

**Step 2: Identify risks**

Determine: What, where, how, when, why, who and sources (threats/hazards)

**Step 1: Establish context**

Determine key external/internal issues and scope of risk review

**Step 3a Analyse risks:**

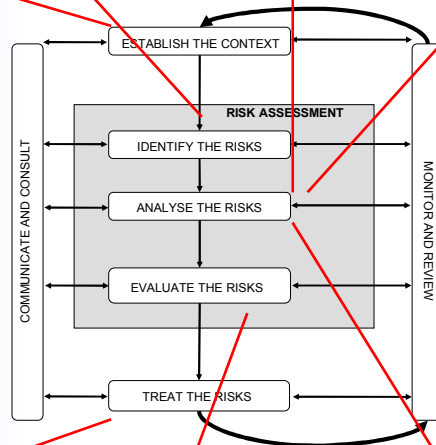
- Determine consequence (see overleaf)
- Regulatory impacts
- Financial impacts
- Performance/capability impacts
- Stakeholder impacts
- Reputational impacts
- Safety/security impacts

**Step 3b: Analyse risks:**

Determine likelihood of event + consequence

**Continuing activities:**

Communicate and consult with stakeholders  
Monitor all steps and review regularly



Likelihood	Criteria
Almost certain	<ul style="list-style-type: none"> <li>•Over 99% probability, or</li> <li>•“happens often”, or</li> <li>•could occur within ‘days to weeks’</li> </ul>
Likely	<ul style="list-style-type: none"> <li>•&gt;50% probability, or</li> <li>•“could easily happen”, or</li> <li>•could occur within ‘weeks to months’</li> </ul>
Possible	<ul style="list-style-type: none"> <li>•&gt;10% probability, or</li> <li>•“could happen, has occurred before”, or</li> <li>•could occur within ‘a year or so’</li> </ul>
Unlikely	<ul style="list-style-type: none"> <li>•&gt;1% probability, or</li> <li>•“has happened yet, but could”, or</li> <li>•could occur ‘after several years’</li> </ul>
Rare	<ul style="list-style-type: none"> <li>•&lt;1% probability</li> <li>•“conceivable but only in extreme circumstances”</li> <li>•exceptionally unlikely, even in the long term future</li> <li>•a ‘100 year event’ or greater</li> </ul>

**Step 5: Treat risks:**

- Develop options:
  - Reduce consequence
  - Reduce likelihood
  - Avoid
  - Share
  - Accept
  - Exploit
- Cost benefit analysis
- Select and implement

**Step 4: Evaluate risks:**

Risks are tolerable/intolerable?  
Risk require treatment?

**Step 3c Analyse risks:**

Determine risk rating

		Consequence				
		Minimal	Minor	Moderate	Major	Catastrophic
L i k e l i h o o d	Almost certain	Medium	Significant	High	Extreme	Extreme
	Likely	Medium	Medium	Significant	High	Extreme
	Possible	Low	Medium	Significant	High	High
	Unlikely	Low	Low	Medium	Significant	High
	Rare	Low	Low	Medium	Significant	Significant

Impact Level	Safety and Security	Financial Performance	Business Performance and Capability	Stakeholder	Reputation	Regulatory/Legal
<b>Catastrophic</b>	<ul style="list-style-type: none"> <li>•An incident resulting in multiple fatalities, or long term severe health impacts on significant numbers of people.</li> <li>•The majority of critical assets are destroyed or rendered unusable for several months.</li> </ul>	<ul style="list-style-type: none"> <li>•Operating budget blowout of &gt;30%.</li> <li>•Deterioration in external funding of &gt;30%.</li> <li>•Unanticipated costs or losses of \$20 million.</li> </ul>	<ul style="list-style-type: none"> <li>•The overall survival of the University as a teaching &amp; research institution is threatened.</li> <li>•Majority of major goals, programs and or projects cannot be achieved.</li> <li>•Major widespread and sustained industrial action for several months.</li> </ul>	<ul style="list-style-type: none"> <li>•Severe and sustained long deterioration in staff morale occurs.</li> <li>•Extreme impact on majority of stakeholders lasting for many months with continuing long term consequences.</li> </ul>	<ul style="list-style-type: none"> <li>•Consistent extreme negative media attention or sustained public outcry over many months</li> <li>•A long term irreconcilable loss of confidence in the University's capabilities and standing.</li> </ul>	<ul style="list-style-type: none"> <li>•Regulatory breaches result in severe penalties for officers of the University.</li> </ul>
<b>Major</b>	<ul style="list-style-type: none"> <li>•An incident resulting in a single fatality, or ong term severe health effects on multiple individuals.</li> <li>•Majority of critical assets are destroyed or rendered unusable for several weeks.</li> </ul>	<ul style="list-style-type: none"> <li>•An operating budget blowout of 15-30%.</li> <li>•Deterioration in external funding 15-30%</li> <li>•Unanticipated costs or losses of \$5-20 million.</li> </ul>	<ul style="list-style-type: none"> <li>•The continued capability of the University is threatened.</li> <li>•One or more critical goals, programs or projects cannot be achieved.</li> <li>•Major widespread and sustained industrial action for several weeks.</li> <li>•Significant intervention by the Council and/or senior management is required.</li> <li>•Severe disruption of major processes extending for several weeks.</li> <li>•Deterioration in multiple key performance indicators of 15-30%.</li> </ul>	<ul style="list-style-type: none"> <li>•The Minister and /or Council are compromised by the actions of the University.</li> <li>•Substantial and prolonged deterioration in staff morale occurs.</li> <li>•Multiple stakeholder groups are severely disadvantaged by the policies or actions of the university.</li> <li>•Has a major impact on stakeholders lasting for several months.</li> </ul>	<ul style="list-style-type: none"> <li>•Consistent extreme negative media attention for a period of several weeks.</li> <li>•Prolonged public disaffection with the policies or actions of the University.</li> <li>•Loss of confidence in the University's capabilities and standing lasting for several months.</li> </ul>	<ul style="list-style-type: none"> <li>•Regulatory breaches result in legal action being undertaken against officers of the University.</li> </ul>
<b>Minimal</b>	<ul style="list-style-type: none"> <li>•A severe injury or multiple casualties requiring hospitalisation.</li> <li>•Long term negative health effects on one or more members of the staff or public.</li> <li>•A range off assets, including some critical, are destroyed or rendered unusable for several days.</li> </ul>	<ul style="list-style-type: none"> <li>•An operating budget blowout of 10- 15%.</li> <li>•Deterioration in funding of 10-15%.</li> <li>•Unanticipated costs or losses of \$&gt;250,000.</li> </ul>	<ul style="list-style-type: none"> <li>•The efficiency and effectiveness of major elements of the University deteriorates.</li> <li>•The achievement of objectives or delivery of outcomes for one more critical programs or projects is significantly impaired.</li> <li>•Continuing program of industrial action for days to weeks.</li> <li>•Substantially increased management intervention is required.</li> <li>•Significant disruption to processes extending from days to weeks.</li> <li>•Deterioration in key performance indicators of 5-15%.</li> </ul>	<ul style="list-style-type: none"> <li>•The Minister and/or Council are significantly embarrassed by the actions of the University.</li> <li>•Material deterioration in staff morale occurs.</li> <li>•One or more stakeholder groups are significantly disadvantaged by the policies or actions of the University.</li> <li>•Major impact on stakeholders lasting for several weeks.</li> </ul>	<ul style="list-style-type: none"> <li>•Consistent negative headlines for greater than one week.</li> <li>•Public disaffection with the University's policies or actions lasting from days to weeks.</li> <li>•Loss of confidence in the organisation's capabilities lasting for several weeks.</li> </ul>	<ul style="list-style-type: none"> <li>•Regulatory breaches require significant attention or corrective actions</li> </ul>
<b>Minor</b>	<ul style="list-style-type: none"> <li>•Injuries requiring medical attention.</li> <li>•Short term negative health effects.</li> <li>•A number of assets are destroyed or rendered unusable, but can be replaced within acceptable time frames.</li> </ul>	<ul style="list-style-type: none"> <li>•An operating budget blowout of 5-10%.</li> <li>•Deterioration in external funding 5-10%.</li> <li>•Unanticipated costs or loss of &gt;\$50- 500,000.</li> </ul>	<ul style="list-style-type: none"> <li>•The efficiency and effectiveness of isolated elements of the University are impaired.</li> <li>•The ability to achieve objectives or deliver outcomes is affected.</li> <li>•Limited industrial action occurs.</li> <li>•Increased management involvement is required.</li> <li>•Intermittent disruptions to processes.</li> <li>•Deterioration in top key performance indicators of 1-5%.</li> </ul>	<ul style="list-style-type: none"> <li>•The Minister and/or Council are inconvenienced by the actions of the University.</li> <li>•Employee satisfaction deteriorates by 1-5% across major indicators.</li> <li>•Detectable decrease in staff morale occurs.</li> <li>•Has an impact on stakeholders lasting for a period of days.</li> </ul>	<ul style="list-style-type: none"> <li>•Negative media attention for one or two days.</li> <li>•Public disaffection with the University's policies or actions is limited to a few days.</li> <li>•Short term loss in confidence regarding the University's capabilities and/or standing lasting for several days.</li> </ul>	<ul style="list-style-type: none"> <li>•Regulatory breaches require attention or corrective actions.</li> </ul>