

## 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:

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<b>Impact</b>	<b>Negligible</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Extreme</b>
<b>Type / Score:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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
<b>Impact</b>	<b>Negligible</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Extreme</b>
<b>Type / Score:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

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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
<b>Impact</b>	<b>Negligible</b>	<b>Minor</b>	<b>Moderate</b>	<b>Major</b>	<b>Extreme</b>
<b>Type / Score:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

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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