Edith Cowan University
Strategic & Governance Services Centre

Integrated Risk Management Guidelines

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Relevance to	ECU Staff and Students
Responsible staff	Chief Risk Officer
Responsible Office	Strategic and Governance Services Centre
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Related University documents	Policy rm001: Integrated Risk Management Policy hr081: Work, Health and Safety Work Health and Safety Hazard Identification and Risk Management Guideline
Related legislation and Standards	AS/NZ ISO 31000:2018 Risk management – guidelines

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1. Purpose and scope

The purpose of the University's Integrated Risk Management framework is to support the Council, University Executive, Schools, professional services and Controlled Entities to make effective decisions, based on a holistic understanding of the risks and opportunities; and ultimately support the achievement of the University's strategic objectives. As such, these guidelines apply to all members of the University community.

The University recognises that:

- risk is inherent in all academic, administrative and operational activities at the University;
- risk management is an integral part of good governance and management practice; and
- considered and structured risk-taking is required to achieve the University's strategic objectives.

The Integrated Risk Management Guidelines ("the Guidelines") exist to support the University's Integrated Risk Management Policy and provide a consistent approach to identifying and managing risk. The Guidelines outline the University's risk management process and how risk management is to be conducted to embed it into ECU's strategic and operational processes.

2. Risk management overview

The University's risk management process, as outlined in these Guidelines, is consistent with the principles and standards of the International Standard on Risk Management, AS/NZ ISO31000:2018 ("the Standard").

The Standard defines risk as the effect of uncertainty on objectives, measured in terms of likelihood and consequence.

Risk management is the coordinated activities to direct and control the University with regard to risk. Risk management must be undertaken for all University activities. It does not need to be undertaken as a separate action and can be integrated into existing processes such as planning, project management, decision-making and reporting.

3. Accountabilities and responsibilities

The following accountabilities and responsibilities apply with regards to risk management at ECU:

- The University Council has responsibility for oversight of risk management across the University and approves the University's risk governance framework and Risk Appetite Statement.
- The Quality, Audit and Risk Committee assists Council in fulfilling and discharging its responsibilities by providing independent and objective advice on the adequacy, integrity and/or effectiveness of the University's systems of risk management, internal control and compliance.
- The Vice-Chancellor is accountable for ensuring that a risk management framework is established, implemented and maintained in accordance with the Integrated Risk Management policy.
- The University Executive and Senior Management supports the Vice-Chancellor by assessing and managing the risks to the University and their portfolio's objectives and strategies; leading the development of risk management plans; and allocating resources to enable effective risk management practices.
- The Chief Financial Officer is accountable for ensuring the University's compliance with section 57(2) of the Financial Management Act in relation to financial and foreign exchange risk management.
- The Director Human Resources Services Centre is accountable for providing a work health and safety ('WHS') risk management framework to meet legislative compliance, including specialist WHS advice.
- The Chief Information Officer is accountable for risk management practices in relation information technology, including information security.
- The Strategic and Governance Services Centre (SGSC) provides specialist risk management advice and is responsible for ensuring that the risk management practices are implemented across the University and effective oversight is maintained through regular reporting on material risks.

4. Risk governance

The University's risk governance framework outlines the structures and processes required to oversee risk management activities and allows for escalation and reporting of risks depending on the identified risk rating.

The risk governance framework is provided in **Appendix 1** and outlined below:

Risk category	Definition	Relevant risk register	Review and update frequency
Strategic risks	Risks that may prevent the University from achieving its strategic objectives, as set out in the ECU Strategic Plan.	Strategic risk register, maintained in Riskware by Enterprise Risk.	Full review and update annually, reported to QARC and Council. Updates included in Strategic Risk Report three times per year to QARC and Council.
Enterprise-wide operational risks	Risks that impact the ability to achieve one or more operational objectives and have an impact on multiple processes, Schools or Centres.	Enterprise-wide operational risk register, maintained in Riskware by Enterprise Risk.	Full review and update annually, reported to University Executive. Updates included in Enterprise-wide Operational Risk Report, twice yearly to University Executive.
Divisional operational risks	Risks which impact the ability of a School or Centre to achieve their operational objectives.	School and Centre operational risk registers, maintained in Riskware by Schools and Centres.	Full review and update annually, reported to Schools and Centres, with mid-year check-in and update.
Functional risks: **Activity risks**	Risks associated with a specific activity, initiative or event, such as a research project; Work Integrated Learning placement; large scale event, etc.	Activity risks in Riskware, maintained by relevant risk owner.	Performed as required and updated in line with risk acceptance criteria.
Functional risks: **Project risks**	Risks associated with a specific project. Project risk registers are required for all significant projects under the remit of the University Project Management Office.	Project risk registers in Riskware, maintained by relevant project manager.	Performed as required for significant projects and reviewed in line with project requirements.
Work health and safety risks	Risks associated with health and safety hazards, which is anything that may result in injury to a person or harm to the health of a person.	Risk registers in the Work Health & Safety (WHS) module of Riskware, maintained as per the WHS Hazard Identification and Risk Management Guideline.	Performed as required by the Health and Safety Policy and outlined in the WHS Hazard Identification and Risk Management Guideline.

5. Risk appetite

The University maintains a risk appetite statement which sets out the degree of risk the University is willing to accept in the pursuit of its strategic objectives.

The risk appetite statement is established by Council and is reviewed annually by the Vice-Chancellor and University Executive, endorsed by the Quality, Audit and Risk Committee ("QARC") and approved by Council.

The risk appetite statement is provided in **Appendix 2**.

Controlled Entities may maintain separate Council-approved Risk Appetite Statements which are aligned to their strategy and operations, and in accordance with the relevant Council-approved governance frameworks for Controlled Entities.

6. Risk assurance

The University adopts a 'three lines of defence' model of risk assurance to support accountability in risk management through a layered defence approach.

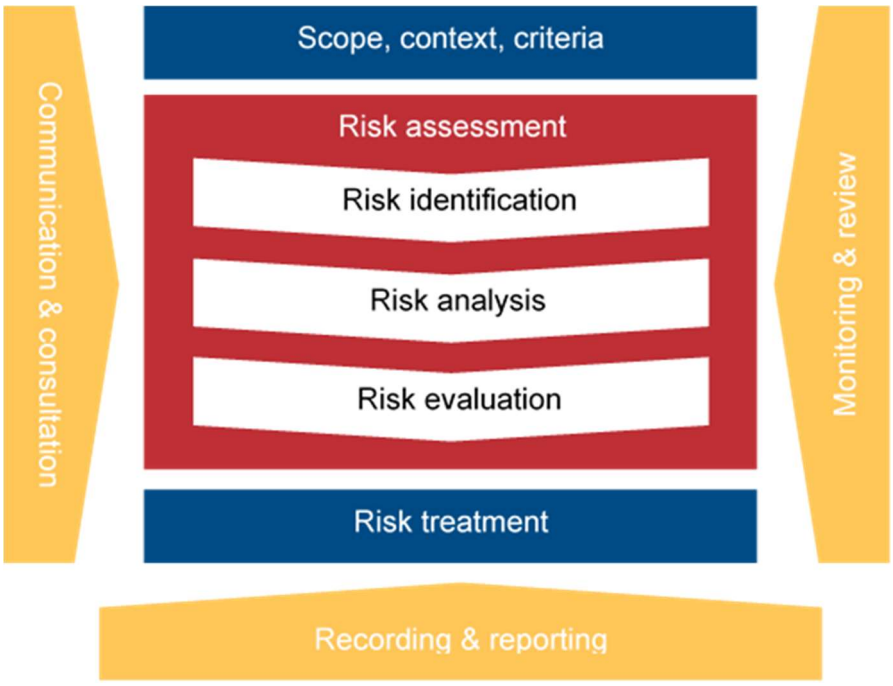
The three lines of defence are articulated in the ECU Assurance Map, which is a structured means of identifying and mapping the main sources and types of assurance occurring throughout the University and coordinating them in an effective and efficient manner. The framework supporting the assurance map is provided in **Appendix 3**.

The objective of the ECU Assurance Map is to provide Council, QARC and the University Executive with a holistic view of assurance across the University's material business processes.

The assurance map is reviewed and updated annually in consultation with Schools and Centres and is reported to the University Executive and QARC on an annual basis. The outcomes of the assurance mapping process are used to inform annual internal audit planning and risk treatment planning as part of the annual divisional operational risk review process.

7. Risk management process

The risk management process adopted by the University reflects the international standard on risk management, AS/NZ ISO31000:2018 *Risk management – principles and guidelines*, as set out in the figure below:



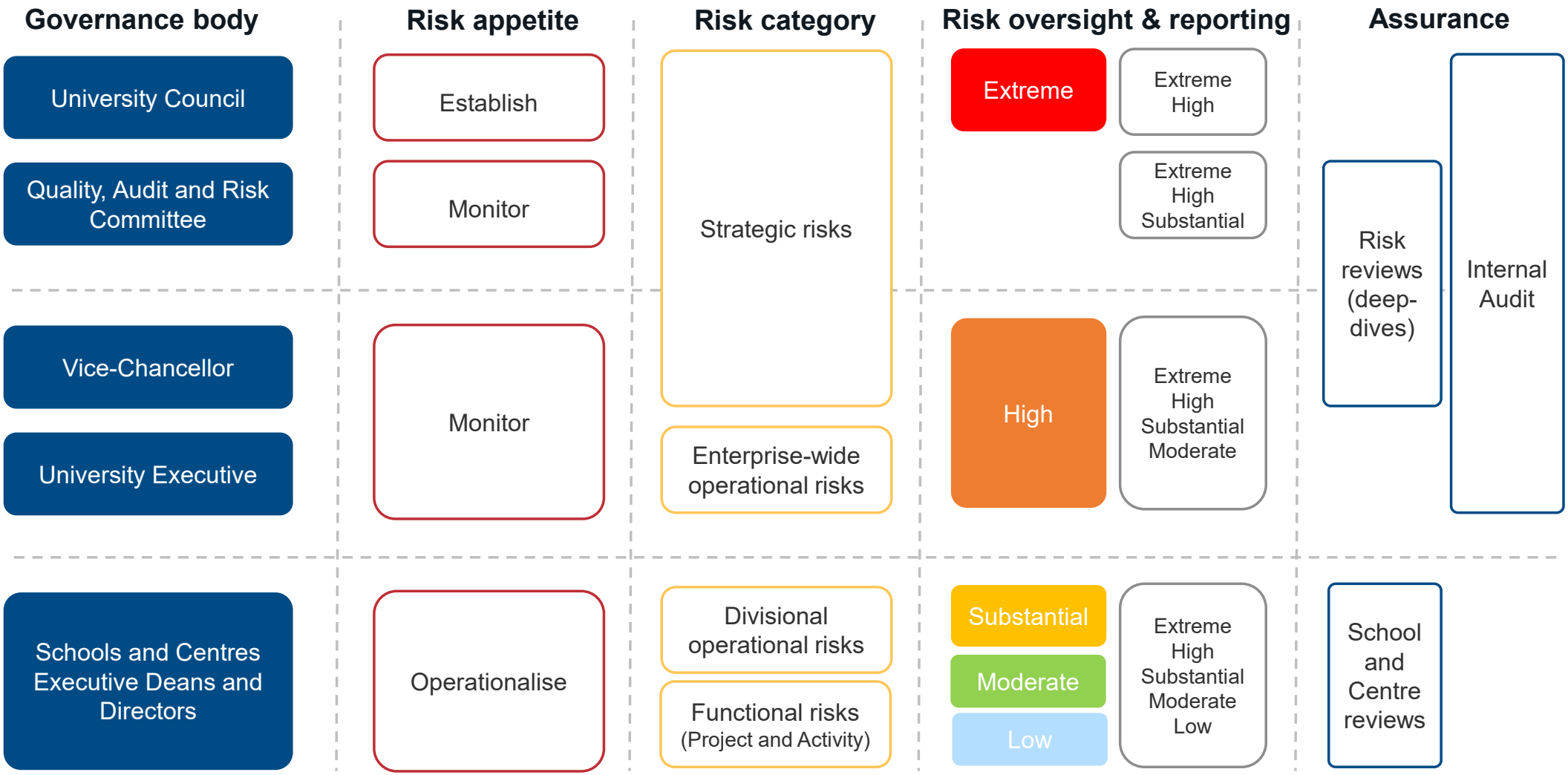
Further guidance on the enterprise risk management process is provided overleaf.

Step	1. Establishing the context	2. Risk assessment	3. Risk treatment	4. Recording and reporting	5. Monitoring and review	6. Communication and consultation
Objective	To set the scope, context and criteria of the risk assessment	To identify, analyse and evaluate the risk and assign a risk rating.	To determine what risk treatment is required to manage the risk.	To set ensure risks are recorded and reported.	To identify, analyse and evaluate the risk and assign a risk rating.	To ensure appropriate stakeholders are involved in the risk management process.
Description	This step can be regarded as the planning phase of the risk assessment. The subject of the risk assessment is defined and placed into context and the level of effort is tailored appropriately. The risk owner identifies the primary affected business area, risk type and risk category.	The risk is described in terms of what could go wrong, in other words, the uncertainty of achieving the objectives. The risk identified must be relevant to the subject matter, appropriate given the context and useful for decision-making. Risk analysis involves determining the causes and consequences; as well as the existing controls that are in place to mitigate the risk. The risk is then evaluated by determining the likelihood of the risk occurring and the consequence if it does occur, by applying ECU's risk matrix. The result is a current or inherent risk rating.	There are two options for managing a risk: 1) Accept the risk, based on the current risk rating and strength of existing controls. Reference should be made to the risk rating and ECU's risk acceptance criteria as well as ECU's risk appetite statement. 2) Treat the risk, based on the view that further action is required to mitigate the risk to an acceptable level. Risk treatment plans should be developed which are specific, measurable, actionable, realistic and time specific. Once risk treatment plans have been developed, the risk must again be evaluated against ECU's risk matrix to determine a residual risk rating. This rating will drive the frequency of future risk reviews. If the risk has been accepted, the current risk rating will be the same as the residual risk rating.	ECU uses Riskware's Enterprise Risk module as its enterprise risk management system. All risks should be recorded in Riskware to enable a holistic view of risk across the university. Various reports can be produced from Riskware and risk information is used to report to University Executive, QARC and Council. Work health and safety risks are recorded separately in the WHS module of Riskware, as per the Work Health and Safety Hazard Identification and Risk Management Guideline.	Monitoring and reviewing risks is an integral part of managing risks. The risk rating will determine how often a risk should be reviewed, in alignment of ECU's risk acceptance criteria. These parameters are built into Riskware which will provide notification to the risk owner when risk reviews are due. Risk treatment plans should also be reviewed regularly, and updates made to the completion progress.	During the initial planning process (refer step 1), attention must be given to the relevant stakeholders to involve in the risk management process. This will often be representatives from the relevant business area and may involve technical subject matter experts, such as Work Health and Safety; or external parties if relevant.

Step	1. Establishing the context	2. Risk assessment	3. Risk treatment	4. Recording and reporting	5. Monitoring and review	6. Communication and consultation
Reference documents	Relevant internal and/or external documents such as strategies, policies, plans or analyses.	ECU Risk Matrix (**Appendix 4**)	Risk acceptance criteria (included in ECU Risk Matrix, **Appendix 4**)	n/a	Risk acceptance criteria (included in ECU Risk Matrix, **Appendix 4**)	n/a
Where to record Riskware	Step 1 – Classify the risk (basic risk information) Step 2 – Risk consequence category Step 3 – Detailed risk description (use this to add contextual commentary)	Step 4 – Risk description (title of the risk) Step 5 – Risk consequence Step 6 – Risk source/causal factor Step 7 – Existing controls Step 8 – Current risk rating	Step 9 – Risk treatment option Step 10 – Risk treatment plan Step 11 – Who is responsible and by when? Step 12 – Residual risk rating	Enterprise Risk module of Riskware	Step 11 – Who is responsible and when (for treatment plan reviews)	n/a
Riskware Quick Guide	*Riskware ERM – How to Create a New Risk*	*Riskware ERM – How to Create a New Risk*	*Riskware ERM – How to Create a New Risk*	*Riskware ERM – Generating Reports* *Riskware ERM – How to Filter*	*Riskware ERM – Actioning Emails*	n/a

Appendix 1

Risk governance framework



Appendix 2

ECU RISK APPETITE STATEMENT FRAMEWORK

Purpose

The risk appetite statement sets out the degree of risk that ECU is willing to accept in the pursuit of its strategic objectives. The risk appetite is set by Council and works in conjunction with the University's Integrated Risk Management Framework.

Risk appetite definitions

The following definitions apply when considering the risk appetite parameters:

Appetite	Action	Definition	Opportunity
No appetite	Avoid	ECU is unwilling to knowingly accept unmitigated risk related to these activities.	ECU would not deliberately engage in an activity that would result in such an outcome.
Limited appetite	Evaluate	ECU is willing to accept a limited degree of unmitigated risk related to these activities.	ECU will ensure a significant focus on risk mitigation whilst pursuing opportunities related to these activities.
Have appetite	Pursue	ECU is willing to undertake measured risk related to these activities.	ECU is willing to tolerate a measured risk or loss in the pursuit of opportunities related to these activities.

Risk appetite governance

The degree of risk determines the level of control, acceptance criteria and escalation required, in accordance with the following table:

Appetite	Controls	Acceptance criteria	Escalation and oversight
No appetite	A robust control environment is required to ensure that such activities do not occur.	Intolerable. Immediate remediation is required if risk exposure takes place. Exposure to this level of risk would normally be immediately discontinued except in extreme circumstances.	If unmitigated risk exposure continues, requires escalation to Council and oversight of a treatment plan by the Vice-Chancellor.
Limited appetite	Strong controls are required to ensure the degree of risk is limited.	Acceptable with clear treatment plan. Management must take action in the short term if risk exposure takes place. Unnecessary exposure to this level of risk will not be tolerated without treatment.	If unmitigated risk exposure takes place, requires escalation and oversight of a treatment plan by the Vice-Chancellor.
Have appetite	Appropriate controls should be established, and an assessment of cost-benefit-risk should be undertaken.	Acceptable with ongoing review. Management must take action in the medium term if risk exposure takes place. Exposure to this level of risk may continue, provided an appropriate assessment has taken place.	If unmitigated risk exposure takes place, requires escalation and oversight of a treatment plan by a Director or Executive Dean.

Risk appetite statements

The University's appetite towards accepting risk is dependent on the nature of the activity and the degree of risk and potential reward. The following table sets out ECU's risk appetite for each category of activity, along with the key risk indicator (KRI) used to demonstrate whether the University is acting within the Council approved risk appetite parameters.

Category	No appetite	Limited appetite	Have appetite	Key risk indicators
Teaching and Learning	ECU has no appetite for wilful breaches of our academic policies, in particular those related to entry standards and grade integrity; or non-compliance with the Higher Education Standards Framework and professional accreditation requirements.	ECU is willing to accept a limited degree of risk in the development of new curriculum, courses and modes of delivery that deliver improved student outcomes.	ECU is willing to accept risk in the development of innovative and fit-for-purpose teaching strategies, which deliver to diverse students in a range of ways including technology-enabled learning; while not negatively impacting on teaching quality or student satisfaction.	• Sustained decrease in positive Unit Teaching Evaluation Instrument (UTEI) results • Loss of 5-star rating for Teaching Quality by Good Universities Guide • Sustained increase in the number of serious academic misconduct cases • Increase in TEQSA institutional risk rating • Increase in conditions placed on ECU by professional accreditation bodies
Research	ECU has no appetite for breaches of research ethics and integrity rules and policies; nor will ECU enter partnerships and collaboration with entities which risks serious reputational damage or a significant loss of funding from government and not-for-profit partners.	ECU has a limited appetite for participating in research partnerships and collaborations which do not align with ECU's strategic research themes.	ECU is willing to accept risk in the pursuit of research and which delivers growth in research excellence, capacity, training and knowledge translation; but not to the detriment of research quality.	• Long term trending increase in research ethics policy breaches • Long term trending increase in serious research integrity breach cases • Decrease in research income from grant funders attributable to reputation risks • Loss of top 500 position in *THE* World University Rankings • Decrease in timely HDR completions • Reduction in partnerships with external bodies
Internationalisation	ECU has no appetite for operations in countries where significant sovereign, political, social and health risks cannot be satisfactorily mitigated.	ECU is willing to accept a limited degree of risk in recruitment activities from a diverse range of source countries which may impact ECU's immigration risk rating assigned by the Australian Government; but does not disproportionally increase ECU's reliance on international students.	ECU will accept a degree of risk commensurate with the potential return when entering international partnerships which advance our goal to be a leader in Transnational Education; and where there is strategic, commercial, quality and values alignment.	• Significant changes in international student load and/or income as a proportion of overall load and income • Significant changes in ECU's Education Provider Immigration Risk Rating • Sustained negative returns from TNE programs or non-performance of international partnerships and formal agreements.
Financial	ECU has no appetite for actions which jeopardises our approved capital structure, credit rating or ability to access the debt and/or liquidity required to meet our strategic objectives.	ECU is willing to accept a degree of risk commensurate with the potential return associated with commercial, commercialisation and investment activities, which may impact the Council approved budget, and will pursue these in line with relevant policies.	ECU is willing to accept financial risks associated with new ventures where the potential negative impact on our budget and liquidity is identified and contained.	• Not achieving budgeted annual operating surplus • Sustained below benchmark investment returns • Sustained decrease in interest cover ratio • Reduction in credit rating

Category	No appetite	Limited appetite	Have appetite	Key risk indicators
Brand and Reputation	ECU has no appetite for activities, conduct or affiliations which expose ECU to significant reputational damage or reduce our standing in the community.	ECU accepts there is a degree of reputational risk associated with conducting research which is contrary to the prevailing government position or community sentiment.	ECU is willing to accept risks associated with initiatives which leverages our brand to advance teaching, learning, research or professional outcomes.	• Student satisfaction with overall experience • Significant national adverse media attention issues
Operations and Infrastructure	ECU has no appetite for wilful data, information security or privacy breaches which are practically preventative.	ECU is willing to accept a limited degree of risk associated with the sharing of data and information to facilitate teaching and learning improvement, research collaboration and knowledge translation.	ECU will accept certain risks associated with strategically aligned projects which deliver IT and campus infrastructure that supports service excellence and enhanced student experience.	• Increase in number of significant reportable data or privacy breaches • Not achieving targets in the technology-enhanced learning strategy • Not achieving targets in the Asset Management Plan
Governance, Legal, Regulatory and Compliance	ECU has no appetite for wilful breaches of our Code of Conduct, including unethical, unlawful, corrupt or fraudulent activities; and conduct which is not in compliance with our legislative and regulatory requirements. ECU has no appetite for practices which risk a fatality or serious injury to any person on our sites, including our staff, students, contractors or visitors.	ECU acknowledges a limited degree of work health and safety risk is inherent in certain research or operational activities, and will continually work to limit these risks, but will not accept sustained, uncontrolled safety risks to our staff, students or visitors, including bullying, harassment or discriminatory behaviour.	ECU is willing to accept certain risks when entering into commercial and/or contractual arrangements where there is a clear strategic rationale and benefits to be realised and the risks are capable of being managed.	• Regulatory action (e.g. TEQSA, ASQA, ACNC, CCC, PSC) • Sustained increase in number of significant OSH incidents • Increase in number of large or significant contractual claims or losses

Appendix 3

ECU ASSURANCE MAP

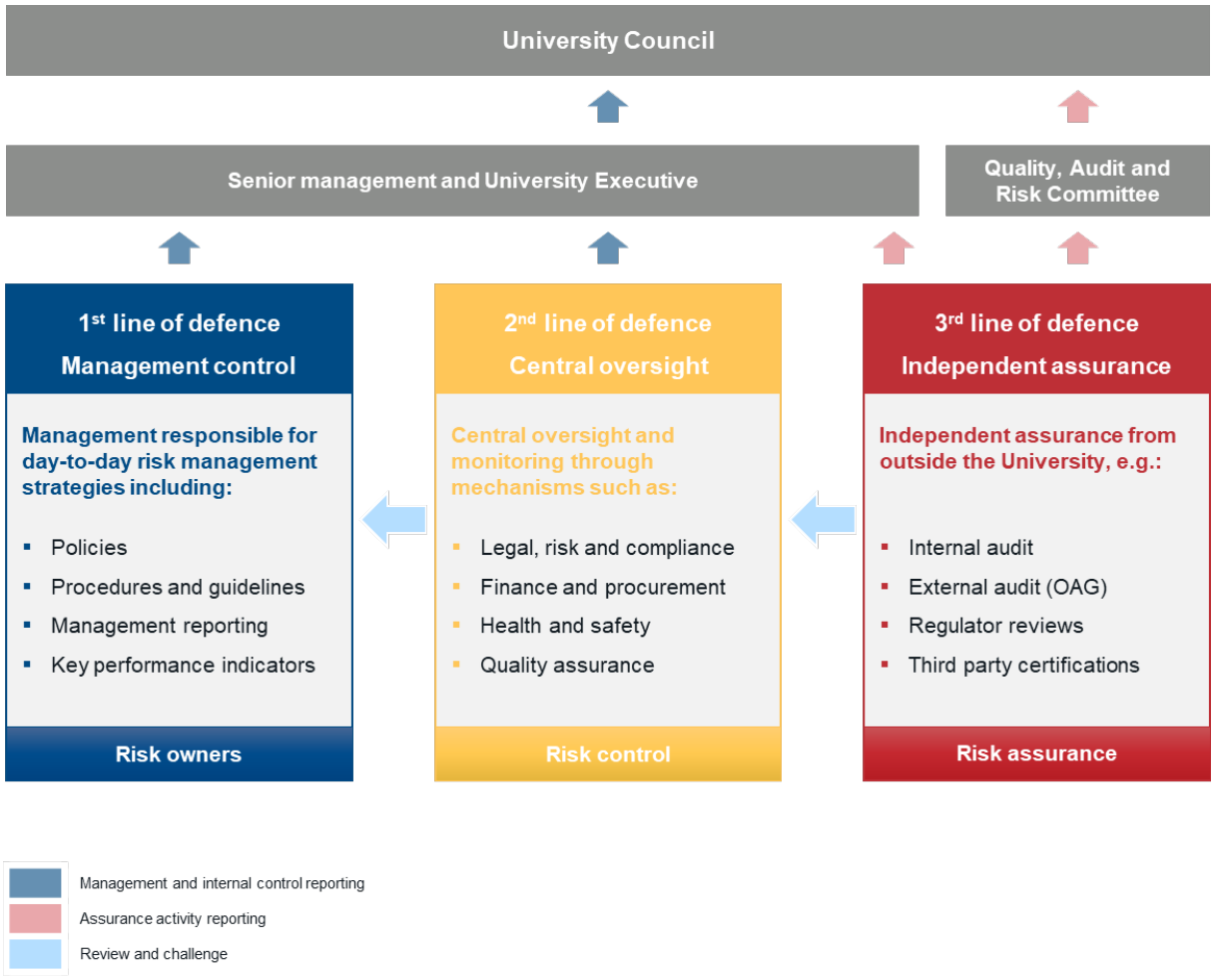
Purpose

The ECU assurance map is a structured means of identifying and mapping the main sources and types of assurance occurring throughout the University and coordinating them in an effective and efficient manner.

The objective is to provide the Council, Quality Audit and Risk Committee ('QARC') and the University Executive with a holistic view of assurance across the University's material business processes.

Three lines of defence model

The assurance map utilises the three lines of defence model (3LOD) which is an industry accepted approach to categorising sources of assurance, as per the diagram below:



Levels of assurance and assurance activities

The level of assurance depends on the prevalence of assurance activities within that line of defence, as per the table below:

Level of assurance	1st line of defence	2nd line of defence	3rd line of defence
None	• No policy or guidance documentation in place.	• No internal oversight activities.	• No internal, external or regulator coverage.
Low level of assurance	• Policy in place, limited operational guidance documentation.	• Limited internal oversight activities, non-recurring reviews and/or minimal Council reporting.	• Minimal internal/external audit or regulator coverage within the last 3 years.
Medium level of assurance	• Policies and procedures/guidelines in place. • Ad hoc management reporting and/or limited KPIs.	• Limited recurring reviews. Ad hoc reporting to Council and/or sub-committees.	• Limited internal/external audit or regulator coverage within the last 3 years.
High level of assurance	• Policies and procedures/guidelines in place. • Regular management reporting including formal tracking against KPIs. • Reporting to University Executive as appropriate.	• Comprehensive recurring reviews with targeted reviews as required. • Regular reporting to Council and/or sub-committees.	• Multiple internal/external audit or regulator coverage within the last 3 years.
Example assurance activities	• University Policies • Procedures and guidelines • Delegations of authority • System-enforced controls • Regular management reporting • Key Performance Indicator reporting • Reporting to University Executive	• Reporting to Council and sub-committees (e.g. QARC, Resources) • Reporting to Academic Board and sub-committees • Legal, compliance or integrity reviews • Financial compliance checks • Risk reviews • Information security reviews • Health and safety reviews • Major course reviews • School and Centre review (control self-assessment) • Quality assurance reviews	• Internal audit • External audit (OAG) • Regulator review or audit • Other third-party audit, review or certification

Appendix 4

Edith Cowan University
Strategic & Governance Services Centre

ECU RISK MATRIX

	RISK CONSEQUENCE RATING				
	Minor	**Moderate**	**Substantial**	**Major**	**Catastrophic**
	1	**2**	**3**	**4**	**5**
Service Delivery & Performance	Negligible impact on the delivery of services. No impact on performance targets.	Isolated disruption to teaching, research or professional activities affecting service delivery and performance targets for a short-term period.	Interruption to teaching, research or professional activities for protracted period. One or more areas at significant risk of performing under target.	Sustained disruption to teaching, research or professional activities. Inability to meet one or more performance targets.	Cessation of teaching, research, or professional activities. Risk of total failure to meet performance targets.
Operations & Infrastructure	Minor disruption to systems, operations or infrastructure which does not affective the delivery of services.	Disruption to systems, operations or infrastructure affecting isolated group of stakeholders.	Significant disruption or loss of systems, operations or infrastructure which causes widespread disruption.	Disruption or loss of critical systems, operations or infrastructure affecting a large part of the University.	Failure or loss of critical systems, operations or infrastructure affecting viability of the University.
Financial Overall	Minor impact on budget or funded activities.	Financial loss requiring corrective action within existing resources.	Substantial financial loss requiring reallocation of resources.	Major financial loss requiring adjustment or cancellation of funded projects.	Significant financial loss threatening viability.
Financial School / Centre	< $10k, or 0.5%	$10k to $100k, or 0.5% -1% of budget	$100k-$1m, or 1-5% of budget	$1m to $5m, or 5-10% of budget	> $5m, or 10% of budget
Financial ECU-wide	< $0.5m	$0.5m to $2.5m	$2.5m to $10m	$10m - $20m	> $20m
Brand, Reputation & Engagement	Isolated media attention. Little to no broader stakeholder interest.	Minor adverse media attention, but no impact to reputation or lasting concern to stakeholders.	Substantial short-term damage to reputation of a section of the University. Short-term adverse media attention. Impact on key partnerships.	Major negative publicity and damage to University reputation. Major adverse media attention. Breakdown or termination on operational partnerships.	Reputation and standing of the University affected. Long-term adverse media attention. Breakdown, or termination of strategic partnerships.
Governance & Compliance	Minor breaches of policies, rules or regulations with negligible impact.	Breaches of policies, rules or regulations that are isolated, with limited legal or regulatory impact.	Breaches of policies, rules, regulations or legislation that are systemic, or may result in legal or regulatory action.	Breaches of policies, rules, regulations or legislation that will result in legal or regulatory action including investigations and/or significant penalties.	Breaches of policies, rules, regulations and laws that will result in significant penalties and/or loss of critical approvals, accreditations or registrations.
Work Health & Safety	No injury or illness sustained or minor first aid or non-medical treatment required only, e.g. band-aid, icepack or non-prescription medication.	Medical treatment by a health professional and/or restricted work duties/hours, e.g. stitches or issuing of prescription medication. No time off work.	Injury or illness that would typically result in lost time and multiple medical treatments.	Serious injury or illness typically resulting in extensive lost time and/or requiring Worksafe notification, e.g. hospital in-patient treatment; serious head or eye injury.	Single or multiple fatality.

RISK ACCEPTANCE CRITERIA

Level of risk	Delegation	Acceptance criteria	Review period
Low	Supervisor / Team Leader	**Acceptable with periodic review.** Exposure to this level of risk is acceptable without additional risk treatments.	Review period should not exceed 12 months
Moderate	Manager / Associate Dean	**Acceptable with periodic review.** Exposure to this level of risk is acceptable, provided an appropriate assessment has been conducted.	Review period should not exceed 12 months
Substantial	Executive Dean / Dean / Director	**Acceptable with ongoing review.** Exposure to this level of risk may only continue with a clear treatment plan which is reviewed regularly.	Review period should not exceed 6 months.
High	Deputy Vice-Chancellor / Vice-President	**Unacceptable without treatment.** Exposure to this level of risk may only continue with a clear treatment plan to reduce the level of risk.	Review period should not exceed 3 months.
Extreme	Vice-Chancellor / University Council	**Unacceptable.** Exposure to this level of risk should be immediately discontinued except in extreme circumstances.	Review period should not exceed 1 month.

RISK RATING SCALE

Level of risk	Minor (1)	Moderate (2)	Substantial (3)	Major (4)	Catastrophic (5)
5	Moderate (5)	Substantial (10)	High (15)	Extreme (20)	Extreme (25)
4	Low (4)	Moderate (8)	Substantial (12)	High (16)	Extreme (20)
3	Low (3)	Moderate (6)	Moderate (9)	Substantial (12)	High (15)
2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	Substantial (10)
1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

RISK LIKELIHOOD RATING

Rating	Probability	Description	Timescale
Almost certain	> 80%	Event is expected to occur.	Once or more during the next year.
Likely	51 – 80%	Event will probably occur.	Likely once or more in the next 1-2 years.
Possible	26 – 50%	Event may occur occasionally.	Possibly once or more in the next 2-3 years.
Unlikely	10 – 25%	Event is unlikely to occur but is a possibility.	At least once in the next 3-5 years.
Rare	< 10%	Event is conceivable, but very unlikely to occur.	Potentially once in the next 5-10 years.