

Appendix C - Strategic Impact Guideline

The scorecard below provides a consistent approach to determining the level of impact, recognising that terms can mean different things to different people.

| Category | Insignificant (Very Low) | Minor (Low) | Moderate (Medium) | Major (High) | Catastrophic (Very High) |
|---|--|--|---|---|---|
| Financial | Up to £250k | £250k - £500k | £500k - £1M | Over £1M up to £3M | £3M + |
| Corporate Governance | Minor breach of governance processes – technical breach only. | Breach resulting in some service failure but can be remedied. | Breach causing short term extensive service failure leading to reputational damage. | Prolonged service failure through ultra vires activities resulting in national reputational damage. | Major failure necessitating external intervention. |
| Reputation | Very minor local issue with minimal negative local comment. | Significant front page/editorial comment on minor issue. | Long-term adverse reports and comment on a significant matter. | Adverse national or local publicity on a serious issue or service failure. | High profile national negative publicity and comment on a serious issue. |
| Employee Relations | Localised Issue. | Issue in a number of service areas. | Difficult working relations/non cooperation | Industrial action | Mass staff leaving. Long-term grievance. Unable to attract staff |
| Organisational Objectives/Service Provision | Objectives achieved and quality maintained, some minor issues. | Objectives mostly achieved, minor disruption to service provision. | Service objectives not met, majority of targets not achieved. Significant reduction in service provision. | Objectives not met. Service suspended short term. | Objectives not met. Service suspended long-term. Front line service suspended short term. |
| Health & Safety | First Aider/Fire Marshall | Broken bones/Illness | Long Term illness | Loss of Life. Major epidemic. Major fines. | Large-scale loss of life. Major fines e.g. Corp. Manslaughter. |