

APPENDIX D – CONSEQUENCE & LIKELIHOOD TABLES

CONSEQUENCE SCALE			
SEVERITY	CATEGORY	DESCRIPTION OF IMPACT	
Insignificant	Operational	Localised inconvenience. Limited impact on teaching, research and/or business functions - loss < 1day teaching, research and/or business activities. Impact absorbed within day-to-day business running costs.	
	Regulatory/ Legal	Incident which does not result in a penalty or legal action. No reporting to regulator required.	
	Health & Safety	No injury but hazard exists or near miss occurred requiring reporting and follow up action.	
	Financial	Strategic ≤\$250k	Operational Less than 1% of project budget OR annual operational budget
	Reputation	Issue resolved promptly by operational management processes. Minimal or no stakeholder interest.	
Minor	Operational	Disruption to operations. No permanent or significant effect on teaching, research and/or business functions - loss 1 day of teaching, research and/or business activities.	
	Regulatory/ Legal	Incident which requires reporting to regulator or may have an impact on the relationship with third party. No long lasting effect. Regulatory consequence limited to standard inquiries and some minor corrective action in the short to medium term.	
	Health & Safety	Potential first aid or medical treatment required but no lost time	
	Financial	Strategic >\$250k ≤\$1m	Operational 1 to 2.5% of project value OR annual operational budget
	Reputation	Issue raised by students and/or local press for a limited time. Minimal local public or media attention (including social media) and complaints. Short term minor political attention. Minimal damage to reputation.	
Moderate	Operational	Some impact on the performance of the teaching, research and/or business functions - loss of 1-7 days of teaching, research and/or business activities. Limited impact on strategic goals in medium term.	
	Regulatory/ Legal	Reportable incident which requires reporting to regulator or may have an impact on the relationship with third party. Possible prosecution and/or penalty. Regulatory consequence requires immediate corrective action.	
	Health & Safety	Potential lost time injury requiring time off work (but non-permanent disability).	
	Financial	Strategic >\$1m ≤\$20m	Operational 2.5 to 5% of project value OR annual operational budget
	Reputation	Student and/or community concern for a medium term. State or national media coverage (including social media) and external criticism. Some adverse political attention.	

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CONSEQUENCE SCALE			
SEVERITY	CATEGORY	DESCRIPTION OF IMPACT	
		Moderate damage to image or reputation.	
Major	Operational	Significant impact on operational performance of the teaching, research and/or business functions - loss of 8 days - 2 months of teaching, research and/or business activities. Will require operational resource reallocation (financial, assets and /or people) to manage and resolve in the medium term to avoid non achievement of strategic goals.	
	Regulatory/ Legal	Reportable incident which requires reporting to regulator or will damage the relationship with third party. Prosecution and/or penalty. Regulatory consequence requires a project to correct.	
	Health & Safety	Potential long term injury or illness with permanent disability.	
	Financial	Strategic >\$20m ≤\$50m	Operational 5 to 10% of project value OR annual operational budget
	Reputation	Student and/or community concern for an extended term. Sustained adverse state or national media coverage (including social media) and public coverage. Significant adverse political attention. Significant damage to image or reputation and breakdown in a major partnership.	
Severe	Operational	Achievement of strategic and operational goals in the medium term significantly jeopardised - loss >2 months of teaching, research and/or business activities. Ability of the University to continue to function under threat.	
	Regulatory/ Legal	Reportable incident which requires reporting to regulator leading to external investigation. Prosecution and/or penalties likely to apply and/or substantial major negative sanction by a regulatory body. Immediate action required.	
	Health & Safety	Potential fatality, one or more persons die.	
	Financial	Strategic >\$50m	Operational More than 10% of project value OR annual operational budget
	Reputation	Loss of student confidence. Reputation and standing of the University adversely affected nationally and internationally. Prolonged adverse international coverage. Significant adverse political response. Reputation negatively impacted with the majority of key stakeholders. Breakdown in strategic and/or business partnerships.	

CATEGORY	DEFINITION
Operational	Adverse impact on operations
Regulatory/ Legal	Failure to comply with regulatory, legal or policy requirements
Health & Safety	Adverse physical impact on staff, students or visitors
Financial	Adverse impact on financial outcomes
Reputation	Impact on brand or public perception

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LIKELIHOOD SCALE		
RATING	LIKELIHOOD OF OCCURRENCE	QUANTIFICATION
Rare	The risk could occur but only in exceptional circumstances.	Once over a 20 year period. < 5% probability of occurring
Unlikely	The risk is unusual and could occur. It has happened.	Once every 10 years. 5 – 30% probability of occurring
Possible	The risk might occur. It has happened but not often.	Once every 5 years. 30 – 60% probability of occurring
Likely	The risk could occur in most circumstances. It is known to have occurred on occasions.	Once every 2 years. 60 – 90% probability of occurring
Almost Certain	The risk is expected to occur or is a common occurrence. It occurs frequently.	Once a year or multiple times over 12 months. > 90% probability of occurring

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Risk Matrix

THE UNIVERSITY RISK MATRIX						
		Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	Almost Certain	Low	Medium	High	Extreme	Extreme
	Likely	Low	Medium	Medium	High	Extreme
	Possible	Low	Low	Medium	Medium	High
	Unlikely	Minimal	Low	Low	Medium	Medium
	Rare	Minimal	Minimal	Low	Medium	Medium
		CONSEQUENCE				