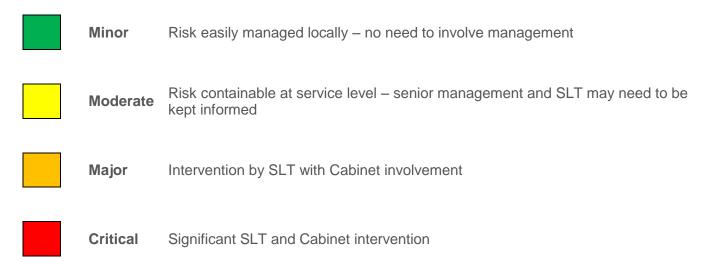
Risk Scoring Matrix

	Event is almost certain to occur in most circumstances	>70%	Almost Certain	Α					
LIKELIHOOD	Event likely to occur in most circumstances	30-70%	Likely	В					
	Event will possibly occur at some time	10-30%	Possible	С					
	Event unlikely and may occur at some time	1-10%	Unlikely	D					
	Event rare and may occur only in exceptional circumstances	<1%	Rare	Е					
					5	4	3	2	1
							· ·		_
					Very Low	Low	Medium	High	Very High
			Service Performar		_				
			Performar Reputation	on	Very Low Minor errors	Low Some disruption to activities/cust	Medium Disruption to core activities/	High Significant disruption to core activities. Key targets	Very High Unable to delivery core activities. Strategic aims
			Performar	on	Very Low Minor errors or disruption Trust recoverable with little	Some disruption to activities/cust omers Trust recoverable at modest cost with resource allocation within	Medium Disruption to core activities/ customers Trust recovery demands cost authorisation beyond existing	High Significant disruption to core activities. Key targets missed Trust recoverable at considerable cost and management	Very High Unable to delivery core activities. Strategic aims compromised Trust severely damaged and full recovery questionable

The combination of impact and likelihood results in a risk exposure rating of:



Risk Appetite (Agreed September 2019)

The following table summarises our risk appetite in relation to different aspects of council business:

	Classification and description						
	H						
	A 1	Batter to a self-ord					
	Adverse	Minimalist	Cautious	Open	Hungry		
	Avoidance of	Preference for	Preference for	Willing to	Eager to be		
	risk and	ultra-safe	safe options	consider all	innovative and		
	uncertainty is a	options that	that have a	options and	to choose		
	key	have a low	medium	choose one	options		
	organisational	degree of	degree of	that is most	offering		
	objective	inherent risk	inherent risk	likely to result	potentially		
		and have a	and may have	in successful	higher		
		potential for	some potential	delivery with	business		
		only limited	for rewards	an acceptable	rewards		
		reward		level of reward	despite greater		
				(and value for	inherent risk		
				money)			
Reputation &							
Credibility							
Operational & Policy							
Delivery							
Financial			(Treasury	(Projects)			
			Management)				
Compliance &							
Regulation							
People (Workforce)		(Terms &	(Learning &				
		Conditions)	Development)				