

Likelihood Scale	Rare	Unlikely	Likely	Very Likely	Almost Certain
Rating	1	2	3	4	5
Frequency	Expected to occur once within a greater than 25-year period	Expected to occur once within a 15 to 25-year period	Expected to occur once within a greater than 5 to 15-year period	Expected to occur once within a greater than 1 to 5-year period	Expected to occur at least once a year or less
Probability	<5% chance of occurring	5 to 34% chance of occurring	35to 64% chance of occurring	65 to 90% chance of occurring	>90% chance of occurring
Impact	Minor	Moderate	Significant	Severe	Critical
Rating	1	2	3	4	5
Financial	<ul style="list-style-type: none">• <1% impact to relevant annual expenditures/revenues/cash flow/reserves	<ul style="list-style-type: none">• 1-5% impact to the relevant annual expenditures/revenues/ cash flow/ reserves	<ul style="list-style-type: none">• >5-10% impact to the relevant annual expenditures/revenues/ cash flow/ reserves	<ul style="list-style-type: none">• >10-15% impact to the relevant annual expenditures/revenues/ cash flow/ reserves	<ul style="list-style-type: none">• >15% impact to the relevant annual expenditures/revenues/ cash flow/ reserves
Legal & Regulatory	<ul style="list-style-type: none">• Breach in requirement, no threat of penalties, sanctions or lawsuits	<ul style="list-style-type: none">• Breach in requirement, leading to inconsequential penalties, sanctions or lawsuits	<ul style="list-style-type: none">• Breach in requirements leading to significant penalties, sanctions or lawsuits	<ul style="list-style-type: none">• Breach in requirements, leading to severe penalties, sanctions or lawsuits	<ul style="list-style-type: none">• Breach in requirements, leading to critical penalties, sanctions or lawsuits
Community Factors	<ul style="list-style-type: none">• NOMINAL or NO IMPACT to Community Factors	<ul style="list-style-type: none">• SHORT-TERM, LOCALIZED impact to Community Factors.	<ul style="list-style-type: none">• LONG-TERM, LOCALIZED impact to Community Factors.	<ul style="list-style-type: none">• SHORT-TERM, WIDESPREAD impact to Community Factors.	<ul style="list-style-type: none">• LONG-TERM, WIDESPREAD impact to Community Factors.
Services & Operations	<ul style="list-style-type: none">• No real pressure on current services or operations.	<ul style="list-style-type: none">• Some areas in which the business is unable to maintain its current services or operations.	<ul style="list-style-type: none">• Isolated but noticeable examples of decline/disruption in services or operations.	<ul style="list-style-type: none">• Widespread and severe decline/ disruption in services or operations.	<ul style="list-style-type: none">• Permanent disruption in services or operations.
Assets & Infrastructure	<ul style="list-style-type: none">• No Impact to the condition/ availability• NO impact to confidence in data• NO loss of data	<ul style="list-style-type: none">• SHORT-TERM, LOCALIZED Impact to the condition/ availability• SHORT-TERM, LOCALIZED impact to confidence in data• Inconsequential loss of data	<ul style="list-style-type: none">• LONG-TERM, LOCALIZED Impact to the condition/ availability• LONG-TERM, LOCALIZED impact to confidence in data• Significant loss of data	<ul style="list-style-type: none">• SHORT-TERM, WIDESPREAD Impact to the condition/ availability• SHORT-TERM, WIDESPREAD impact to confidence in data• Severe loss of data	<ul style="list-style-type: none">• LONG-TERM, WIDESPREAD Impact to the condition/ availability• LONG-TERM, WIDESPREAD impact to confidence in data• Critical loss of data
Environmental	<ul style="list-style-type: none">• NO environmental damage	<ul style="list-style-type: none">• LOCALIZED but REVERSABLE environmental damage	<ul style="list-style-type: none">• LOCALIZED but IRREVERSABLE environmental damage	<ul style="list-style-type: none">• WIDESPREAD but REVERSABLE environmental damage	<ul style="list-style-type: none">• WIDESPREAD but IRREVERSABLE environmental damage
Workforce	<ul style="list-style-type: none">• NO impact to physical and/or psychological health & safety• NOMINAL or NO IMPACT to staff satisfaction and/or competencies	<ul style="list-style-type: none">• LOCALIZED but REVERSIBLE impact to physical and/or psychological health & safety• SHORT-TERM, LOCALIZED impact to staff satisfaction and/or competencies	<ul style="list-style-type: none">• LOCALIZED but IRREVERSIBLE impact to physical and/or psychological health & safety• LONG-TERM, LOCALIZED impact to staff satisfaction and/or competencies	<ul style="list-style-type: none">• WIDESPREAD but REVERSIBLE impact to physical and/or psychological health & safety• SHORT-TERM, WIDESPREAD impact to staff satisfaction and/or competencies	<ul style="list-style-type: none">• WIDESPREAD but IRREVERSIBLE impact to physical and/or psychological health & safety• LONG-TERM, WIDESPREAD impact to staff satisfaction and/or competencies
Public Trust	<ul style="list-style-type: none">• MINIMAL reputational impact• NOMINAL or NO IMPACT to stakeholder confidence	<ul style="list-style-type: none">• MODERATE, SHORT-TERM reputational impact• SHORT-TERM, LOCALIZED impact to stakeholder confidence	<ul style="list-style-type: none">• MODERATE, LONG-TERM reputational impact• LONG-TERM, LOCALIZED impact to stakeholder confidence	<ul style="list-style-type: none">• MAJOR, SHORT-TERM reputational impact• SHORT-TERM, WIDESPREAD impact to stakeholder confidence	<ul style="list-style-type: none">• MAJOR, LONG-TERM reputational impact• LONG-TERM, WIDESPREAD impact to stakeholder confidence