

Risk Scorecard - Impact and Likelihood

Effect	Risk Category	Impacts	score
Negligible	Financial	Financial risk (<£100k Capital) or (Revenue <£50k p.a.) Define the value and in relation to revenue the commitment period within risk description	1
	Employee	Low morale is contained within team and managed.	1
	Capacity	Short term capacity effecting service delivery (define term within risk description)	1
	VFM	Minimal negative impact on value for money,	1
	H&S and wellbeing	Risk to personal health & safety and general wellbeing	1
	Business continuity	Brief interruption of non-core service provision,	1
	Contractual Governance	Minor breakdown of shared services or contracts.	1
	Reputation	No media coverage/minor complaints,	1
	Customer satisfaction	Minimal impact on delivering customer needs.	1
	Governance	Poor governance but zero impact on outcomes,	1
Performance forecasting	Targets are missed but only marginally with no impact on other targets or objectives.	1	
Corporate Strategy	Partial failure to deliver corporate action (quantify what is meant by partial failure in risk description)	1	
Low	Finance	Financial risk (£100K to £250K Capital) or (Revenue £50k to £100k p.a.) Define the value and in relation to revenue the commitment period within risk description.	2
	Employee	Some hostility from staff and minor non-cooperation.	2
	Capacity	Medium term capacity issue effecting service provision (define term with risk description)	2
	VFM	Some negative impact on value for money,	2
	H&S and wellbeing	Risk to personal health & safety may result in broken bones and short term illness,	2
	Business Continuity	Slightly reduced service provision with marginal disruption,	2
	Contractual Governance	Some breakdown of joint services or contracts with disruption to progress,	2
	Reputation	Adverse local media/negative local opinion/formal complaints,	2
	Customer satisfaction	Some customer needs or expectations may not be met either in time or quality.	2
	Governance	Governance has been missed/misunderstood/not up-to-date with marginal impact on improvement,	2
Performance Forecasting	Targets are missed with marginal impact on other targets or objectives and resources,	2	
Corporate Strategy	Failure in delivering corporate action (quantify what is meant by marginal failure in risk description)	2	
Moderate	Finance	Financial risk (>£250k to £1m Capital) or (Revenue £100k to £250 k p.a.) Define the value and in relation to revenue the commitment period within risk description	3
	Employee	Industrial action in the short term/staff leaving.	3
	Capacity	Long term capacity issues effecting service (define term within risk description)	3
	VFM	Severe negative impact on value for money inc. Risk to reputation & external intervention,	3
	H&S and wellbeing	Risk to personal health & safety includes sustained or major illness of 1 or more people,	3
	Business continuity	Service suspended in short term with noticeable disruption,	3
	Contractual Governance	Collapse of at least one aspect of joint service or contract with significant disruption or temporary suspended service.	3
	Reputation	Adverse local & national media/member's/senior staff position threatened,	3
	Customer satisfaction	Key customer needs or expectations may not be significantly met either in time or quality.	3
	Governance	Governance arrangements have failed with some reputation/legal implication and cost to recover	3
Performance Forecasting	Targets are missed with significant reputation/legal implication and cost to recover,	3	
Corporate Strategy	Significant Failure in delivering corporate action (quantify what is meant by significant failure in risk description)	3	
Major	Finance	Financial risk (>£1m to £2m Capital) or (Revenue £250k to £500k p.a.) Define the value and in relation to revenue the commitment period within risk description	4
	Employee	Prolonged industrial action.	4
	Capacity	Significant Long term capacity effecting service delivery/reputation (define term within risk description)	4
	VFM	Failure to provide value for money with major risk to reputation & external intervention,	4
	H&S and wellbeing	Risk to personal health & safety includes loss of life/large scale illness,	4
	Business Continuity	Priority 1.and Priority 2 ICT systems suspended for long term with major disruption,	4
	Contractual Governance	Joint service or contract delivery fails, is suspended long term or is a non-starter with major disruption.	4
	Reputation	Situation is remembered for years/members and/or senior staff resign/media coverage, Failure to meet regulatory standard resulting in loss/fine	4
	Customer satisfaction	Customer needs or expectations are not met.	4
	Governance	Governance arrangements have failed with major reputation/legal implication and cost to recover,	4
Performance Forecasting	Targets missed continuously/data is unreliable; major impact on reputation/legal implication and cost to recover,	4	
Corporate Strategy	Total Failure in delivering corporate action (quantify what is meant by total failure in risk description)	4	
Critical	Finance	Financial risk (>£2m Capital) or (Revenue >£500k p.a.) The value and in relation to revenue the commitment period to be defined within risk description	5
	H&S and wellbeing	Risk to personal health & safety includes possibility of multiple fatalities or serious injuries and illness	5
	Business Continuity	Total loss of. ICT systems and other key assets	5
	Contractual Governance	Joint service or contract delivery fails, is suspended long term or is a non-starter with major disruption resulting in significant loss of jobs/ reputation and finance.	5
Corporate Strategy	Total Failure in delivering corporate action (quantify what is meant by total failure in risk description)	5	

Risk Scorecard - Impact and Likelihood

Likelihood scorecard

How likely is it that the risk will occur? The likelihood of a risk is given a rating depending on how possible it is. This is 1-6 (6 being most likely). Use the second table below to identify the risks likelihood.

Probability	Likelihood Description	Likelihood
0% - 5%	Almost impossible	1
5% - 15%	Very low	2
15% - 30%	Low	3
30% - 60%	Moderate	4
60% - 90%	High	5
> 90%	Very high	6

Risk Management scoring is impact multiplied by likelihood

Code	Risk score	Risk Management view
Red	25 - 30	Must be managed by SLT to reduce risk scores as soon as possible, or agree a contingency plan
Amber	16 – 24	Must be managed down to reduce risk scores as soon as possible, or agree a contingency plan and escalated to SLT for consideration
Green	7 – 15	Seek to improve the risk score in the short/medium term or develop a contingency plan
Green	0 – 6	Tolerate and monitor within the division