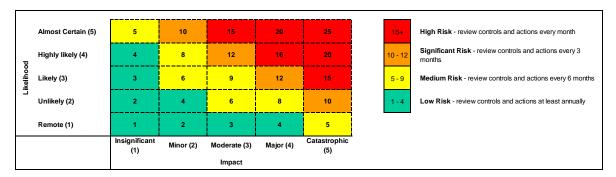
Appendix A

Risk Assessment Guidance



Risk Likelihood Key								
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5			
	Remote	Unlikely	Possible	Likely	Definite			
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly			

Risk Impact Key								
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5			
	Insignificant	Minor	Moderate	Major	Catastrophic			
Compliance & Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services			
Financial	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000			
Service Delivery	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)			
Reputation	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders	Broader based general dissatisfaction with the running of the council	Significant adverse national media coverage	Persistent adverse national media coverage			
		Adverse local media coverage	Adverse national media coverage	Resignation of Director(s)	Resignation / removal of CEX / elected Member			
Health & Safety	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care			