

## APPENDIX B

## TdF BUSINESS RISKS

### Likelihood

<b>Score - 1 Highly Unlikely</b>	<b>Score - 2 Unlikely</b>	<b>Score - 3 Possible</b>	<b>Score - 4 Very Likely</b>	<b>Score - 5 Definite</b>
Previous experience at this and other similar organisations makes this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experience problems in this area.	The council has in past experienced problems in this area but not in last three years.	The council has experienced problems in this area in the last three years.	The council is experiencing problems in this area or expects to in the next 12 months.
There are effective, tested and verifiable controls in place that prevent occurrence of this risk.	There are controls in place that whilst not tested appear to be effective.	Some controls are in place and generally work but there have been occasions when they have failed and problems have arisen.	Controls may be in place but are generally ignored or ineffective.	No controls are in place.

### Impact

<b>Score - 1 Negligible</b>	<b>Score - 2 Low</b>	<b>Score - 3 Medium</b>	<b>Score - 4 High</b>	<b>Score - 5 Very High</b>
Little or no financial impact (less than £5,000).	The financial impact would be losses or loss income of no greater than £25,000.	The financial impact would result be losses or loss income of no greater than £100,000.	The financial impact would result be losses or loss income of no greater than £500,000.	The financial impact would be greater than £500,000.
Council services are not disrupted.	Some temporary disruption to the activities of one council service but not beyond this.	Regular disruption to the the activities for one or more council service.	Severe service disruption on a departmental level or regular disruption affecting more than one department.	Severe disruption to the activities of all council departments.

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No impact on the delivery of the council's corporate objectives.	It may cost more or there may be delay in delivery one of the council's corporate objectives.	A number of corporate objectives would be delayed or not delivered.	Many corporate objectives delayed or not delivered.	Unable to deliver most objectives.
No loss of confidence and trust in the council.	Some loss of confidence and trust in the council felt by a certain group or within a small geographical area.	A general loss of confidence and trust in the council within the local community.	A major loss of confidence and trust in the council within the local community.	A disastrous loss of confidence and trust in the council both locally and nationally.

If potential financial losses or lost income fall between two scores use halves e.g 3.5.