

Exemplars / Definitions to Support Risk Assessment

Score	Probability	Impact	Examples of impact on:  (i) the business	(ii) statutory compliance & meeting Assembly objectives	(iii) income / expenditure	(iv) staff	(v) reputation
<b>HIGH</b>	Already occurring, or very likely to occur (>75% chance of the risk occurring and/or likely to occur within next 12 months).	Severe; business critical.	<ul style="list-style-type: none"> <li>• Closure or failure of HEFCW.</li> <li>• Unplanned closure/failure of a Welsh HEI.</li> <li>• Inability/failure to make multiple payments to Welsh HEIs, threatening financial positions.</li> <li>• Business interruption of more than three months.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to fulfil HEFCW's statutory responsibilities, resulting in direct intervention by WAG and/or legal proceedings.</li> <li>• Significant failure to meet multiple areas of the <i>Reaching Higher</i> agenda</li> <li>• Significant failure to address multiple key Assembly priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Significant financial loss threatening institutional or business failure.</li> <li>• Financial impact (programmes): &gt; £10m.</li> <li>• Financial impact (running costs): &gt; £250k</li> </ul>	<ul style="list-style-type: none"> <li>• Significant reduction in performance / morale across whole of HEFCW for extended period of time.</li> <li>• Extended industrial action, &gt; 2 weeks.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant reduction in reputation with key stakeholders and partners, resulting in direct intervention by WAG.</li> </ul>

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<b>MEDIUM</b>	Quite likely.  25-75% chance of the risk occurring and/or likely to occur in 12 months to 5 years time.	Serious / significant.	<ul style="list-style-type: none"> <li>• Large financial loss or failure affecting a major part of a business or an organisation, but not threatening overall failure.</li> <li>• Business interruption of between &gt; 3 days and 3 months.</li> <li>• Inability/failure to make significant payment to an HEI, threatening its financial position.</li> <li>• Significant failure, or impact on the efficiency or effectiveness, of one major operational objective/ project (e.g. reconfiguration &amp; collaboration), but not placing achievement of corporate objectives overall at risk.</li> <li>• Significant drop in financial health of one HEI.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant failure to meet one or more <i>Reaching Higher</i> target</li> <li>• Significant failure to address one or more key Assembly priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Financial impact (programmes): &gt; £1m, &lt;£10m</li> <li>• Financial impact (running costs): &gt; £10k, &lt; £250k</li> </ul>	<ul style="list-style-type: none"> <li>• Significant reduction in performance / morale across one or more teams in HEFCW.</li> <li>• Industrial action, between &lt; 3days and 2 weeks.</li> </ul>	<ul style="list-style-type: none"> <li>• Threatens organisational or business credibility.</li> <li>• Significant reduction in reputation with a range of stakeholders and partners, raising the concerns of WAG.</li> </ul>

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LOW	Unlikely.  <25% chance of the risk occurring and/or not likely to occur in the next 5 years.	Minor.	<ul style="list-style-type: none"> <li>• Some failure or financial loss, not major, affecting small part of operation.</li> <li>• Business interruption of less than 3 days.</li> <li>• Little or no effect on operational objectives / projects or corporate objectives overall.</li> </ul>	<ul style="list-style-type: none"> <li>• Not quite achieving <i>Reaching Higher</i> targets in 1-3 cases</li> <li>• Not fully addressing one or more key Assembly priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Financial impact (programmes): &lt; £1m</li> <li>• Financial impact (running costs): &lt; £10k</li> </ul>	<ul style="list-style-type: none"> <li>• Some reduction in performance / morale of individuals in HEFCW for limited timescale.</li> <li>• Industrial action, &lt; 3days</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced reputation with stakeholders and partners for a limited timescale.</li> </ul>