

## Criteria Guide for Impact and Likelihood

## Appendix 3

### Criteria Guide for Impact Levels

Risk		Opportunity	
Negative Impact	Description	Positive Impact	Description
<b>4 Critical</b>	<ul style="list-style-type: none"> <li>• Inability to deliver a number of strategic objectives or a priority.</li> <li>• Major loss of service, including several important service areas</li> <li>• Major reputation damage - adverse central government response, involving threat of / removal of delegated powers or adverse and persistent national media coverage</li> <li>• Loss of Life</li> <li>• Major personal privacy infringement - All personal details compromised / revealed</li> <li>• Huge financial loss/cost - &gt;£1M in a year. Up to 75% of budget.</li> <li>• Major disruption to project / huge impact on ability to achieve project objectives.</li> </ul>	<b>4 Exceptional</b>	<ul style="list-style-type: none"> <li>• Exceptional improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objectives/priorities</li> <li>• National award or recognition/elevated status by national government</li> <li>• Positive national press/media coverage</li> <li>• Major improvement to the health, welfare &amp; safety of stakeholders</li> <li>• Income/savings of &gt;£500K in a year or exceptional saving of resource (e.g. time and labour)</li> </ul>
<b>3 Substantial</b>	<ul style="list-style-type: none"> <li>• Inability to deliver an organisational priority or strategic objective.</li> <li>• Major disruption to important service or a number of service areas.</li> <li>• Significant reputation damage - adverse publicity in professional/municipal press or adverse local publicity of a major and persistent nature.</li> <li>• Major injury.</li> <li>• Many individual personal details compromised / revealed</li> <li>• Major financial loss/cost - &gt;£500K - &lt;£1M in a year. Up to 50% of budget</li> <li>• Significant disruption to project / significant impact on ability to achieve the project's objectives.</li> </ul>	<b>3 Major</b>	<ul style="list-style-type: none"> <li>• Major improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority.</li> <li>• Regional recognition for initiative, partnership or arrangement.</li> <li>• Positive publicity in professional/municipal press or sustained positive local publicity.</li> <li>• Significant improvement to the health, welfare &amp; safety of stakeholders</li> <li>• Income and/or savings of &gt;£250K - &lt;£500K in a year or major savings of resource (e.g. time and labour).</li> </ul>
<b>2 Marginal</b>	<ul style="list-style-type: none"> <li>• Significant disruption to important service or major disruption to non crucial service.</li> <li>• Moderate reputation damage - adverse local publicity / local public awareness</li> <li>• Serious injury</li> <li>• Some individual personal details compromised / revealed</li> <li>• High financial loss/cost – &gt;£100K - &lt;£500K in a year. Up to 25% of budget</li> <li>• Moderate disruption to project / moderate impact on ability to achieve the project's objectives.</li> </ul>	<b>2 Moderate</b>	<ul style="list-style-type: none"> <li>• Moderate improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority.</li> <li>• Borough or County wide recognition for initiative, partnership or arrangement.</li> <li>• Positive local publicity / local public awareness</li> <li>• Moderate improvement to the health, welfare &amp; safety of stakeholders.</li> <li>• Income and/or savings of &gt;£100K - &lt;£250K in a year or moderate savings of resource (e.g. time and labour).</li> </ul>
<b>1 Negligible</b>	<ul style="list-style-type: none"> <li>• Brief disruption to important service or significant disruption to non crucial service.</li> <li>• Minimal reputation damage - no external publicity and contained within Council</li> <li>• Minor injury or discomfort.</li> <li>• Isolated individual personal detail compromised/ revealed</li> <li>• Low or medium financial loss/cost &lt;£100K in a year. Up to 10% of budget</li> <li>• Minor disruption to project / minor impact on ability to achieve the project's objectives.</li> </ul>	<b>1 Minor</b>	<ul style="list-style-type: none"> <li>• Minor improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority.</li> <li>• Local level recognition for initiative, partnership or arrangement.</li> <li>• Minor positive local publicity</li> <li>• Minor improvement to the health, welfare &amp; safety of stakeholders.</li> <li>• Income and/or savings of &lt;£100K in a year or minor saving of resource (e.g. time and labour)</li> </ul>

Criteria Guide for Likelihood Levels

**Risk**

Likelihood	Description
<b>4</b> Very Likely	<ul style="list-style-type: none"> <li>• More than 75% chance of occurrence</li> <li>• Will probably occur at some time or in most circumstances.</li> <li>• Circumstances frequently encountered - daily, weekly, monthly and quarterly.</li> </ul>
<b>3</b> Likely	<ul style="list-style-type: none"> <li>• Between 40% and 75% chance of occurrence.</li> <li>• Fairly likely to occur at some time or in some circumstances.</li> <li>• Circumstances occasionally encountered - occurs once every 1 to 2 years.</li> </ul>
<b>2</b> Unlikely	<ul style="list-style-type: none"> <li>• Between 10% and 40% chance of occurrence.</li> <li>• Fairly unlikely to occur, but could occur at some time.</li> <li>• Occurs once every 2 to 3 years</li> </ul>
<b>1</b> Very Unlikely	<ul style="list-style-type: none"> <li>• Less than 10% chance of occurrence.</li> <li>• May occur only in exceptional circumstances.</li> <li>• Has never or very rarely happened before.</li> </ul>

**Opportunity**

Likelihood	Description
<b>4</b> Very Likely	<ul style="list-style-type: none"> <li>• More than 75% chance of happening.</li> <li>• A clear opportunity already apparent, which can easily be achieved with a bit of further work or management.</li> <li>• Achievable in under 1 year (12 months)</li> </ul>
<b>3</b> Likely	<ul style="list-style-type: none"> <li>• Between 40% and 75% chance of happening.</li> <li>• An opportunity that has been identified and/or explored and may be achievable but will require some further work or management.</li> <li>• Achievable between 1 to 2 years</li> </ul>
<b>2</b> Unlikely	<ul style="list-style-type: none"> <li>• Between 10% and 40% chance of happening</li> <li>• Opportunity that is fairly unlikely to happen that will need full investigation and require considerable work or management.</li> <li>• Achievable between 2 to 3 years</li> </ul>
<b>1</b> Very Unlikely	<ul style="list-style-type: none"> <li>• Less than 10% chance of happening.</li> <li>• Opportunity that is very unlikely to happen that will need full investigation and require considerable work or management.</li> <li>• Achievable in more than 3 years</li> </ul>

Risk/Opportunity Matrix & Priority Table

		<b>Risk</b>								<b>Opportunity</b>			
Very Likely	4	4	8	12	16	High Priority	16	12	8	4	4	Very Likely	
Likely	3	3	6	9	12		12	9	6	3	3	Likely	
Unlikely	2	2	4	6	8	Medium Priority	8	6	4	2	2	Unlikely	
Very Unlikely	1	1	2	3	4	Low Priority	4	3	2	1	1	Very Unlikely	
		1	2	3	4					4	3	2	1
		Negligible	Marginal	Substantial	Critical					Exceptional	Major	Moderate	Minor

  

Priority Risk	Rating	Priority Opp.
High	12 - 16	High
Medium	6 - 9	Medium
Low	1 - 4	Low