

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	35 to 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