|  | High (red) | Medium (amber) | Low (green) |
| :---: | :---: | :---: | :---: |
| Health \& Safety | Death, abuse, life <br> threatening OR <br> permanent disability | Serious injury OR long- <br> term absence from <br> work (over 7 days) | Minor injury OR short- <br> term absence from work <br> (less than 7 days) |
| Cost | More than £300k | Between £50-£300k | Between £20-£50k |
| Reputation | National media <br> attention, potential <br> public interest report, <br> third party intervention | Sustained local media <br> attention, Executive <br> Director reporting, <br> Member interest | Short term local media <br> attention, Wider <br> Management Team <br> reporting |
| Service Delivery | Serious service failure <br> directly affecting <br> partners, stakeholders <br> (more than 1 month) | Service failure but not <br> directly affecting <br> partners or <br> stakeholders (upto 1 <br> month) | Service disruption <br> (between 1 day to <br> 2 weeks) |
| Project Delivery | Project failure <br> impacting on council's <br> priorities and <br> performance | Project failure <br> impacting on <br> Directorate's <br> performance and <br> priorities | Project delay impacting <br> on service performance <br> and priorities |
| Legal <br> implications | Statutory body, partner <br> or enforcement agency | Member and Executive <br> Management Team | Wider Management Team |

## Likelihood Measures

|  | High (red) | Medium (amber) | Low (green) |
| :---: | :---: | :---: | :--- |
| Timescale | Highly likely to occur <br> (90\% chance) | Likely to happen (50- <br> $89 \%$ chance) | Possible (1-49\% chance) |
|  | An incident has <br> occurred in the past <br> year OR is highly likely <br> to occur in the next <br> year | An incident has <br> occurre in the past 2-5 <br> yearsOR is likely to <br> occur in the next 2-5 <br> yearsAn incident has occurred <br> in the past 6+ years OR is <br> likely to occur in the next <br> $6+$ years |  |


| $\begin{aligned} & \mathrm{L} \\ & \mathrm{I} \end{aligned}$ | High | 7 <br> Amber | 8 <br> Amber | $\begin{aligned} & \hline 9 \\ & \text { Red } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
| E | Medium | 4 Green | 5 Amber | 6 <br> Amber |
| H O 0 | Low | $\begin{aligned} & 1 \\ & \text { Green } \end{aligned}$ | $\begin{aligned} & 2 \\ & \text { Green } \end{aligned}$ | $\begin{aligned} & \hline 3 \\ & \text { Amber } \end{aligned}$ |
|  |  | Low | Medium | High |
| IMPACT |  |  |  |  |

