**Likelihood Measures**

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| **Level** | **Description** | **Controls** | **Resources** | **KPIs/Output** |
| **1**  Rare | The event **may** only happen in **exceptional circumstances**. | System controls are **sound** and **working effectively.** Policies and procedures established and followed. | **Stable** staff environment. **Good** training & development (T&D). **Positive** staff morale.  **Suitable** premises / working environment | KPIs established and met. Full reporting to mgt & board. Accurate / valid mgt info |
| **2**  Unlikely | The event **could** occur (recur) at **some time**. | System controls are **essentially sound** but minor weaknesses may still exist. Policies and procedures in place, but may not always by followed. | **Fairly stable** staff environment. **Some** T&D issues. **Generally positive** staff morale.  Premises suitable, but a **little restrictive**. | KPIs generally established / met. Reporting to mgt / board generally good. Mgt info generally accurate / valid, may be some errors. |
| **3**  Possible | The event **may well** occur (recur) at some time, **but may not**. | Some systems control **may be missing** or **applied inconsistently.** Policies and procedures generally exist, some may be missing or they may not be followed in a number of cases. | **Some** staff turnover / sickness. T&D **could be improved**. Staff morale **indifferent.**  Premises in need of **some repair** / larger premises required | KPIs established, but not always met / monitored. Mgt info available, not always reported to mgt / board, sometimes unreliable. |
| **4**  Likely | The event **will occur** (recur) in **most circumstances**.  Could probably happen. | A number of key controls **are missing** or controls are **not followed.** Policies and procedures generally lacking. | **Medium** staff turnover / sickness. **Lack** of T&D. **Low** staff morale.  Premises requires **high level of repair** or is highly inappropriate (i.e. size) | Lack of appropriate KPIs or clear fall in performance. Lack of reports to mgt / Board. Data generally unreliable in most cases. |
| **5**  Almost Certain | The event is **expected to occur** (recur) in **all circumstances**.  Will happen, just a matter of when. | Serious **lack of controls.** No policies / procedures established. | **Unstable** staff environment (i.e. high turnover / sickness). High use of agency staff. **Poor** T&D.  **Negative** staff morale. **Unsuitable** premises / working environment. | KPIs not established / met. Lack of reporting to mgt / board. Unreliable management information. |