

	Description	Likelihood of Occurrence	Probability of Occurrence	Probability						
Scale	Almost certain	Monthly	The event is expected to occur or occurs regularly	Almost Certain	5	5	10	15	20	25
1	Likely	Annually	The event will probably occur	Likely	4	4	8	12	16	20
2	Possible	1 in 2 years	The event should occur	Possible	3	3	6	9	12	15
3	Unlikely	1 in 3 years	The event could occur	Unlikely	2	2	4	6	8	10
4	Rare	1 in 10 years	The event may occur in certain circumstances	Rare	1	1	2	3	4	5
5										

	1	2	3	4	5
Impact	Insignificant	Minor	Moderate	Major	Severe
Financial	<£50k per annum	£50k - £250k per annum	£250k - £500k per annum	£500k - £750k per annum	>£750k per annum
Service Delivery	No impact to service quality, limited disruption to operations	Minor impact to service quality, minor service standards are not met, short term disruption to operations, minor impact on a partnership	Significant fall in service quality, major partnerships strained, serious disruption in service standards	Major impact to service quality, multiple service standards are not met, long term disruption to operations, multiple partnerships affected	Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations, several major partnerships are affected
Reputation	Public concern restricted to local complaints which do not attract local media attention	Minor adverse local / public / media attention and complaints	Adverse national media public attention	Serious negative national or regional criticism	Prolonged, regional and national condemnation
Compliance and Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action. Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Strategic	Little impact on the organisational strategy	May have an impact on achieving organisational strategy	Would impact on the organisational objectives	Would require a significant shift from current strategy and objectives	Would require a fundamental change in strategy and objectives