

Likelihood	Almost Certain	99% likely to happen or has happened on a regular basis over the last 12 months	5	Low	Medium	High	Very High	Very High
	Likely	75% likely to happen or has happened at least once or twice in the last 12 months	4	Low	Medium	High	Very High	Very High
	Moderate	50% likely to happen or has happened once or twice in the last 24 months	3	Low	Medium	Medium	High	Very High
	Unlikely	20% likely to happen or has happened once or twice in the last 5 years	2	Low	Low	Medium	Medium	High
	Rare	5% likely to happen or hasn't happened within the last 5 years	1	Low	Low	Low	Medium	Medium
Risk Ranking Table			1	2	3	4	5	
			Minor slippage	Minor	Moderate	Major	Catastrophic	
			Impact					
			Financial	Loss / overspend under £10K	Loss / overspend £10K - £100K	Loss / overspend £100K – £300K	Loss £300K - £1M	Loss over £1M
			Service	Marginal disruption to service capacity	Short term disruption to service	Short term disruption to one service area. Objectives of one department not met	Short term loss of service or significant reduction to service. Service objective not met.	Medium/longer term loss of service. Failure to deliver at least one corporate objective
				Unlikely to cause complaint	Low potential for complaint	High potential for complaint with possible litigation	High potential for complaint with probable litigation	Litigation almost certain
			Reputation	No adverse publicity	Minor adverse publicity	Signification adverse local publicity	Adverse national publicity / significant adverse local publicity	Significant adverse national publicity
			Legal / Regulatory	No legal implication	Breach of regulations / standards resulting in possible legal action	Breach of regulations / standards resulting in probable legal action	Breaches of law punishable by fines	Breaches of law punishable by imprisonment
			Health & Safety	'First Aid' level injury	Medical treatment required – short term injury	Medical treatment required – long term injury	Extensive permanent injury – long term absence	Fatality
			Effect on project objectives	Minimal impact to project. Minor slippage	Adverse effect to project. Slippage requires review of finances / short term programme	Important impact on project or most of expected benefits. Considerable slippage. Possible impact on overall finances / programme	Extreme delay	Complete failure of project