are there any other reasonably foreseeable risks that could emerge in relation to the interest?

Yes

No

Please include the following:

1. estimated likelihood and impact of the risk(s); and
2. any factors that could increase the likelihood/impact of these risks being realized

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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3a. What controls or arrangements are currently in place to manage any risks associated with the interest?

Controls listed below

OR

No controls currently in place

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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4. **What controls or arrangements will need to be put in place to manage any risks associated with the interest?**

- Required controls listed below OR No additional controls required

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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5. **What is the residual risk rating of the interest once controls or specific arrangements have been applied?**

Extreme (25)	Extreme (20)	High (15)	High (10)	Moderate (5)
Extreme (20)	High (16)	High (12)	Moderate (8)	Moderate (4)
High (15)	High (12)	Moderate (9)	Moderate (6)	Low (3)
High (10)	Moderate (8)	Moderate (6)	Low (4)	Low (2)
Moderate (5)	Moderate (4)	Low (3)	Low (2)	Low (1)

5a. **Any Additional Comments?**

5b. **Is there any other information pertinent to the management of this interest that needs to be included in the Interest Management Plan?**

If more room is required, please include additional pages, citing the question number the additional page has been created for.

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5c. How often will this IMP need to be reviewed?

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5d. Please provide a rough estimate of the next review date.

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University Representative and Supervisor Agreement to Interest Management Plan

The above interest and associated documentation has been discussed and, where necessary, developed with the disclosing University Representative. The action taken or outlined to be taken is agreed as appropriate by the disclosing University Representative and their Supervisor in to mitigate the risks posed by the interest (regardless of whether a conflict exists or not).

Name of University Representative:	
Signature of University Representative:	
Date:	
Name of Supervisor	
Signature of Supervisor:	
Date	

When finalised, this form is to be forwarded to disclosure@anu.edu.au for retention on the University's Central Interest Register, which is maintained by the Corporate Governance and Risk Office (CGRO).

A Central Interest Register ID (**CIR ID**) will be generated and forwarded back to you and your supervisor, which should be used in all further correspondence with CGRO in terms of updating information relating to your interest, whether it be a disclosure, an interest management plan or a risk assessment.

Likelihood of Risk 1		<input type="checkbox"/> Not applicable
Likelihood of Risk 2		<input type="checkbox"/> Not applicable
Likelihood of Risk 3		<input type="checkbox"/> Not applicable
Likelihood of Risk 4		<input type="checkbox"/> Not applicable

Appendix 1

Consequence					
Categories of Risk	Extreme (5)	Major (4)	Modest (3)	Minimal (2)	Insignificant(1)
Reputation and Brand	<ul style="list-style-type: none"> - Reputation and standing of the University affected nationally and internationally - Serious public or media outcry (International coverage) - Reputation impacted with majority of key stakeholders - Significant breakdown in strategic and/or business partnerships - Council attention required 	<ul style="list-style-type: none"> - Embarrassment for the University, including adverse media coverage - Significant adverse public or national media coverage - Reputation impacted with a significant number of stakeholders - Breakdown in strategic and/or business partnership - VC and Executive attention required 	<ul style="list-style-type: none"> - Student and/or community concern - Heavy local media coverage - Reputation impacted with some stakeholders. 	<ul style="list-style-type: none"> - Issue raised by students and/or local press - Minor adverse local public or media attention. - Reputation affected with only a small number of stakeholders. 	<ul style="list-style-type: none"> - Little or no adverse media coverage - Issue resolved promptly by day to day management processes - Little or no stakeholder interest.
Regulatory	<ul style="list-style-type: none"> - Major systemic non-conformance (including through activities contracted or third party providers) resulting in loss of TEQSA license, other key license or accreditation. - Significant penalties or regulator sanctions. 	<ul style="list-style-type: none"> - Systemic non-conformance (including through activities contracted or third party providers) resulting in suspensions or conditional licenses. - Penalties or regulator sanctions. 	<ul style="list-style-type: none"> - Serious one off non-conformance (including through activities contracted or third party providers) resulting in suspensions or conditional licenses. - Minor or no penalties. 	<ul style="list-style-type: none"> - One off non-conformance (including through activities contracted or third party providers). - University receives warning or other notice from regulatory authority to rectify non-conformance. 	<ul style="list-style-type: none"> - Minor non-conformance (including through activities contracted or third party providers) rectified internally. - Unlikely to result in adverse regulatory response or action.
University Performance (service quality, operations, business interruption and infrastructure)	<ul style="list-style-type: none"> - Extreme event with potential to lead to failure of most objectives or collapse of part of the business. - School viability threatened by loss /lack of students or loss of a significant number of research or consultancy clients - Disruption to services causing campus closure or key business closure for > 2 weeks (check against CMT Plan) - Interruption to critical infrastructure services or operations for > 2 weeks 	<ul style="list-style-type: none"> - Major event that with prioritized and focused management, will be endured. - Service issue contributing to loss of EFSLs, course viability threatened or loss of some research and consultancy clients. - Disruption to teaching/course schedules or key business activities for > 1 week. - Interruption to critical infrastructure, services or operations for > 1 week 	<ul style="list-style-type: none"> - Significant event, which needs to be managed under special circumstances. - Service issue contributing to loss of EFSLs, or loss of research or consultancy projects. - Disruption to a number of operational areas between 2-5 days - Critical service interruption not back within the agreed timeframe 	<ul style="list-style-type: none"> - An event, the impact of which can be absorbed through management effort. - Service issue contributing to small loss of EFSLs or small loss of research or consultancy projects. - Some disruption to operational activity not exceeding 2 days - Local interruption only, service loss to localized operations 	<ul style="list-style-type: none"> - An event the impact of which can easily be absorbed through normal activity. - Repeat theme complaints at a school level and / or one or more registered formal complaints. - Disruption of < 1 day to lectures or research or other operational activity - No interruption to infrastructure services
Financial (Strategic)	Financial impact >\$50M	Financial impact >\$30M and <\$50M	Financial impact >\$10M and <\$30M	Financial impact >\$5M and <\$10M	Financial impact <\$1M
Financial (Operational)	<ul style="list-style-type: none"> > 20% deviation from approved budget for Division, College or Research School. > 50% loss of research projects 	<ul style="list-style-type: none"> 11-20% deviation from approved budget for Division, College or School. 30 - 50% loss of research projects 	<ul style="list-style-type: none"> 6-10% deviation from approved budget for Division, College or School. 10 - 29 % loss of research projects 	<ul style="list-style-type: none"> 5 % deviation from approved budget for Division, College or School. 5 - 9 % loss of research projects 	<ul style="list-style-type: none"> Less than 1% deviation from approved budget for Division, College or School. < 5% loss of research projects
Health, Wellbeing and Safety	<ul style="list-style-type: none"> - Multiple fatalities - Multiple life threatening injuries - Multiple significant/severe irreversible disability 	<ul style="list-style-type: none"> - Single fatality - Single severe irreversible disability to one or more persons 	<ul style="list-style-type: none"> - Serious, discharge of pollutant. - Source of community annoyance within general neighbourhood that requires remedial action. 	<ul style="list-style-type: none"> - Short term, detrimental effect on the environment or social impact. - Minor discharge of pollutants within local neighbourhood. 	<ul style="list-style-type: none"> - No lasting detrimental effect on the environment i.e. Harm, nuisance, noise, fumes, odour, dust emissions of short-term duration.

		Consequence				
Categories of Risk		Extreme (5)	Major (4)	Modest (3)	Minimal (2)	Insignificant(1)
TIME		- Severe impact to schedule, and/or missed critical fixed delivery dates. - Project halted, major delay. - Duration increased >30%.	- Key milestones missed and significant delay to project delivery date. - Timeline is behind schedule with a key date or critical missed. - Duration increased >10%.	-Critical tasks not completed on time. -Likely downstream impacts to project timelines and delivery dates. -Timeline is behind schedule -Duration increased >5%.	-Non-critical tasks are not completed on time. -Short delay. -Duration increased >2%.	-Insignificant delays, minimal impact on project timeline. -Little or no delay.
COST		-Financial loss or budget overrun of >20% of project budget. -Cumulative value of change requests and/or variations exceeds 50% of the budgeted project contingency.	-Financial loss or budget overrun of 11-20% of project budget. - Cumulative value, of change requests and/or variations exceeds 25% of the budgeted project contingency.	-Financial loss or budget overrun of 6-10% of project budget. -Cumulative value of change requests and/or variations exceeds 10% of budgeted project contingency.	-Financial loss or budget overrun of 2-5% of project budget.	-Financial loss or budget overrun of less than 1% of project budget.
QUALITY		- Severe impacts on the quality of the product or service delivered. -Without remediation the product is considered to be unstable and not fit for production use.	-Considerable impact on quality of output. -Requires significant additional effort either during or post project to achieve acceptable levels of performance.	-Moderate impact on the quality of output. -Additional activities or cost required to remedy quality issues.	-Minor impact to the quality of the output, remedied without additional cost.	-Insignificant impact on overall quality of product or service. -No action required to achieve planned
SCOPE		-Severe impact to project deliverables with more than 2 'must have' features not being delivered. -Product or service does not deliver the key intended outcomes for the business. -Sustained and significant loss of business efficiency.	-Major impact to deliverables with 1 or 2 'must have' features not delivered. -Requires significant workarounds or inability to meet needs. -Significant loss of business efficiency. -Numerous and/or major hazards are identified.	-Moderate impact to deliverables - 'could have' functionality not delivered. -Reputation damage or moderate cultural impact -Loss of business efficiency.	-Minor impact on deliverables, and 'nice to have' functionality. -No impact to intended outcomes some workarounds in place. -Some adverse public reaction or cultural impact.	-No impact on project deliverables. -All intended outcomes are achievable.
RESOURCES		-Severe impact to approved project -Resources requiring significantly more resources for an extended period of time to achieve the agreed project outcomes.	-Major impact to approved project -resourcing requiring multiple additional resources with an overall increase of effort. -Insufficient adequately skilled dedicated project resources.	-Moderate impact to approved project - resourcing requiring additional short-term resource and increase in overall effort. -Insufficient adequately skilled dedicated project resources.	-Minor impact to approved project -resourcing requiring additional resource and increase in overall effort.	-Insignificant impact to resourcing, manageable within the overall baseline for project delivery.
BENEFIT AND OUTCOMES		-Critical benefits will not be realised by the project. -Significantly reduced probability of attaining primary objectives. -Variation and scope changes significantly erode expected benefits.	-Major impact on ability to realise benefits. -Significant additional work required to achieve benefits. -Incident/events/variations greatly reduce attainment of primary objectives.	-Moderate impact on ability to realise benefits. -Additional effort and manual tasks required to achieve benefits. -Reduced likelihood of attaining primary objectives.	-Minor impact in ability to realise planned benefits. -Some of the less fundamental benefits may not be fully realised.	-No impact in overall ability to realise planned benefits. -Additional effort or workarounds required to achieve the intended benefits.
CONTRACTOR RELATIONSHIP		- Legal recourse initiated.	- Executive intervention.	- Resolved at senior management level.	- Resolved at working level.	- Either party is irritated but no formal complaints.
Likelihood						
Almost Certain (5)	Multiple over 12 months Probability: >90%	Extreme (25)	Extreme (20)	High (15)	High (10)	Moderate (5)
Probable (4)	Once every 12 months Probability: 51-70%	Extreme (20)	High (16)	High (12)	Moderate (8)	Moderate (4)
Possible (3)	Once every 1 - 5 years Probability: 21 - 50%	High (15)	High (12)	Moderate (9)	Moderate (6)	Low (3)
Unlikely (2)	Once every 5-10 years Probability: 5 - 20%	High (10)	Moderate (8)	Moderate (6)	Low (4)	Low (2)
Rare (1)	Once every 20 years Probability: < 5%	Moderate (5)	Moderate (4)	Low (3)	Low (2)	Low (1)

