

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
HIGH	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"> • Closure or failure of HEFCW. • Unplanned closure/failure of a Welsh HEI. • Inability/failure to make multiple payments to Welsh HEIs, threatening financial positions. • Business interruption of more than three months. 	<ul style="list-style-type: none"> • Failure to fulfil HEFCW's statutory responsibilities, resulting in direct intervention by WAG and/or legal proceedings. • Significant failure to meet multiple areas of the <i>Reaching Higher</i> agenda • Significant failure to address multiple key Assembly priorities 	<ul style="list-style-type: none"> • Significant financial loss threatening institutional or business failure. • Financial impact (programmes): > £10m. • Financial impact (running costs): > £250k 	<ul style="list-style-type: none"> • Significant reduction in performance / morale across whole of HEFCW for extended period of time. • Extended industrial action, > 2 weeks. 	<ul style="list-style-type: none"> • Significant reduction in reputation with key stakeholders and partners, resulting in direct intervention by WAG.

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

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