

## ANNEX B: SOME KEY REFERENCES

There are numerous publications on risk, amongst those most relevant to higher education and governance are:

Hefce, (2005), *PricewaterhouseCoopers, Risk Management in Higher Education*. A useful summary of risk management practice. At [www.hefce.ac.uk/pubs/hefce/2005/05\\_11/](http://www.hefce.ac.uk/pubs/hefce/2005/05_11/)

Hefce, (2001), *Risk Management: a Guide to Good Practice for HEIs*. Although now seven years old, still a useful summary of standard practice in risk management. At [www.hefce.ac.uk/pubs/hefce/2001/01\\_28.htm](http://www.hefce.ac.uk/pubs/hefce/2001/01_28.htm)

Hefce, *Good Practice Checklist for Assessing Risk Management in HEIs, HEFCE Audit Service, Guidance for Auditors and Risk Coordinators*. A guide for internal auditors of HEIs with a useful - although perhaps slightly intimidating - list of questions to consider. At [www.hefce.ac.uk/finance/assurance/guide/risk.asp](http://www.hefce.ac.uk/finance/assurance/guide/risk.asp)

Hefce, *Risk Prompt List for HEIs*. Some examples for HEIs in how to undertake a basic risk analysis and relate to mitigating actions. At [www.hefce.ac.uk/finance/assurance/guide/risk.asp](http://www.hefce.ac.uk/finance/assurance/guide/risk.asp)

CIPFA, (1999), *An Introductory Guide to Risk Management in Further and Higher Education* at [www.cipfa.org.uk](http://www.cipfa.org.uk)

Management Consultants Association, (2007), *The Upside of Risk: Improving Performance in the Public Sector*. A useful review of current developments in risk governance and management in the public sector. At [www.mca.org.uk/MCA/Publications/ExecutiveReport.aspx](http://www.mca.org.uk/MCA/Publications/ExecutiveReport.aspx)

HM Treasury, (2004), *The Orange Book: Management of Risks - Principles and Concept*. A basic introduction to many general concepts of risk management -perhaps more detail than is needed for most governors, but a good reference resource for those who want more background. At [www.hm-treasury.gov.uk/media/3/5/FE66035B-BCDC-D4B3-11057A7707D2521F.pdf](http://www.hm-treasury.gov.uk/media/3/5/FE66035B-BCDC-D4B3-11057A7707D2521F.pdf)

Institute of Risk Management (IRM), *Risk Management Standard*. Provides a generic model for undertaking the risk management process: more of a manager's tool but may also be of interest to governors. At: [www.theirm.org/publications/documents/Risk\\_Management\\_Standard\\_030820.pdf](http://www.theirm.org/publications/documents/Risk_Management_Standard_030820.pdf)