

Appendix B – Example of likelihood and impact rating criteria

Rating	Description	Probability	Criteria
1	Rare	Less than 5% chance of occurring	May occur in specific or exceptional circumstances and/or there is no known history, or it has happened rarely
2	Unlikely	5 to 35% chance of occurring	Not expected but could occur at some time and/ or has happened rarely
3	Possible	36 to 65% chance of occurring	Might occur at some time and/or has happened occasionally
4	Likely	66 to 85% chance of occurring	Has happened and/or probably will occur in most circumstances
5	Almost certain	Greater than 85% chance of occurring	Regularly happens and/or expected to occur in most circumstances

Rating	Description	Criteria
1	Insignificant	<ul style="list-style-type: none"> No visible impact on reputation of the agency Financial impact manageable within existing budget Negligible impact on business objectives and strategic outcomes Isolated interruption to service delivery which can be resolved quickly via standard operating procedures Negligible impact on security, privacy, health and safety and/or staff wellbeing
2	Minor	<ul style="list-style-type: none"> Limited reputational damage to the agency; minor media criticism of the agency Financial impact can be managed within existing budget with some minor re-planning Minor impact on business objectives and strategic outcomes Limited short-term interruption to service delivery which can be resolved via standard operating procedures Minor breach of security, privacy, health and safety and/or staff wellbeing
3	Moderate	<ul style="list-style-type: none"> Some political and/or reputational damage to the agency; sustained media interest with criticism levelled at parts of the agency Financial impact can be managed within existing budget but requires re-prioritisation Some compromise on business objectives and strategic outcomes

Rating	Description	Criteria
		<ul style="list-style-type: none"> • Disruption to service delivery with moderate impact on customers and/or key stakeholders • Moderate breach of security, privacy, health and safety and/or staff wellbeing
4	Major	<ul style="list-style-type: none"> • Significant political and/or reputational damage with loss of confidence and trust in agency by Minister and/or public • Significant re-planning and prioritisation of key activities; additional funding required to maintain core infrastructure • Significant compromise on business objectives and strategic outcomes • Major wide-spread disruption to service delivery impacting customers and/or key stakeholders • Significant breach of security, privacy, health and safety and/or staff wellbeing
5	Severe	<ul style="list-style-type: none"> • Severe political and/or reputational damage with loss of confidence and trust in agency by Prime Minister and/or public • Severe impact on financial sustainability of the agency without significant cash injection • Severe compromise on business objectives and strategic outcomes requiring broad realignment of agency activities • Mission critical disruption to service delivery impacting customers and/or key stakeholders over a prolonged period • Serious and sustained high profile breach of security, privacy, health and safety and/or staff wellbeing