

Harbour & Marine Services Risk Register 2009 (targets taken from the Harbour & Marine Services balanced scorecard)

Harbour & Marine Services Risk Register 2009 (targets taken from the Harbour & Marine Services balanced scorecard)																			Current Risk Score				Treated Risk Score			
Customer Focused	Risk No	Date Assessed - Reviewed	Target/ Objective/ Decision at risk	Risk Description, Threat: What could happen to affect this. Cause: How could it happen	Probability and Proximity Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PIs)	Probability Score	Impact Score	Risk Score	Risk Rating, 1-4=L 6-9=M 12-16=H	Risk Increasing Static Decreasing	Person Responsible for managing each control measure	Risk Owner (Overall responsibility)	Client Owner Commissioner	Additional control measures required	Resources Required	Target Date	Treated Probability (How will this reduce the likelihood of the event happening?)	Treated Impact (How will this reduce the Impact?)	Probability Score	Impact Score	Risk Score	Risk Rating, 1-4=L 6-9=M 12-16=H		
			To encourage local prosperity											Kevin Mowat	Charles Uzzell											
	1	22/10/09	Capitalise on Torbay's maritime setting	Major oil pollution. Lack of political or management will. Lack of engagement from the stakeholders. Change of Political Priority. Change in Harbour Governance arrangements.	Unlikely	Reduced number of maritime events. Significant medium term impact on tourism. Loss of reputation - bad PR.	Produce a schedule of Maritime Events. Maintain an OPRC Plan and undertake oil pollution exercises. Keep staff qualified in oil pollution response.	1	4	4	L	↔	Kevin Mowat Paul Labistour Adam FitzPatrick	Kevin Mowat	Charles Uzzell											
	2	22/10/09	Support for the local economy and economic growth	Built infrastructure deteriorating. Lack of political or management will. Relocation/reduction of demand.	Unlikely	Reduced economic benefit	Produce a schedule of Maritime Events. To provide visitor moorings. Maintain competitive charging regime.	1	3	3	L	↔	Kevin Mowat Paul Labistour Adam FitzPatrick	Kevin Mowat	Charles Uzzell											
	3	22/10/09	Regeneration of the enclosed harbours of Brixham, Paignton and Torquay	Reduced options for external funding. Lack of political or management will. Lack of commitment from partners.	Possible	Poorer built environment. No new infrastructure. Missed investment opportunities.	To deliver Brixham Fishmarket Phase 1 and Phase 2	2	3	6	M	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	4	22/10/09	Enable a strong and sustainable Fishing Industry	Damaging impact of the Common Fisheries Policy. Poor supporting infrastructure. Lack of political or management will. Lack of commitment from partners. Change of Political Priority. Fire. Flood. Storm.	Possible	Lower fish toll income. Inability for the harbour account to service prudential borrowing. Premises unsafe/unusable for extended period. Loss of reputation.	Monitor Brixham Harbour Fish Tolls. To deliver Brixham Fishmarket Phase 1 and Phase 2	2	4	8	M	↔	Paul Labistour	Kevin Mowat	Charles Uzzell											
			To engage with the community and harbour users											Kevin Mowat	Charles Uzzell											
	5	22/10/09	To consult with all relevant user groups and stakeholders	Lack of political or management will. Lack of engagement from the stakeholders. Lack of clarity of purpose and methodology for developing community engagement.	Unlikely	Loss of reputation.	To hold quarterly meetings with harbour users and stakeholders. Use established user groups and Community Partnerships to consult on specific issues.	1	2	2	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	6	22/10/09	To provide an open, accountable and transparent management of Tor Bay Harbour	Lack of political or management will. Lack of engagement from the stakeholders. Change of Political Priority. Lack of clarity of purpose and methodology for developing community engagement. Dilution or loss of harbour brand identity. Change in Harbour Governance arrangements.	Possible	Loss of reputation.	To hold quarterly meetings with harbour users and stakeholders. To continue to work with relevant voluntary and community organisations. To support and engage with the local Coastal Partnership - SeaTorbay.	2	3	6	M	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	7	22/10/09	A higher percentage of people who feel they can influence harbour management decisions	Lack of engagement from the stakeholders. Lack of commitment from partners. Change of Political Priority. Lack of clarity of purpose and methodology for developing community engagement. Change in Harbour Governance arrangements.	Possible	Loss of reputation.	To hold quarterly meetings with harbour users and stakeholders. Use established user groups and Community Partnerships to consult on specific issues.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	8	22/10/09	Influence, respond and contribute to the economic, voluntary, community, cultural and environmental agendas	Lack of political or management will. Lack of engagement from the stakeholders. Lack of commitment from partners. Change of Political Priority. Lack of clarity of purpose and methodology for developing community engagement.	Possible	Loss of reputation.	To continue to work with relevant voluntary and community organisations. To support and engage with the local Coastal Partnership - SeaTorbay.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	9	04/02/10	Clear understanding of customers' needs and aspirations	Surveys fail to establish needs for harbour users. The Harbour Authority fails to meet partners, customers and Council's expectations.	Unlikely	The services provided do not reflect the needs of customers. Wrong activity is delivered, weak outcomes not wanted by partners.	To hold quarterly meetings with harbour users and stakeholders. Use established user groups and Community Partnerships to consult on specific issues. Undertake an Annual Users Survey. Monitor the Visitor Feedback forms.	1	4	4	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell									0	L	
			To maintain a stewardship of the harbours built and natural environment											Kevin Mowat	Charles Uzzell											
	10	07/09/10	A sustainable approach to harbour management in recognition of climate change	Lack of political or management will. Lack of commitment from partners. Change of Political Priority.	Possible	Possible environmental, economic and social damage. Unprepared for sea level rise. Potential for serious damage to our infrastructure which would impede our ability to meet budget and may also have capital implications.	Work closely with the Environment Agency and make reference to the Shoreline Management Plan when taking key decisions. Support and engage with the local Coastal Partnership - SeaTorbay. Assist in the collection of spatial mapping data.	2	3	6	M	↑	Kevin Mowat	Kevin Mowat	Charles Uzzell											
	11	22/10/09	Investment to create high standards in existing and new harbour infrastructure	Withdrawal of developers. Inadequate resources. Lack of commitment from partners. Relocation/reduction of demand.	Possible	Insufficient staff to fulfill obligations. Loss of reputation.	To replace chain moorings with pontoon berths in Torquay's inner harbour. Maintain competitive charging regime. Review harbour charges annually and maintain strong rental streams.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	12	22/10/09	Increase public awareness of the maritime environment as a valuable environmental, economic and social asset	Lack of political or management will. Lack of engagement from the stakeholders. Lack of commitment from partners. Change in Harbour Governance arrangements.	Possible	Public misunderstanding of the significance of the Bay and Tor Bay Harbour.	To support and engage with the local Coastal Partnership - SeaTorbay. To assist in the collection of spatial mapping data.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	13	07/09/10	Minimal environmental impact of harbour activities	Impacts of compliance with forthcoming Environmental Legislation, new designations from Habitats Directive and Marine & Coastal Access Act. Lack of political or management will. Ineffective Environmental Policy and inadequately trained staff. Lack of engagement from the stakeholders.	Likely	Damage to the environment. Loss of reputation. Requirement to reduce or cease commercial fishing in designated areas. Loss of jobs and reduced fish toll income. Increased waste costs if not properly managed. Risk of corporate prosecution.	Maintain a specific and strong Environmental Policy. Produce an Environmental Management Plan. Improve corporate management of environmental risks and the harbour's overall environmental performance.	3	2	6	M	↑	Kevin Mowat	Kevin Mowat	Charles Uzzell											
	14	07/09/10	To deliver a Harbour Management Plan	Inadequate resources. Lack of political or management will. Lack of commitment from partners. Dilution or loss of harbour brand identity.	Possible	Ineffective strategic direction based on an incomplete understanding of the direction being taken by the Harbour Authority. Inability for the Harbour Committee and Council to respond effectively to change and maximise opportunities. Poor coherence between marine, maritime and terrestrial planning. Loss of reputation.	To support and engage with the local Coastal Partnership - SeaTorbay. Identify internal and/or external funding to resource the delivery of a Harbour Management Plan. Achieve a high status for the Harbour Management Plan i.e. adopted as a supplementary planning document under the Local Development Framework.	2	2	4	L	↑	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											
	15	22/10/09	Improving quality of life by creating a clean and attractive environment that is valued by residents and visitors	Built infrastructure deteriorating. Inadequate resources. Lack of political or management will. Lack of commitment from partners. Change of Political Priority.	Possible	Insufficient staff to fulfill obligations.	To replace chain moorings with pontoon berths in Torquay's inner harbour. Review harbour charges annually and maintain strong rental streams.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell											

Monetary Focused

[illegible]

18	22/10/09	Full occupancy of harbour facilities	Inadequate resources. Relocation/reduction of demand.	Possible	Insufficient staff to fulfill obligations.	To keep existing business and attract new activities. Maintain competitive charging regime. Review harbour charges annually and maintain strong rental streams.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell								
19	22/10/09	100% of harbour estate properties let	Inadequate resources. Lack of support from Estates and/or Legal services. Lack of political or management will. Relocation/reduction of demand.	Possible	Inability for the harbour account to service prudential borrowing. Insufficient staff to fulfill obligations.	Harbour Estate lettings occupancy rate. Maintain competitive and strong rental streams.	2	2	4	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell								
20	22/10/09	Effective management of all harbour assets	Built infrastructure deteriorating. Lack of political or management will. Fire, Flood, Storm.	Unlikely	Premises unsafe/unusable for extended period. Cessation of business activities. Loss of reputation.	Produce an Asset Management Plan for the Harbour Authority.	1	4	4	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell								
21	22/10/09	Effective management of business risks	Inadequate resources. Lack of political or management will. Lack of staff knowledge and understanding of risk management procedures. Process seen as overly bureaucratic. A major emergency. Change in Harbour Governance arrangements.	Unlikely	Insufficient staff to fulfill obligations. Loss of reputation.	To produce and review a Risk Register for the Harbour Authority. Implement the safety management improvement plan. Maintain a Harbour Emergency Response Plan and Business Continuity Plan.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell								

Processed Focused

Processed Focused							Treated Risk Score														Treated Risk Score			
Risk No	Date Assessed - Reviewed	Target/ Objective/ Decision at risk	Risk Description, Threat: What could happen to affect this, Cause: How could it happen	Probability and Proximity Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PI's)	Probability Score	Impact Score	Risk Score	Risk Rating, 1-4=L 6-9=M 12-16=H	Risk Increasing Static Decreasing	Person Responsible for managing each control measure	Risk Owner (Overall responsibility)	Client Owner Commissioner	Additional control measures required	Resources Required	Target Date	Treated Probability (How will this reduce the likelihood of the event happening?)	Treated Impact (How will this reduce the Impact?)	Probability Score	Impact Score	Risk Score	Risk Rating, 1-4=L 6-9=M 12-16=H	
22	22/10/09	Effective risk management & H & S in place	Risks not identified & addressed. Inadequate resources. Lack of political or management will. Lack of staff knowledge and understanding of risk management procedures. Process seen as overly bureaucratic.	Unlikely	Insufficient staff to fulfill obligations. Staff H&S compromised. Legal action against the Council. Loss of reputation.	Help provide appropriate sea and flood defences. Reduce the number of reportable accidents (RIDDOR). Test and review a Business Continuity Plan. Review harbour charges annually and maintain strong rental streams.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell									0	L
23	22/10/09	Ensuring equality and diversity in service delivery together with equality of opportunity	Unequal provision of service resource. Inadequate resources. Inadequately trained staff. Lack of political or management will. Process seen as overly bureaucratic. Changing legislation in equalities. Increasing diversity in population.	Unlikely	Discrimination, legal effects. Insufficient staff to fulfill obligations. Legal action against the Council. Loss of reputation.	Complete equality impact assessments and produce an improvement action plan.	1	2	2	L	↔	John Turner	Kevin Mowat	Charles Uzzell									0	L
24	22/10/09	Improve and maintain the customer experience	Inadequate resources. Lack of political or management will.	Unlikely	Insufficient staff to fulfill obligations.	Review harbour charges annually and maintain strong rental streams.	1	2	2	L	↔	Kevin Mowat												
25	22/10/09	To maintain and improve the quality of service that we provide to our customers	Built infrastructure deteriorating. Inadequate resources. Lack of political or management will. Failure to monitor the implementation of necessary improvements determined through complaints procedure. Change in Harbour Governance arrangements.	Unlikely	Insufficient staff to fulfill obligations. Loss of reputation.	Review visitor feedback forms. Annual Harbour Users Survey. Review harbour charges annually and maintain strong rental streams.	1	2	2	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
26	22/10/09	Tailored services that meet the changing needs of our customers	Inadequate resources. Lack of political or management will.	Unlikely	Insufficient staff to fulfill obligations. Loss of reputation.	Review visitor feedback forms. Annual Harbour Users Survey. Review harbour charges annually and maintain strong rental streams.	1	2	2	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
27	22/10/09	Marine and harbour facilities made available to as many users as possible	Inadequate resources. Lack of political or management will. Lack of engagement from the stakeholders. Changing legislation in equalities. Increasing diversity in population. Relocation/reduction of demand. Facilities cannot be provided at a competitive rate. Facilities are not required.	Unlikely	Facilities are provided at a loss. Income stream lost. Insufficient staff to fulfill obligations. Loss of reputation.	Complete equality impact assessments and produce an improvement action plan. Maintain competitive charging regime. Withdraw or do not supply certain discretionary facilities.	1	2	2	L	↔	Kevin Mowat Paul Labistour John Turner	Kevin Mowat	Charles Uzzell										
28	22/10/09	Delivery of a professional and caring service, that is fit for purpose	Inadequate resources. Lack of political or management will. Change in Harbour Governance arrangements. Non-compliance with statutory obligations.	Unlikely	Insufficient staff to fulfill obligations. Legal action against the Council. Loss of reputation.	Membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association). Review harbour charges annually and maintain strong rental streams.	1	3	3	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell										
29	22/10/09	The courteous and fair treatment of our customers	Inadequately trained staff. Lack of management will. Failure to monitor the implementation of necessary improvements determined through complaints procedure.	Unlikely	High level of complaints. Loss of customers. Loss of reputation.	Complete equality impact assessments and produce an improvement action plan.	1	3	3	L	↔	John Turner	Kevin Mowat	Charles Uzzell										
30	22/10/09	To carry out our duties in a fair and equitable manner	Lack of appropriate policies and strategy. Lack of political or management will.	Unlikely	Unfair allocation of harbour facilities. High level of complaints. Loss of customers and business. Legal action against the Council. Loss of reputation.	Complete equality impact assessments and produce an improvement action plan. Hold, maintain and review our Harbour & Maritime Strategy. Keep and review the Harbour Operational Moorings Policy.	1	3	3	L	↔	Kevin Mowat John Turner	Kevin Mowat	Charles Uzzell										
		Maintain safety											Kevin Mowat	Charles Uzzell										
31	22/10/09	To fulfill the Council's obligations as a statutory and competent harbour authority	Built infrastructure deteriorating. Inadequate resources. Lack of political or management will. A major emergency. Dilution or loss of harbour brand identity. Failure to respond to changes in legislation. Change in Harbour Governance arrangements. Loss of pilotage service. Non-compliance with statutory obligations.	Unlikely	Statutory duty may not be met. Safety may be prejudiced. Government intervention. Stakeholder dissatisfaction. Insufficient staff to fulfill obligations. Legal action against the Council. Loss of reputation.	Renew the bilateral agreement with the UKHO. Annual Audit & Inspection from Trinity House. PANAR - Navigation Lights availability. Implement the safety management improvement plan. Implement the safety management improvement plan. Maintain a Harbour Emergency Response Plan and Business Continuity Plan. External contract for the provision of pilotage services. Membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association). Review harbour charges annually and maintain strong rental streams.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
32	22/10/09	To responsibly manage the safety of navigation and overall harbour safety, through the enforcement of applicable byelaws and appropriate legislation	Inadequate resources. Lack of political or management will. Lack of engagement from the stakeholders. Failure to respond to changes in legislation. Outdated legislation for the Harbour. Non-compliance with statutory obligations.	Unlikely	Government intervention. Stakeholder dissatisfaction. Harbour cannot achieve objectives in context of government policy. Insufficient staff to fulfill obligations. Legal action against the Council. Loss of reputation.	Renew the bilateral agreement with the UKHO. Annual Audit & Inspection from Trinity House. PANAR - Navigation Lights availability. Implement the safety management improvement plan. Periodic review of Harbour legislation. Membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association). Review harbour charges annually and maintain strong rental streams.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
33	22/10/09	To comply with the Port Marine Safety Code through the use of a robust Safety Management System	Inadequate resources and inadequately trained staff. Lack of political or management will. Lack of commitment from partners. Process seen as overly bureaucratic. Failure to respond to changes in legislation.	Unlikely	Insufficient staff to fulfill obligations. Government intervention. Stakeholder dissatisfaction. Loss of reputation.	Renew the bilateral agreement with the UKHO. Annual Audit & Inspection from Trinity House. PANAR - Navigation Lights availability. Implement the safety management improvement plan. Review harbour charges annually and maintain strong rental streams.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
34	22/10/09	A safe haven for all vessels and a safe harbour estate – making people feel safe	Built infrastructure deteriorating. Inadequate resources. A major emergency. Fire. Flood. Storm.	Unlikely	Premises unsafe/unusable for extended period. Insufficient staff to fulfill obligations. Legal action against the Council. Cessation of business activities. Stakeholder dissatisfaction. Loss of reputation.	Renew the bilateral agreement with the UKHO. Annual Audit & Inspection from Trinity House. PANAR - Navigation Lights availability. Implement the safety management improvement plan. Maintain a Harbour Emergency Response Plan and Business Continuity Plan.	1	4	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell										
35	04/02/10	Effective delivery of Project Management	Lack of capacity to deliver against risks identified. Insufficient project management. Unable to properly implement a project.	Unlikely	Weak project governance leading to poor delivery & inadequate control measures. Projects run late and/or over budget. Outcomes not achieved.	Ensure staff are properly trained to Prince2. Employ properly trained Project Managers. Monitor project performance using SPAR.net.	1	4	4	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell									0	L
36	04/02/10	Effective information management	Information lost or difficult to find. Up to date contact details unavailable. Personal data not adequately protected. Failure to manage information systems.	Possible	Information or financial loss. Time wasted looking for information. Risk of not meeting FOI/customer requests correctly.	Data Protection Act - staff given necessary training. Customer database kept updated and backed-up to Council's server. Document and file retention schedule drawn up and observed. Commercial shredding contractor used for document disposal.	2	2	4	L	↔	Kevin Mowat	Kevin Mowat	Charles Uzzell										

Employee Focused

[illegible]

38	22/10/09	Learning and Development opportunities for all staff	Poor management & implementation of RADAR. Poor support to corporate training programme. Lack of political or management will. Lack of capacity and capability.	Possible	Failure to update skills could lead to poor service by unit. Loss of reputation.	To encourage Harbour Masters to fully complete CPD records. To monitor and support staff through induction and appraisal reviews.	2	2	4	L	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell							0	L
39	04/02/10	Implement Job Evaluation	Staff could receive salary cuts. Harbour salary budget could be increased.	Possible	Unsettled staff. Loss of productivity. Personnel leaving. Insufficient budget to meet the cost of new grading structure. Staff redundancies or reduced working hours.	Take advice from corporate Job Evaluation team and Human Resources. Liaise with staff on a regular basis and ensure that information is promulgated (Job Evaluation updates)	2	3	6	M	↔	Kevin Mowat Paul Labistour	Kevin Mowat	Charles Uzzell								

Probability Table

DESCRIPTOR	SCORE	PROBABILITY INDICATORS		
		Likelihood	% Chance	Proximity
Unlikely	1	Will only occur in exceptional circumstances	Less than 1%	May occur or has occurred within 10 years
Possible	2	May occur	1 – 20%	May occur or has occurred within 5 years
Likely	3	Reasonable chance of occurring	21 – 50%	May occur or has occurred within 2 years
Probable	4	More likely to occur than not	Greater than 50%	May occur or has occurred within 1 year

DESCRIPTOR	SCORE	IMPACT INDICATORS	
		Minor	Moderate
Minor	1	<ul style="list-style-type: none">Discomfort or minor injury to several peopleMay affect one area of health, welfare, safety of several peopleLess than 10 staff and / or public affectedFinancial impact of less than £1,000 / up to 10% budgetMay generate a small number of complaintsA small number of people contact local news mediaPotential for legal proceedings/claims from an individualStrategy, project, or service delivery affected in a single service areaEffects may last for less than a weekLimited (building/street) effect on natural environment, built environment, transport network, business	<ul style="list-style-type: none">Discomfort or severe injury to several peopleMay affect a number of areas of health, welfare, safety of several people10 – 100 staff and / or public affectedFinancial impact between £1,000 and £25,000 / up to 25% budgetMay generate several complaintsA large number of people contact local news mediaPotential for legal proceedings/claims from several peopleStrategy, project, or service delivery affected in several service areasEffects may last for weeksLocalised (Ward area) effect on natural environment, built environment, transport network, business
Significant	3	<ul style="list-style-type: none">Discomfort or severe injury to large numbers of peopleMay affect an area of health, welfare, safety of a large number of people100 – 1000 staff and / or public affectedFinancial impact between £25,000 and £250,000 / up to 50% budgetSustained coverage in local news mediaPotential for legal proceedings/claims from an organisationPotential for investigation by the Ombudsman, challenge to accountsStrategy, project, or service delivery affected in a number of Business Units, or affecting a Corporate or Community Plan PriorityEffects may last for monthsExtensive (more than one Ward area) effect on natural environment, built environment, transport network, business	
Major	4	<ul style="list-style-type: none">Death of an individual or several peopleMay affect a number of areas of health, welfare, safety of a large number of peopleOver 1000 staff and / or public affectedFinancial impact over £250,000 / over 50% budgetPotential for legal proceedings/claims from several organisations,Potential for government intervention, discontinuance of serviceSustained coverage in national news mediaStrategy, project, or service delivery affected across the whole Council or affecting more than one Corporate or Community Plan priorityEffects may last for yearsWidespread (majority of Torbay/wider Devon) effect on natural environment, built environment, transport network, business	

Risk Score and Risk Rating

By multiplying the Probability Score by the Impact Score, we get a Risk Score:

Probability	RISK SCORE			
	Probable	4	8	16
	Likely	3	6	12
	Possible	2	4	8
	Unlikely	1	2	4
		Minor	Moderate	Major
Impact				

The Risk Score equates to a Risk Rating:

RISK SCORE	RISK RATING
1 to 4	Low Risk
5 to 9	Medium Risk
12 to 16	High Risk