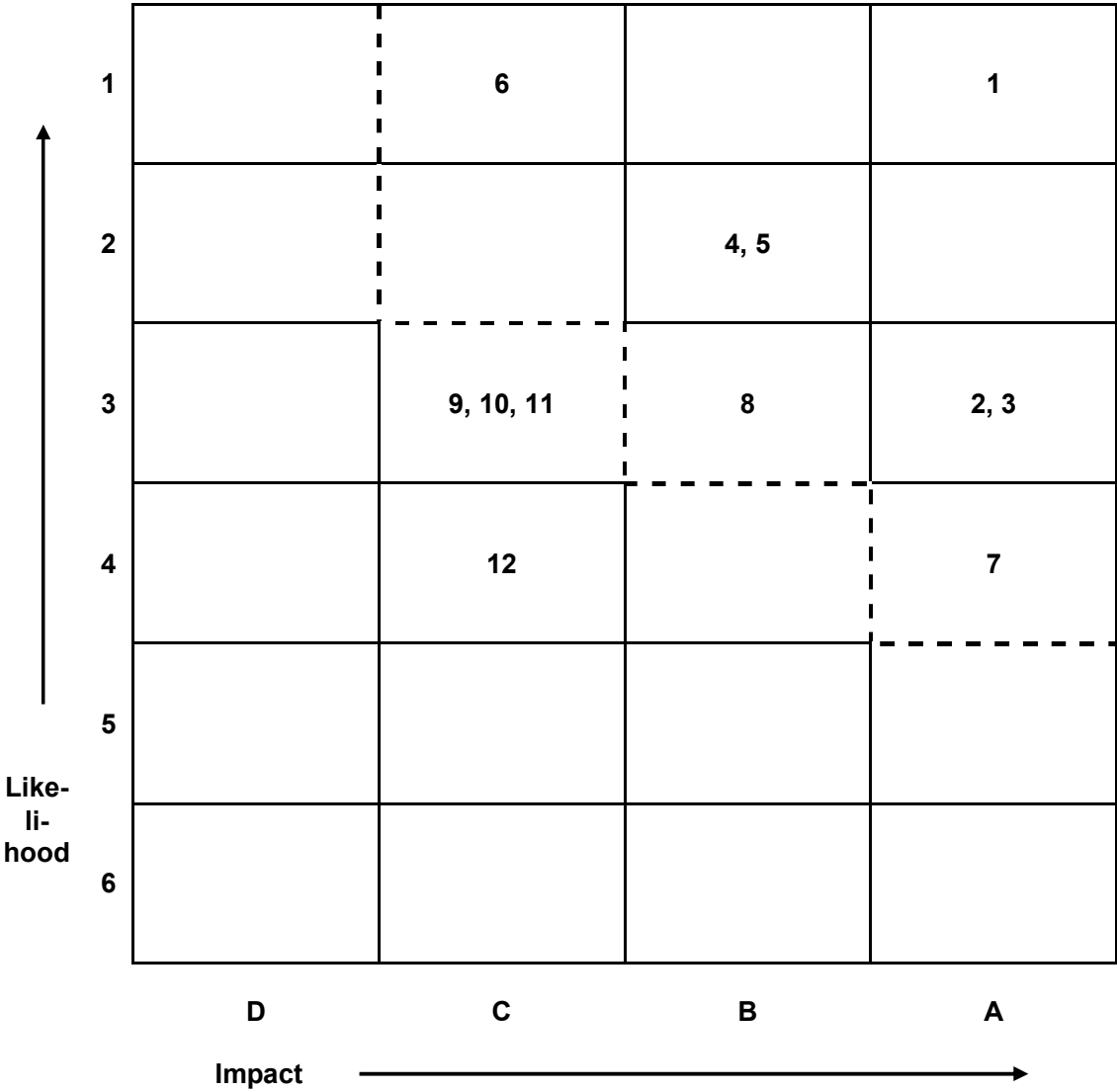


Strategic Risk Management Prioritisation Matrix, June 2007



Likelihood:
 1 Almost certain
 2 Likely
 3 Possible
 4 Unlikely
 5 Seldom
 6 Rare

Impact:
 A Extreme
 B High
 C Medium
 D Low

Guidelines on assessing Impact and Likelihood of risks

<i>Impact</i>	<i>Classification</i>	<i>Guidelines</i>
A Extreme	Service disruption	<ul style="list-style-type: none"> • Total failure of service, or • Impact at strategic level, on corporate objectives or annual priorities
	Financial loss	<ul style="list-style-type: none"> • More than £500k
	Reputation	<ul style="list-style-type: none"> • National adverse publicity, or • Resignation of leading member or chief officer
	Statutory service/ legal obligations	<ul style="list-style-type: none"> • Central government intervention, or • Multiple civil or criminal suits, or • Litigation, claim or fine, more than £500k
	People	<ul style="list-style-type: none"> • Fatality of one or more clients/staff
B High	Service disruption	<ul style="list-style-type: none"> • Serious disruption to service, or • Impact on many other processes
	Financial loss	<ul style="list-style-type: none"> • £251k - £500k
	Reputation	<ul style="list-style-type: none"> • National publicity or press interest
	Statutory service/ legal obligations	<ul style="list-style-type: none"> • Strong regulatory sanctions, or • Litigation, claim or fine, £251k - £500k
	People	<ul style="list-style-type: none"> • Serious injury to/ permanent disablement of one or more clients/ staff
C Medium	Service disruption	<ul style="list-style-type: none"> • Disruption to service, or • Some impact on other objectives
	Financial loss	<ul style="list-style-type: none"> • £51k - £250k
	Reputation	<ul style="list-style-type: none"> • Local adverse publicity
	Statutory service/ legal obligations	<ul style="list-style-type: none"> • Regulatory sanctions, interventions, public interest reports, or • Litigation, claim or fine, £51k - £250k
	People	<ul style="list-style-type: none"> • Major injury to an individual (impairment lasting more than 1 month)
C Low	Service disruption	<ul style="list-style-type: none"> • Some minor impact on service, or • No impact outside single objective
	Financial loss	<ul style="list-style-type: none"> • Up to £50k
	Reputation	<ul style="list-style-type: none"> • Local publicity or press interest, or • Internal adverse comment
	Statutory service/ legal obligations	<ul style="list-style-type: none"> • Minor regulatory consequences, or • Litigation, claim or fine, up to £50k
	People	<ul style="list-style-type: none"> • Minor injuries to people, or } impairment • Illness, or } lasting up to • Damage to equipment } 1 month

Likelihood	Guidelines
1 Almost certain	<ul style="list-style-type: none"> • Expected to occur in most circumstances (more than 90%), or • More than 90% likely to occur in the next 12 months
2 Likely	<ul style="list-style-type: none"> • Will probably occur in most circumstances (71% - 90%), or • 71% to 90% likely to occur in the next 12 months
3 Possible	<ul style="list-style-type: none"> • Fairly likely to occur (51% - 70%), or • 51% to 70% likely to occur in the next 12 months
4 Unlikely	<ul style="list-style-type: none"> • Could occur at some time (31% - 50%), or • 31% to 50% likely to occur in the next 12 months
5 Seldom	<ul style="list-style-type: none"> • May occur in some circumstances (11% - 30%), or • 11% to 30% likely to occur in the next 12 months
6 Rare	<ul style="list-style-type: none"> • Will only occur in exceptional circumstances (up to 10%), or • Up to 10% likely to occur in the next 12 months