

University of Exeter Corporate/Strategic Risk Register – Probability , Severity & Definitions

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1. Probability Scale

Score	Probability	Likelihood
1	Negligible likelihood of occurrence/remote possibly	0-5%
2	Possible but not likely	6-20%
3	Moderately likely	21-50%
4	Significant chance	51-80%
5	Very likely	81-95%
6	Almost certain	96-100%

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2. Severity Scale

Score	1	2	3	4	5	6
Description	Insignificant	Minor	Moderate	Significant	Major	Catastrophic
Compliance	Advice from regulators/ HEFCE/QAA etc External / Internal Audit low priority recommendations	Advice from regulators/ HEFCE/QAA etc External / Internal Audit medium priority recommendations	Criticism from regulators/ HEFCE/QAA etc External / Internal Audit high priority recommendation s and limited assurance	Formal action by regulators/ HEFCE/QAA etc	Prosecution / ombudsman / sanctions	Corporate manslaughter or similar
Financial	Small loss less than £1,000	Loss between £1,000 and £10,000	Loss between £10,000 and £100,000	Loss between £100,000 and £1m	Loss between £1m and £5m	Loss greater than £5m

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Score	1	2	3	4	5	6
Description	Insignificant	Minor	Moderate	Significant	Major	Catastrophic
Adverse Publicity /Reputation	Rumours No negative media attention	Local Media – short term	Local Media – Long term Sporadic / non mainstream international media in target staff or student recruitment markets	Local Media – Long term; sporadic regional/national media Persistent non mainstream international media in target staff or student recruitment markets	National Media <3days Negative article in mainstream international media in target staff or student recruitment markets	National Media >3days MP concern Front page, headline extremely negative series of articles in mainstream international media in target staff or student recruitment markets
	One or two complaint from stakeholders /alumni	Regular multiple complaints from stakeholders /alumni	Multiple serious complaints from stakeholders /alumni	Multiple serious complaints from stakeholders/alumni and or concerns are raised regarding specific projects	Individual Senior Alumni or Key stakeholders are withdrawing funding for a major project	Senior Alumni or Key stakeholder s withdrawing funding for major project and support for the University
	One or two complaints from Customers	Regular multiple complaints from customers	Multiple serious complaints which progress through the university's processes	Multiple serious complaints unable to be resolved by the University	Extent of complaints is so extensive that customers and stakeholders begin disengaging from the University	Level of complaints and inability to address leads to high risk of organisational failure

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Description	Insignificant	Minor	Moderate	Significant	Major	Catastrophic
Service Provision	Minimal interruption, quickly remedied	Minor interruption remedied within 24 to 48 hrs	Interruption over 2 days but less than 7 days to recover. Significant waste of time and resources, impact on service delivery.	Interruption between 7 and 27 days and expensive to recover. Serious impact on output and reputation.	Interruption over 28 days and expensive to recover. Serious impact on output and reputation.	Ongoing to Medium term interruption. Critical impact, huge cost, difficult to recover
Health & Safety/Injury	Incident not resulting in injury (i.e. near miss)	Minor injury or illness, first aid treatment needed	Major injury requiring medical attention and/or causing >3days absence (i.e. RIDDOR reportable)	Single major injury, or long term incapacity / disability (loss of limb)	A number of major injuries, or long term incapacity / disability (loss of limb)	Death or major permanent incapacity
Human Resources / Organisational Development	Short term staffing issues temporarily reduces service quality (< 1day)	Ongoing staffing issues reduces service quality (<7 days) Reduction of positive results in staff survey	Staff issues lead to late delivery of a key objective / service Notable reduction in positive results of the staff survey	Loss of staff in key positions. Difficulty in appointing suitable staff from within or attracting new staff.	Loss of staff in key positions threatens achievement of School/Service objectives. Unable to attract quality staff in key positions. Industrial action and staff unrest	Loss of staff in key positions leading to inability of University to meet key corporate objectives / significant reputation damage / RAE implications / Mass staff leaving

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Description	Insignificant	Minor	Moderate	Significant	Major	Catastrophic
Objectives	Individual objectives not met	Team objectives not met	Service /School objectives not met	Multiple Service/ School objectives not met	Corporate objectives not met	Corporate objectives not met and strategic aims unable to be implemented
Infrastructure/ Projects	Any change in the authorised project amount, increase in delivery time or change in project specification.	<p>More than 5% over budget or any overspend in excess of £50k</p> <p>Slippage on the project causes the operational difficulties in the school or service.</p> <p>Changes to the project specification leads to operational difficulties in the school or service</p>	<p>More than 10% over budget or any overspend in excess of £1m / schedule slippage leads to additional operational costs.</p> <p>Project output fails to meet secondary objectives.</p> <p>Significant change to project requiring re authorisation by ISG, SPaRC or Council.</p>	<p>More than 30% over budget or any overspend in excess of £2m / schedule slippage leads to additional operational costs in excess of £500k.</p> <p>Project output fails to meet secondary objectives and causes delay in achieving the primary objectives or causes any delay in the University achieving key corporate objectives</p>	<p>More than 50% over budget or any overspend in excess of £5m / schedule slippage leads to additional operational costs in excess of £1m.</p> <p>Project output fails to meet primary and secondary objectives or causes more than 12 months delay in the University achieving key corporate objectives</p>	Any overspend in excess of £10m or project overspend, delay or poor design leads to the inability of the University to achieve key corporate objectives.

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Student Experience (academic and non-academic)	One or two complaints e by students	Regular multiple complaints or incidents by students	<p>Multiple and/or serious complaints or incidents progress through University appeals process</p> <p>Multiple complaints to OIA (Office of the Independent Adjudicator)</p> <p>Some courses under-populated</p>	<p>Multiple and/or serious complaints or incidences unable to resolved by the University</p> <p>Multiple serious complaints to the OIA</p> <p>Reduction of uptake threatens future of an entire course</p> <p>Minor change in national student survey results</p>	<p>Complaint (s) upheld by OIA; judicial reimbursement or other legal action (i.e. financial loss; legal costs or settlement) from complaints/inciden ces</p> <p>Major recurring reduction in applications per place for numerous courses</p> <p>Observable change in national student survey results</p>	<p>Complaint (s) upheld by OIA on case(s) of fundamental value to the University and H.E; substantial judicial reimbursement or other legal action (i.e. financial loss; legal costs or settlement) from complaints/inciden ces</p> <p>University unable to fill expected student places on key courses / Significant loss of student numbers overall.</p> <p>Significant change in national student survey results.</p>

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3. Tolerance Scale

Our tolerance in taking risks (also referred to as our risk appetite) is an important concept. It is easy to define, but difficult to assess. It is defined as the amount of risk an organisation is prepared to tolerate or be exposed to, should the risk be realised. Too great a risk appetite can jeopardise a project or activity whilst too little could result in the organisation stagnating.

The assessment of Tolerance is single score with 8 Levels which are set on a scale of 1-36.

Low	LEVEL 1	Score 0	Zero tolerance.
	LEVEL 2	Score 3	Minimal tolerance
	LEVEL 3	Score 6	Very low tolerance
	LEVEL 4	Score 12	Low tolerance
	LEVEL 5	Score 18	Moderate tolerance
	LEVEL 6	Score 24	Medium to high tolerance
	LEVEL 7	Score 30	High to very high tolerance
	LEVEL 8	Score 36	High Unlimited Tolerance

When considering opportunities, we need to consider how much we are prepared to put at risk to obtain the benefits of the opportunity, i.e. we need to complete a comparison of potential benefits with potential losses.

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4. Direction of travel indicator (applicable for use by the Performance & Risk Steering Group)

On the **Current Score** (Gap between Net Risk and Tolerance score) for each risk the Performance and Risk Steering Group (PRSG) would assess the direction of travel for this risk. At the point of review the assessment would sometimes suggest an adverse gap between the **Net Risk** and the **Tolerance**; however due to the Group's knowledge of either work just carried out, work in progress or changes in the external environment the Group would attach a simple direction of travel indicator to the risk using the following approach:

↑	Red upward direction arrow	Gap between Tolerance and Net Risk expected to <u>increase</u> going forward indicating that <u>action</u> needs to be taken to ensure the gap does not increase further i.e. new controls/improved controls/further monitoring
↔	Blue sideways direction on arrow	Gap between Tolerance and Net Risk expected to <u>remain relatively stable</u> going forward indicating that <u>current and agreed actions/controls should continue as planned</u>
↓	Green downward direction arrow	Gap between Tolerance and Net Risk expected to <u>reduce</u> going forward indicating that <u>no further actions</u> (beyond those planned) need to be taken OR <u>possibly that resources should be redirected elsewhere.</u>