

Criteria Guide for Impact and Likelihood

Appendix 3

Criteria Guide for Impact Levels

Risk	
Negative Impact	Description
4 Critical	<ul style="list-style-type: none"> Inability to deliver a number of strategic objectives or a priority. Major loss of service, including several important service areas Major reputation damage - adverse central government response, involving threat of / removal of delegated powers or adverse and persistent national media coverage Loss of Life Major personal privacy infringement - All personal details compromised / revealed Huge financial loss/cost - >£1M in a year. Up to 75% of budget. Major disruption to project / huge impact on ability to achieve project objectives.
3 Substantial	<ul style="list-style-type: none"> Inability to deliver an organisational priority or strategic objective. Major disruption to important service or a number of service areas. Significant reputation damage - adverse publicity in professional/municipal press or adverse local publicity of a major and persistent nature. Major injury. Many individual personal details compromised / revealed Major financial loss/cost - >£500K - <£1M in a year. Up to 50% of budget Significant disruption to project / significant impact on ability to achieve the project's objectives.
2 Marginal	<ul style="list-style-type: none"> Significant disruption to important service or major disruption to non crucial service. Moderate reputation damage - adverse local publicity / local public awareness Serious injury Some individual personal details compromised / revealed High financial loss/cost – >£100K - <£500K in a year. Up to 25% of budget Moderate disruption to project / moderate impact on ability to achieve the project's objectives.
1 Negligible	<ul style="list-style-type: none"> Brief disruption to important service or significant disruption to non crucial service. Minimal reputation damage - no external publicity and contained within Council Minor injury or discomfort. Isolated individual personal detail compromised/ revealed Low or medium financial loss/cost <£100K in a year. Up to 10% of budget Minor disruption to project / minor impact on ability to achieve the project's objectives.

Opportunity	
Positive Impact	Description
4 Exceptional	<ul style="list-style-type: none"> Exceptional improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objectives/priorities National award or recognition/elevated status by national government Positive national press/media coverage Major improvement to the health, welfare & safety of stakeholders Income/savings of >£500K in a year or exceptional saving of resource (e.g. time and labour)
3 Major	<ul style="list-style-type: none"> Major improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. Regional recognition for initiative, partnership or arrangement. Positive publicity in professional/municipal press or sustained positive local publicity. Significant improvement to the health, welfare & safety of stakeholders Income and/or savings of >£250K - <£500K in a year or major savings of resource (e.g. time and labour).
2 Moderate	<ul style="list-style-type: none"> Moderate improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. Borough or County wide recognition for initiative, partnership or arrangement. Positive local publicity / local public awareness Moderate improvement to the health, welfare & safety of stakeholders. Income and/or savings of >£100K - <£250K in a year or moderate savings of resource (e.g. time and labour).
1 Minor	<ul style="list-style-type: none"> Minor improvement to service(s) (e.g. quality, level, speed, cost, etc) and/or delivery of strategic objective/priority. Local level recognition for initiative, partnership or arrangement. Minor positive local publicity Minor improvement to the health, welfare & safety of stakeholders. Income and/or savings of <£100K in a year or minor saving of resource (e.g. time and labour)

Criteria Guide for Likelihood Levels

Risk

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

Opportunity

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

Risk/Opportunity Matrix & Priority Table

		Risk			
Very Likely	4	4	8	12	16
Likely	3	3	6	9	12
Unlikely	2	2	4	6	8
Very Unlikely	1	1	2	3	4
		1	2	3	4
		Negligible	Marginal	Substantial	Critical

High Priority

Medium Priority

Low Priority

Opportunity

		Opportunity					
		16	12	8	4		
		12	9	6	3		
		8	6	4	2		
		4	3	2	1		
4	3	2	1				
Exceptional	Major	Moderate	Minor				

4 *Very Likely*

3 *Likely*

2 *Unlikely*

1 *Very Unlikely*

<i>Priority Risk</i>	<i>Rating</i>	<i>Priority Opp.</i>
<i>High</i>	12 - 16	<i>High</i>
<i>Medium</i>	6 - 9	<i>Medium</i>
<i>Low</i>	1 - 4	<i>Low</i>