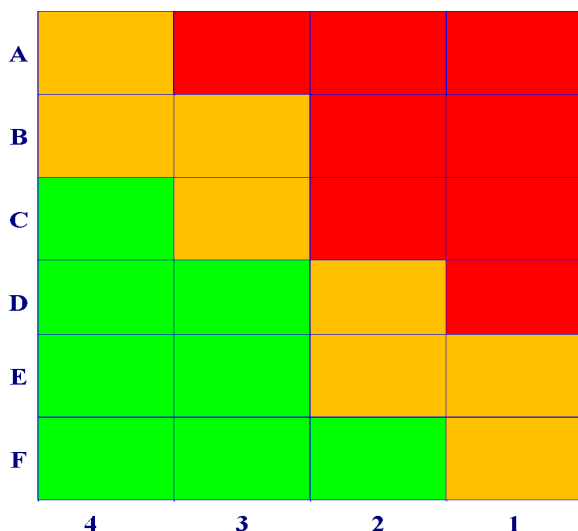


Risk Matrix and Scorecard

LIKELIHOOD		PROBABILITY	INDICATOR	
A	Very High / Certain	85% to 100%	Regular occurrence. Circumstances frequently encountered	
B	Highly Likely	60% to 85%	Highly likely to happen at some point in the next 1 – 3 years.	
C	Medium / Likely	30% to 60%	Likely to happen at some point in the next 1 – 3 years. Circumstances occasionally encountered	
D	Low / Possible	15% to 30%	Only likely to happen once every 3 or more years.	
E	Very Low / Rare	5% to 15%	Has happened rarely	
F	Negligible / Almost Impossible	0% to 5%	Has never happened.	

IMPACTS				
	4	3	2	1
	Minor	Moderate	Significant	Major
Financial Impact	£100k - £500k Budget exceeded by less than 10%	£500k - £1m Budget exceeded by 10% - 50%	£1m - £10m Budget exceeded by 50% - 100%	>£10m Budget exceeded by over 100%
Service Provision	Minor service delay; short term disruption to minor service	Major element of service not provided for 1 day, minor element not provided for 1 week.	Major element of service not provided for 1 week, longer term disruption to minor element.	Longer term disruption to major service element.
Project	Minor delay - days	A few milestones missed	A major milestone missed	Project does not achieve objectives and misses majority of milestones
Legislative / Contractual	Failure to meet minor terms of contract	Breach of minor contract; failure to meet significant contract terms	Breach of significant contract; element of legislative requirement not achieved.	Statutory requirement not achieved.
Health & Safety	Sticking plaster / first aider; sickness < 3 days	Broken bones / illness; sickness > 3 days	Extensive serious / permanent injury; sickness > 4 weeks	Loss of life / large scale major illness
Governance	Some elements of governance framework ineffective	Some elements of governance framework criticised by external body	Criticism of all governance arrangements by external body	Ineffective governance arrangements
Morale	Mild impact on morale	Some hostile relationship and minor non-cooperation	Industrial action	Mass staff leaving / unable to attract staff
Reputation	Short term adverse public opinion; minor letters; no media attention.	Adverse local media	Persistent adverse local media coverage; adverse national publicity	Remembered for years!
Government relations	Minor local service issues	Poor Assessment(s)	Service taken over temporarily	Service taken over permanently



Corporate risks considered high priority normally to be managed down in the medium term - reviewed every 6 months.

Service risks:
Red risks are to be managed down as a matter of urgency – reviewed every 3 months.
Amber risks are to be managed down in the medium term and monitored – reviewed every 6 months.
Green risks considered low priority but are also monitored – reviewed every 12 months.

Project risks are to be managed down and reviewed in line with specific project timescales.