| Attributes:      |                            |            |                 | Risk rating                           | Score | Risk rating                     | Score | Risk rating  | Score | Risk rating   | Score |
|------------------|----------------------------|------------|-----------------|---------------------------------------|-------|---------------------------------|-------|--|-------|---|-------|
| Greater than 90% | This week                  | LIKELIHOOD | Very High (A)   | A4                                    | 6     | A3                              | 12    | A2   | 18    | A1  | 24    |
| 70% to 90%       | Next week /<br>this month  |            | High (B)        | B4                                    | 5     | В3                              | 10    | B2   | 15    | B1  | 20    |
| 50% to 70%       | This year                  |            | Significant (C) | C4                                    | 2     | C3                              | 4     | C2   | 6     | C1  | 8     |
| 30% to 50%       | Next year                  |            | Medium (D)      | D4                                    | 1     | D3                              | 2     | D2   | 3     | D1  | 4     |
| 10% to 30%       | Next year to<br>five years |            | Low (E)         | E4                                    | 0     | E3                              | 0     | E2   | 0     | E1  | 0     |
| Less than 10%    | Next ten<br>years          |            | Very Low (F)    | F4                                    | 0     | F3                              | 0     | F2   | 0     | F1  | 0     |
|                  |                            |            |                 | Small (4)                             |       | Medium (3)                      |       | Large (2)  |       | Very Large (1)  |       |
|                  |                            |            | Attributes:     | IMPACT                                |       |                                 |       |  |       |   |       |
| THREATS:         |                            |            | Financial       | up to £500k                           |       | Between £500k and<br>£10m       |       | Between £10m and<br>£50m   |       | Over £50m   |       |
|                  |                            |            | Reputation      | Minor complaint, no<br>media interest |       | One off local media<br>interest |       | Adverse national<br>media interest or<br>sustained local<br>interest |       | Ministerial<br>intervention, public<br>inquiry, remembered<br>for years |       |