

Powys County Council Risk Assessment Matrix 2019

Risk Matrix and Likelihood / Impact Guidance

Risk Matrix

		THREATS					OPPORTUNITIES					
Likelihood	Almost certain (5)	5	10	15	20	25	25	20	15	10	5	Almost certain (5)
	Likely (4)	4	8	12	16	20	20	16	12	8	4	Likely (4)
	Possible (3)	3	6	9	12	15	15	12	9	6	3	Possible (3)
	Unlikely (2)	2	4	6	8	10	10	8	6	4	2	Unlikely (2)
	Rare (1)	1	2	3	4	5	5	4	3	2	1	Rare (1)
Likelihood x Impact = Overall Risk Level		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)	Exceptional (5)	Major (4)	Moderate (3)	Minor (2)	Insignificant (1)	Likelihood x Impact = Overall Risk Level
Impact						Impact (Positive)						

Likelihood Guidance

	Likelihood Ratings
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Likelihood	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost certain (5)
Description	May occur only in exceptional circumstances.	Not expected but could occur at some time.	May/ will occur at some point.	Will probably occur but not a persistent issue.	Likely to occur on many occasions, a persistent issue

Impact Guidance (Threats)

	Impact Levels				
Impact Category	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Programmes/ Projects/ objectives	Barely noticeable reduction in scope / quality /schedule. No threat to delivery of the project on time and to budget and no threat to identified benefits/outcomes.	Minor reduction in scope / quality / schedule. Project Budget Overruns. No threat to overall delivery of the project and the identified benefits / outcomes.	Reduction in scope or quality, project objectives or schedule. Moderate threat to delivery of the project on time and to budget, and achievement of benefits/ outcomes.	Significant project overruns. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Inability to meet project objectives, reputation of the organisation seriously damaged
Personal safety	Adverse event leading to minor injury not requiring first aid.	Minor injury or illness, first aid treatment required Short term injury/harm < 1month Staff sickness< 3 days	Agency reportable, e.g. HSE, Police. Semi-permanent injury (< 1 year) requiring medical treatment and/or counselling. Staff sickness < 4 weeks	Major injuries / long term incapacity or disability (e.g. loss of limb/mis- diagnosis mis- treatment leading to poor prognosis). Long term sickness>4 weeks	Incident leading to death or major Permanent incapacity. Significant number of people affected
Residents and Communities	No impact on community.	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups/individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups/individuals which is not likely to last more than twelve months.	A lasting and noticeable impact (positive/negative) on a significant number of vulnerable groups/ individuals.

Legal	Unlikely to cause complaint/litigation. Resolved with no legal implications.	High potential for complaint, litigation possible. Minor legal implications or action is anticipated	Litigation to be expected. Tribunal/Powys County Council legal team involvement required (potential for claim).	Litigation almost certain and difficult to defend. Criminal prosecution anticipated and/or civil litigation.	Litigation certain. Criminal prosecution anticipated and or civil litigation (> 1 person).
Service Provision	Interruption in a service which does not impact on the ability to continue to provide service	Short term disruption to service with minor impact on residents / communities. Impact can be managed within normal working arrangements.	Some disruption in service with unacceptable impact on residents/ communities. Temporary loss of ability to provide service. Effect may require some additional resource, but manageable in a reasonable time frame.	Sustained loss of service which has serious impact on residents / communities. Effect may require considerable additional resource but will not require a major strategy change.	Permanent loss of core service or facility. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks special measures. Officer/Member forced to resign.
Staffing and competence	Short term low staffing level temporarily reduces service quality (less than 1 day) Short term low staffing level (>1 day), where there is no disruption to service	Ongoing low staffing level reduces service quality Minor error due to ineffective training / implementation of training	Late delivery of key objective / service due to lack of staff. Moderate error due to ineffective training / implementation of training Ongoing problem with staffing levels	Uncertain delivery of key objective / service due to lack of staff. Major error due to ineffective training / implementation of training	Non delivery of key objective / service due to lack of staff. Loss of key staff. Critical error due to ineffective training / implementation of training
Financial (loss/gain)	Negligible organisational / personal financial loss (£<5k) Under £0.5m.	Minor organisational / personal financial loss (£5k-£25k) Between £0.5m - £3m.	Significant organisational / personal financial loss (£25k-50k) Between £3m - £5m.	Major organisational / personal financial loss (£50k - £1 million) More than £5m.	Severe organisational / personal financial loss (>£1 million)
Inspection/ Audit	Small number of recommendations which focus on minor quality improvement issues	Recommendations made which can be addressed by low level of management action.	Challenging recommendations that can be addressed with appropriate action plan.	Critical report. Welsh Government Intervention.	Severely critical report. Welsh Government take over. Prosecution.

Reputation	Rumours, no media coverage Little effect on staff morale. Minimal and transient loss of public or partner trust. Contained within the individual service.	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale / public attitudes. Dissatisfaction reported through Council Complaints procedure. Local MP involvement.	Local media – long term adverse publicity. Significant effect on staff morale and public perception of the organisation. Dissatisfaction regularly reported through Council Complaints procedure.	National media / adverse publicity, less than 3 days. Public confidence in the organisation undermined Use of services affected. Viral social media or online pickup.	National/ International media / adverse publicity, >3 days. MP concern. Public Enquiry or poor external assessor report. Legal Action.
Environmental	No lasting effect (positive or negative) on the natural and built environment.	Short term (weeks) minor effect (positive or negative) on the natural and or built environment.	Short term (weeks) moderate effect (positive or negative) on the natural and or built environment.	Medium term (months up to 1 year) major effect (positive or negative) on the natural and or built environment.	Lasting long term (1 year plus) effect (positive or negative) on the natural and or built environment.