

Risk Matrix Score Definitions

Appendix C

Likelihood is based on a subjective assessment of the frequency that a risk might occur as follows:

| Likelihood | Score | Measure |
|-------------|-------|--|
| Very Likely | 5 | Will almost certainly happen/recur, possibly frequently |
| Likely | 4 | Will probably happen/recur but it is not a persisting issue |
| Possible | 3 | Might happen or recur occasionally |
| Unlikely | 2 | Not expected to happen/recur but it is possible it may do so |
| Rare | 1 | Will probably never happen / recur |

The severity of **Impact** is scored according to the following range of potential types of impact:

Risk Matrix Score Definitions

| Impact | Negligible | Minor | Moderate | Major | Extreme |
|------------------------|---|--|--|--|--|
| Type / Score: | 1 | 2 | 3 | 4 | 5 |
| Service provision | Disruption to a Routine Service lasting less than 2 weeks | Disruption to a Core Service lasting less than 24 hours. Disruption to a Routine Service lasting more than 2 weeks | Disruption to a Core Service lasting than 24 hours but less than 5 days. | Disruption to a Critical Service lasting less than 24 hours Disruption to a Core Service lasting more than 5 days | Disruption to a Critical Service lasting more than 24 hours |
| Financial | Per annum cost of up to 0.1% of council net revenue budget (<£250k approx.) One-off cost of up to £25k | Per annum cost more than 0.1%, but not more than 1.0% of council net revenue budget (£250k to £2.5m approx.) One-off cost of more than £25k, but not more than £250k) | Per annum cost more than 1.0%, but not more than 5.0% of council net revenue budget (£2.5m to £12.5m approx.) One-off cost more than £250k, but not more than £1.25m) | Per annum cost more than 5.0%, but not more than 10.0% of council net revenue budget (£12.5m to £25m approx.) One-off cost more than £1.25m, but not more than £2.5m) | Per annum cost more than 10.0% of council net revenue budget (>£25m approx.) One-off cost of more than £2.5m) |
| Social & environmental | No lasting detrimental effect on the community or environment | Some short-term detrimental effects on the community or environment | Extensive short-term detrimental effects on the community or environment | Some long-term detrimental effects on the community or environment | Extensive long-term detrimental effects on the community or environment |
| Impact | Negligible | Minor | Moderate | Major | Extreme |
| Type / Score: | 1 | 2 | 3 | 4 | 5 |

Risk Matrix Score Definitions

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|--------------------------|---|--|---|---|---|
| Legal & compliance | Non-compliance with local procedures or guidance; having no legal or regulatory consequences, and possibly only negligible reputational or financial impacts. | Non-compliance with contracts, standards or legislation with minor financial or reputational consequences but not likely to give rise to legal or regulatory proceedings | Non-compliance with contracts, standards or legislation with possible legal or regulatory proceedings or moderate reputational or financial consequences. Breaches of law punishable by fines only | Major/widespread non-compliance with contracts, standards or legislation with possible legal proceedings leading to major reputational or financial consequences. Breaches of law punishable by fines or possible imprisonment | Major/widespread non-compliance with legislation with legal or criminal proceedings leading to long term reputational consequences (including loss of public confidence). Breaches of law punishable by imprisonment |
| Safeguarding & wellbeing | No obvious harm or injuries | Minor reversible injury to an employee or user of council services | Major reversible injury to an employee or user of council services, or instances of some mistreatment or abuse to individuals for whom the council has responsibility | Major irreversible injury to an employee or user of council services, or serious mistreatment or abuse to an individual for whom the council has responsibility | Death of, and/or multiple irreversible injuries to employees or users of council services, or serious mistreatment or abuse to an individual for whom the council has responsibility resulting in criminal charges |
| Data security | Small number of security incidents not involving access to council held personal or confidential data | Significant number of security incidents not involving access to council held personal or confidential data | Security incidents involving unauthorised access to some council held personal or confidential data, but data not compromised. DPA incidents not reportable to ICO. | Security incidents involving unauthorised access to significant amount of council held personal or confidential data, but data not compromised. DPA incidents may be reportable to ICO | Security incidents involving compromise of council held personal or confidential data, DPA incidents reportable to ICO |
| Impact | Negligible | Minor | Moderate | Major | Extreme |
| Type / Score: | 1 | 2 | 3 | 4 | 5 |

Risk Matrix Score Definitions

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|------------|---|---|---|--|--|
| Reputation | No reputational impact | Potential for local adverse publicity that is not sustained – avoidable with careful handling | Potential for sustained unavoidable local, or unsustainable national, adverse publicity | Potential for unavoidable and sustained adverse national publicity | Potential to require resignation of Executive management and/or Cabinet members |
| Project | Some delay to a minor Department project. Cost overrun of not more than 10% of project budget | Significant delay to, cause of abandonment of, or cost overrun of more than 10% of budget for, a minor Department project. Some delay to, or cost overrun of not more than 10% of budget for, a significant Department project. | Significant delay to, cause of abandonment of, or cost overrun of more than 10% of budget for, a significant Department project. Some delay to, or cost overrun of not more than 10% of budget for, a significant Directorate project | Significant delay to, cause of abandonment of, or cost overrun of not more than 10% of budget for, a significant Directorate project. Some delay to, or cost overrun of more than 10% of budget for, a strategically significant project | Significant delay to, cause of abandonment of, or cost overrun of more than 10% of budget for, a strategically significant project |