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| **INCIDENT / ISSUE** One off localised adverse event. Failure in a system or process or individual human error. **Human error is often a sign of a wider problem…we should look beyond the human factor to identify any deeper causes.** | Record and manage locally…monitor for change  | **RISK**Trend recorded with similar root cause, indicating a systemic problem.**OR**One off incident that has significant consequences for the University e.g. * Likely to be subject to national adverse media coverage.
* High financial costs >100K
* Affects certification
* Breach of legislation
 | Use evidence; data & professional judgement to quantify the level of risk, likelihood and Consequence. Raise with Risk Manager for discussion.If you believe the risk is of significant concern e.g. a high risk include your SLT Mgr in the initial discussions.  |
| **INCIDENT / ISSUE**Equipment failure. Work around in place OR localised inconvenience caused whilst awaiting repair.  | Record and manage locally…monitor for change | **RISK**Immediate **essential** services stopped or likely to stop in the near future. Wider organisational impact e.g. long term disruption to non essential services expected. | Use evidence; data & professional judgement to quantify the level of risk, likelihood and Consequence. Raise with Risk Manager for discussion.If you believe the risk is of significant concern e.g. a high risk include your SLT Mgr in the initial discussions. |
| **INCIDENT / ISSUE**Anticipated future challenges that:1. Only impact localised services AND…
2. The consequences are not expected to trigger (1,2or 3) in the adjacent, organisational risk text box.

  | Record and manage locally…monitor for change | **RISK**1. ‘Sustained evidence’ of changes to stakeholder needs, which, if continued, could create failures regarding service delivery or strategic objectives.
2. ‘Sustained evidence’ of employee physical/mental difficulty either within one business area or aggregated from multiple areas.
3. Legal / certification changes that the University may struggle to meet.
 | Use evidence; data & professional judgement to quantify the level of risk, likelihood and Consequence. Raise with Risk Manager for discussion.If you believe the risk is of significant concern e.g. a high risk include your SLT Mgr in the initial discussions.) |
| **INCIDENT / ISSUE**Localised Change mgmt.Concerns raised regarding **localised** changes that have been suggested/implemented without all of the facts or omitting stakeholder input. | Record and manage locally…monitor for change | **RISK**Concerns raised regarding **organisational** changes (those that have a wider **‘direct’** impact than the immediate team) suggested/implemented without all of the facts or omitting stakeholder input.  | Use evidence; data & professional judgement to quantify the level of risk, likelihood and Consequence. Raise with Risk Manager for discussion.If you believe the risk is of significant concern e.g. a high risk include your SLT Mgr in the initial discussions. |
|  |  | **RISK*** Risks that can only be resolved by Council or SLT.
* Risks that could drastically affect normal service delivery or severely impact safety.
* Risks that could impede the organisation’s long term strategic goals .
 | Use evidence; data & professional judgement to quantify the level of risk, likelihood and Consequence. Raise with Risk Manager for discussion.If you believe the risk is of significant concern e.g. a high risk include your SLT Mgr in the initial discussions. |