

TIMESCALE 3 YEARS

15	20	25
12	16	20
9	12	15
6	8	10
3	4	5
3 - Possible	4 - Likely	5 - Almost Certain
LIKELIHOOD		

catastrophic impact.

LIKELIHOOD CRITERIA

Score
5-Almost Certain
4-Likely
3-Possible
2-Unlikely
1-Very Rare

TIMESCALE 3 YEARS

Descriptor	Probability
More than likely – the event is anticipated to occur	>80%
Fairly likely – the event will probably occur	61-80%
Possible – the event is expected to occur at some time	31-60%
Unlikely – the event could occur at some time	10-30%
Remote – the event may only occur in exceptional circumstances	<10%

IMPACT - CRITERIA

Score	Descriptor	Financial
5 -Catastrophic	A disaster with the potential to lead to: <ul style="list-style-type: none"> • loss of a major UHI partner • loss of major funding stream 	> £500,000 or lead to likely loss of key partner
4-Major	A critical event which threatens to lead to: <ul style="list-style-type: none"> • major reduction in funding • major reduction in teaching/research capacity 	£250,000 - £500,000 or lead to possible loss of partner
3-Significant	A Significant event, such as financial/ operational difficulty in a department or academic partner which requires additional management effort to resolve.	£50,000 - £250,000
2-Minor	An adverse event that can be accommodated with some management effort.	£10,000 - £50,000
1-Insignificant	An adverse event that can be accommodated through normal operating procedures.	<£10,000

Note: Select criteria most appropriate. Use highest score if more than one criterion applies.

TIMESCALE 3 YEARS

Operational	Reputational (need to link to communications process for incident management)
<ul style="list-style-type: none"> • Likely loss of key partner, curriculum area or department • Litigation in progress • Severe student dissatisfaction • Serious quality issues/high failure rates/major delivery problems 	<ul style="list-style-type: none"> • Incident or event that could result in potentially long term damage to UHI's reputation. Strategy needed to manage the incident. • Adverse national media coverage • Credibility in marketplace and with stakeholders significantly undermined.
<ul style="list-style-type: none"> • Possible loss of partner and litigation threatened • Major deterioration in quality/pass rates/delivery • Student dissatisfaction 	<ul style="list-style-type: none"> • Incident/event that could result in limited medium – short term damage to UHI's reputation at local/regional level. • Adverse local media coverage • Credibility in marketplace/with stakeholders is affected.
<ul style="list-style-type: none"> • General deterioration in quality/delivery but not persistent • Persistence of issue could lead to litigation • Students expressing concern 	<ul style="list-style-type: none"> • An incident/event that could result in limited short term damage to UHI's reputation and limited to a local level. • Criticism in sector or local press • Credibility noted in sector only
<ul style="list-style-type: none"> • Some quality/delivery issues occurring regularly • Raised by students but not considered major 	<ul style="list-style-type: none"> • Low media profile • Problem commented upon but credibility unaffected
<ul style="list-style-type: none"> • Quality/delivery issue considered one-off • Raised by students but action in hand 	<ul style="list-style-type: none"> • No adverse publicity • Credibility unaffected and goes unnoticed

RISK MAP (for Gross risk & residual risk)

IMPACT		
5 - Catastrophic	5	10
4 - Major	4	8
3 - Significant	3	6
2 - Minor	2	4
1 - Insignificant	1	2
	1 -Very Rare	2 - Unlikely

Attention should also be paid to risks that are very rare or unlikely that could cause a