

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

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| | 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. |

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| 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. |

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| 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. |