

Risk Impact Guide

	Operational Delivery Impacts	Strategic Direction Impacts	Council Financial Impacts	Legal Impacts	Governance Impacts	Reputation Impacts	Health Impacts	Security Impacts	Environmental Factors Impacts*	Deprivation Impacts**	Assets Impacts	Other Services / Organisations Impacts	Local Economy Impacts
1 Insignificant	Service delivery affected but not disrupted	Slight, temporary deviance from one area of strategic direction	Under £25,000	Low value claim / dispute	Individual internal control not effective	Insignificant adverse publicity	No detrimental impact on health of individuals	No notifiable or reportable incident	No negative impact on the natural environment and/or no increase in carbon emissions	No detrimental impact on deprivation	Low level loss or damage to asset; no effect on service or community provision	Service delivery by other services / organisation affected but not interrupted	Low level economic decline
2 Minor	Some disruption to specific service	Slight, temporary deviance from several areas of strategic direction	£25,000 - £100k	Possibility of Court action	More than one internal control not effective	Minor adverse publicity	Health issues will require treatment at community level	Localised incident. No effect on operations	Small or short term, localised impact on the natural environment and/or no increase in carbon emissions	Intervention required at community level	Short-term loss of asset not critical to service or community provision	Some interruption to specific services / provided by other services / organisations	Significant economic decline affecting under 10% of businesses / increased business failure / across several of areas of Torbay
3 Moderate	Disruption to a number of service areas	Significant deviance from one area of strategic direction	£100k - £1m or more than 2% of total wholly owned company's budget	Likelihood Court action / tribunal	Loss of confidence in a number of internal controls requires Senior Officer intervention	Moderate adverse publicity	Health issues will require treatment in hospital	Localised incident. Significant effect on operations	Small or short term, area-wide impact on the natural environment and/or an increase in carbon emissions	Wider community intervention required	Long-term loss of asset not critical to service or community provision	Disruption to a number of service areas provided by other services / organisations	Significant economic decline affecting between 10% and 15% of businesses / increased business failure. rise in unemployment across Torbay
4 Major	Shutdown of specific service area / disruption to a number of service areas	Significant deviance from several areas of strategic direction	£1m - £10m or more than 5% of total wholly owned company's budget	Court action impeding delivery of council objective	Loss of confidence in council or external audit bodies / disciplinary of council officers / Elected Members	Sustained adverse publicity	Long-term or acute health issues	Significant incident involving multiple locations	Long term impact on the natural environment and/or a long term increase in carbon emissions	Long term acute issues	Short-term loss of asset critical to council income, service or community provision	Shutdown of specific service areas provided by other services / organisations	Significant economic decline in more than 15% of businesses / risk of business failure, disinvestment and relocation of businesses and a rise in unemployment across many areas of Torbay
5 Critical	Shutdown of a number of service areas	Strategic direction totally compromised unrecoverable	>£10m or more than 10% of total wholly owned company's budget	High profile Court action / tribunal	External body intervention required	Senior Officer or Elected Member disciplinary or resignation	Fatalities	Extreme incident seriously affecting continuity of operations	Extensive impact on the natural environment and/or a long term increase in carbon emissions.	Fatalities	Total long term loss of asset critical to council income, service or community provision	Shutdown of a number of service areas provided by other services / organisations	Economic decline, multiple businesses failing, disinvestment and relocation, unemployment are significant across all of Torbay

* Impact on natural environment and carbon emissions by increasing energy, water and waste consumption / transport related emissions / climate vulnerability (vulnerability to current and future changes in climate i.e. heat, extreme weather, flooding) / flood risk / biodiversity and habitat loss / pollution (land, air or sea).

**Income, employment, education, skills and training, health and disability, crime, barriers to housing and services, living environment.

Risk Probability Guide

Score	Probability	Risk (not all need apply)
1	Rare	<p>If it is rare and not likely to occur and / or Very unlikely this will ever happen e.g. once in 100 years</p>
2	Unlikely	<p>If it is unlikely to occur but may occur in exceptional circumstances and / or Not expected to happen but is possible e.g. once in 25 years</p>
3	Possible	<p>If it possible it will happen and could occur in certain circumstances and / or May happen occasionally e.g. once in every 5-10 years and / or Has happened elsewhere</p>
4	Likely	<p>If it is likely to occur and will probably occur in multiple circumstances and / or Will probably happen but not a persistent issue e.g. at least every 1-2 years and / or Has happened in the past</p>
5	Almost Certain	<p>If it is almost certain to happen and expected to occur in most circumstances and / or Will undoubtedly happen, possibly frequently and / or Imminent near miss</p>