

Appendix B Risk Consequence and Likelihood Descriptors

Risk Consequence Descriptors

IMPACT DETAIL	Health and Safety	Infrastructure and Operations	Academic (Learning Experience and Research)	People and Community	Reputation and Engagement	Regulatory	Financial
5 - Critical	Multiple work-related deaths or serious permanent disabilities	Closure of a campus Disruption of > 6 months to a critical function or support service causing unacceptable delays to University operations that cannot be practically replaced, repaired or recovered from. External resources required for ongoing support.	Closure of a key course Loss of key education/ research partner or specialised research facility/centres Systemic education or research fraud >25% reduction in student enrolment/retention	VC or Executive resigns. Significant personal liability of Council members Pervasive loss of University community confidence Prolonged student or staff strike >2 months Widespread, permanent environmental harm	Prolonged adverse national/global/social media coverage (>2 months) Regulatory/ political scrutiny or government intervention. Loss of university provider status Loss of trust/license to operate, key strategic partner (alliance/community) ceases engagement with SCU	Systemic regulatory non-compliance resulting in loss of TEQSA or other key license/accreditation. Legal action with material basis of negligence	Cash flow impact > \$50m
4 - Major	Single work-related death or permanent disability	Closure of physical campus for up to 3 months. Disruption of up to 6 months to a critical function or support service causing sustained impact to University operations that can be replaced, repaired or recovered from. Operating under BCP with ongoing efficiency loss. Additional resources required for backlog.	Sustained inability to complete teaching commitments (>2 months) Withdrawal of or conditions imposed on Research funds or use of specialised research facilities/centres Multiple significant breaches of Medium or High Risk Research projects 15-20% reduction in student enrolment/retention	Vice Chancellor Group termination Ongoing disruptive Industrial action (1-2 month) Widespread Student / Staff body protest (1-2 month) Community outcry and action Staff performance across SCU eroded Sustained environmental damage with some ongoing impact	Sustained adverse national coverage - social, print and television media (6-12 weeks) Key partners (potential and existing) disassociate themselves from SCU	Major regulatory non-compliance resulting in targeted enquiry or investigation by authorities with significant penalty or adverse consequence Matter with potential for significant litigation Active regulatory or industry attention	Cash flow impact \$10m-\$50m

IMPACT DETAIL	Health and Safety	Infrastructure and Operations	Academic (Learning Experience and Research)	People and Community	Reputation and Engagement	Regulatory	Financial
3 - Moderate	Work-related injury requiring hospitalisation	Disruption of up to 1 month to a critical function or support service causing ongoing impact to University operations. Operating under BCP with BAU efficiency loss.	Significant impact to complete research projects or teaching commitments (quality, cost and timeframes) (>2 months) Isolated breaches of Medium or High Risk Research projects 10-15% reduction in student enrolment/retention	Key person loss without succession plan Staff performance issues (>1 area of SCU) Industrial action (up to 1 month) A student group lodges formal complaint A Community group voice concerns Legal action from a group of students, staff or community Localised environmental harm lasting 2 months, requires remediation with no lasting impact	Ongoing adverse national coverage - social, print and television media (4-6 weeks) Erosion of trust with partners (potential and existing) voicing strong concerns	Serious regulatory non-compliance resulting in temporary suspension or conditional license. Possible prosecution	Cash flow impact \$5-10m
2 - Minor	Work-related injury/illness requiring medical treatment	Compromised access to physical campus requiring restricted access to key personnel only for 2-4 weeks. Disruption of up to 2 weeks to a critical function or support service causing minor impact to University operations. BCP enacted and sustainable.	Ability to complete education or research commitments compromised in short term (<4 weeks) 5%-10% reduction in student enrolment/retention	Localised staff performance issues Student group registers concerns Localised environmental harm <1mth, no ongoing impact	Short term adverse national (social/print) media coverage (2-4 weeks) Sustained social activism, low impact to people safety or ability to do business. Detrimental impact to trust.	Matter where regulatory authority seeks clarification. Issue of infringement notice without sanctions applied.	Cash flow impact \$2m-\$5m

IMPACT DETAIL	Health and Safety	Infrastructure and Operations	Academic (Learning Experience and Research)	People and Community	Reputation and Engagement	Regulatory	Financial
1 - Insignificant	Minor work-related incident requiring first aid treatment only	Compromised access to physical campus requiring restricted access to key personnel only for <2 weeks. Disruption of up to 5 days to a critical function or support services causing negligible impact. No BCP enacted.	Negligible impacts on education/research activity or targets Short term downturn in student enrolments/retention	Disaffected group of students/staff No material environmental harm – localised and on-site, immediately contained, no ongoing impact	Isolated adverse national (social/print) media. Isolated social activism	Once off matter, regulatory authority registers issue only with no further action taken	Cash flow impact <\$2m

Risk Likelihood Descriptors

Description	Rating	Likelihood of occurrence
Rare	1	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.
Unlikely	2	Not expected, but there’s a slight possibility it may occur at some time.
Possible	3	The event might occur at some time as there is a history of casual occurrence at the University or similar institutions.
Likely	4	There is a strong possibility the event will occur as there is a history of frequent occurrence at the University or similar institutions.
Almost Certain	5	Very likely. The event is expected to occur in most circumstances as there is a history of regular occurrence at the University or similar institutions.

Risk Rating Matrix and required actions

Risk Rating Matrix

<i>CONSEQUENCE</i>	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Critical (5)
<i>LIKELIHOOD</i>					
Almost certain (5)	Moderate	Moderate	High	Extreme	Extreme
Likely (4)	Low	Moderate	High	High	Extreme
Possible (3)	Low	Moderate	Moderate	High	High
Unlikely (2)	Low	Low	Moderate	Moderate	Moderate
Rare (1)	Low	Low	Low	Low	Moderate

LOW = 1 – 4	MODERATE = 5 – 11	HIGH = 12 – 16	EXTREME = 17 – 25
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Risk Rating Required Actions

Rating	Description	Required Action
L (1 – 4)	Low	<p>Acceptable:</p> <p>Unlikely to require specific application of resources; Manage by routine procedures.</p> <p>Monitor and review.</p>
M (5 – 11)	Moderate	<p>Acceptable:</p> <p>Unlikely to cause much impact and/or threaten the efficiency and effectiveness of the program/activity.</p> <p>Treatment plans to be developed and implemented by operational managers.</p> <p>Manage by specific monitoring or response procedures.</p>
H (12 – 16)	High	<p>Generally not acceptable:</p> <p>Likely to have some impact, disruption or breach of controls.</p> <p>Senior management attention needed and management responsibility specified; Treatment plans to be developed and reported to relevant Executive member(s) or Vice Chancellor at monthly VCG.</p>
C (17 – 25)	Extreme	<p>Not acceptable:</p> <p>Likely to threaten the continued effective functioning of the program or the organisation, either financially or politically.</p> <p>Immediate action required; Must be managed by senior management with a detailed treatment plan reported to relevant Executive member and Vice Chancellor at monthly VCG and to each Council meeting.</p>