

Risk Evaluation by Likelihood × Impact with Standardised Scoring

The Threat Assessment Matrix provides a standardised, repeatable method for evaluating threats. Each threat is rated on two axes — likelihood of occurring and impact if it does — producing an overall risk score that drives prioritisation and resource allocation.

Part 1 — Rating Scales

Likelihood Scale

Score	Label	Probability	Description
5	Almost Certain	90–99%	Expected to occur in most circumstances. Strong evidence of intent and capability.
4	Likely	70–89%	Will probably occur. Clear indicators present. Consistent with past behaviour.
3	Possible	40–69%	May occur. Some indicators present. Motivated actor with partial capability.
2	Unlikely	10–39%	Could occur but evidence suggests against it. Limited indicators.
1	Rare	1–9%	May occur only in exceptional circumstances. No current indicators.

Impact Scale

Score	Label	Description
5	Catastrophic	Existential threat to the organisation or life-threatening to multiple persons. Unrecoverable.
4	Major	Severe impact on operations, significant casualties or financial loss. Very difficult to recover.
3	Moderate	Significant operational disruption, some casualties or substantial financial impact. Recoverable with effort.
2	Minor	Limited impact. Short-term disruption. Some financial or reputational cost. Readily recoverable.
1	Negligible	Minimal impact. Operations continue. Easily managed within normal processes.

Part 2 — Risk Matrix (Likelihood × Impact)

Multiply Likelihood × Impact to get the Risk Score. Plot threats on this matrix to visualise their priority.

	Impact 1 Negligible	Impact 2 Minor	Impact 3 Moderate	Impact 4 Major	Impact 5 Catastrophic
Likelihood 5 Almost Certain	5	10	15	20	25
Likelihood 4 Likely	4	8	12	16	20
Likelihood 3 Possible	3	6	9	12	15
Likelihood 2 Unlikely	2	4	6	8	10
Likelihood 1 Rare	1	2	3	4	5

- Critical (20–25): Immediate action required. Escalate to senior decision-maker.
- High (15–19): Priority treatment. Active monitoring and mitigation required.
- Medium (8–14): Managed risk. Mitigation plan required. Regular review.
- Low (4–7): Accept or monitor. Review at scheduled intervals.
- Very Low (1–3): Residual risk. Document and accept.

Part 3 — Threat Register

Complete one row per identified threat. Use the Risk Score to prioritise treatment.

#	Threat Description	Actor	L (1–5)	I (1–5)	Score (L×I)	Rating	Treatment	Owner	Review
1						<input type="checkbox"/> Critical <input type="checkbox"/> <input type="checkbox"/> High <input type="checkbox"/> <input type="checkbox"/> Medium <input type="checkbox"/> <input type="checkbox"/> Low	<input type="checkbox"/> Accept <input type="checkbox"/> <input type="checkbox"/> Mitigate <input type="checkbox"/> <input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Avoid		
2						<input type="checkbox"/> Critical <input type="checkbox"/> <input type="checkbox"/> High <input type="checkbox"/> <input type="checkbox"/> Medium <input type="checkbox"/> <input type="checkbox"/> Low	<input type="checkbox"/> Accept <input type="checkbox"/> <input type="checkbox"/> Mitigate <input type="checkbox"/> <input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Avoid		
3						<input type="checkbox"/> Critical <input type="checkbox"/> <input type="checkbox"/> High <input type="checkbox"/> <input type="checkbox"/> Medium <input type="checkbox"/> <input type="checkbox"/> Low	<input type="checkbox"/> Accept <input type="checkbox"/> <input type="checkbox"/> Mitigate <input type="checkbox"/> <input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Avoid		
4						<input type="checkbox"/> Critical <input type="checkbox"/> <input type="checkbox"/> High <input type="checkbox"/> <input type="checkbox"/> Medium <input type="checkbox"/> <input type="checkbox"/> Low	<input type="checkbox"/> Accept <input type="checkbox"/> <input type="checkbox"/> Mitigate <input type="checkbox"/> <input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Avoid		
5						<input type="checkbox"/> Critical <input type="checkbox"/> <input type="checkbox"/> High <input type="checkbox"/> <input type="checkbox"/> Medium <input type="checkbox"/> <input type="checkbox"/> Low	<input type="checkbox"/> Accept <input type="checkbox"/> <input type="checkbox"/> Mitigate <input type="checkbox"/> <input type="checkbox"/> Transfer <input type="checkbox"/> <input type="checkbox"/> Avoid		

#	Threat Description	Actor	L (1-5)	I (1-5)	Score (LxI)	Rating	Treatment	Owner	Review
6						■ Critical ■ High ■ Medium ■ Low	■ Accept ■ Mitigate ■ Transfer ■ Avoid		
7						■ Critical ■ High ■ Medium ■ Low	■ Accept ■ Mitigate ■ Transfer ■ Avoid		
8						■ Critical ■ High ■ Medium ■ Low	■ Accept ■ Mitigate ■ Transfer ■ Avoid		
9						■ Critical ■ High ■ Medium ■ Low	■ Accept ■ Mitigate ■ Transfer ■ Avoid		

Need Excel Version?

- An Excel version with automatic risk score calculation and colour formatting is available on request.
- Email: info@theintelanalystacademy.com.au — Subject: 'Threat Assessment Matrix — Format Request'