

Impact

Descriptor	Score	Impact on operation, service and reputation
Insignificant	1	<ul style="list-style-type: none"> - No impact on Trust's service, strategy or on teaching and learning - No impact on reputation - Complaint unlikely - Litigation risk remote - Very low stakeholder concern - Financial impact is likely to be very low (<£5k)
Minor	2	<ul style="list-style-type: none"> - Slight impact on Trust's service, strategy or on teaching and learning - Slight impact on reputation - Complaint possible - Litigation possible - Low stakeholder concern - Financial impact is likely to be low (>£5k<£15k)
Moderate	3	<ul style="list-style-type: none"> - Some disruption to Trust's service, strategy and teaching and learning - Potential for adverse publicity - avoidable with careful handling - Complaint probable - Litigation probable - Moderate stakeholder concern - Financial impact is likely to be moderate (>£15k<£35k)
Major	4	<ul style="list-style-type: none"> - Trust's service disrupted and major impact on teaching and learning - Adverse publicity not avoidable (local media) - Complaint probable - Litigation probable - Significant stakeholder concern - Financial impact is likely to be major (>£35k<£50k)
Extreme/catastrophic	5	<ul style="list-style-type: none"> - Service interrupted for significant time with extreme impact on teaching and learning - Major adverse publicity not avoidable (national media) - Major litigation expected - Resignation of senior management and Board - Loss of beneficiary/stakeholder confidence - Financial impact will be major (>£50k)

Probability

Descriptor	Score	Likelihood of occurrence / indicators
Remote	1	<ul style="list-style-type: none"> - May only occur in exceptional circumstances - Has not occurred
Unlikely	2	<ul style="list-style-type: none"> - Expected to occur in a few circumstances - Not likely to occur within a 4 year time period or less than 5% chance of occurrence
Possible	3	<ul style="list-style-type: none"> - Expected to occur in some circumstances - Some history of occurrence - Likely to occur within a 4 year time period or less than 25% chance within the next 12 months
Probable	4	<ul style="list-style-type: none"> - Expected to occur in many circumstances - Potential of occurring several times within a 4 year period or >25%<50% chance within 12 months
Highly Probable	5	<ul style="list-style-type: none"> - Expected to occur frequently and in most circumstances - Has occurred recently - Likely to occur multiple times within the next 12 months or >50% chance within 12 months

Response

Response	Action
Avoid	- change course of action or objective to avoid the risk possibly by ending that activity
Transfer	- the risk could be transferred to a third party (e.g. outsourcing) or reduce (financial) impact only i.e. take out insurance
Share	- the risk could be shared with other parties
Fallback	- the Trust's exposure to risk can be limited (e.g. establishment of reserves forward planning)
Reduce	- the risk can be reduced or eliminated by establishing or improving control procedures (e.g. internal financial controls, controls on recruitment, personnel policies)
Accept	- the risk may be accepted as being unlikely to occur and/or of low impact and therefore will just be reviewed annually