

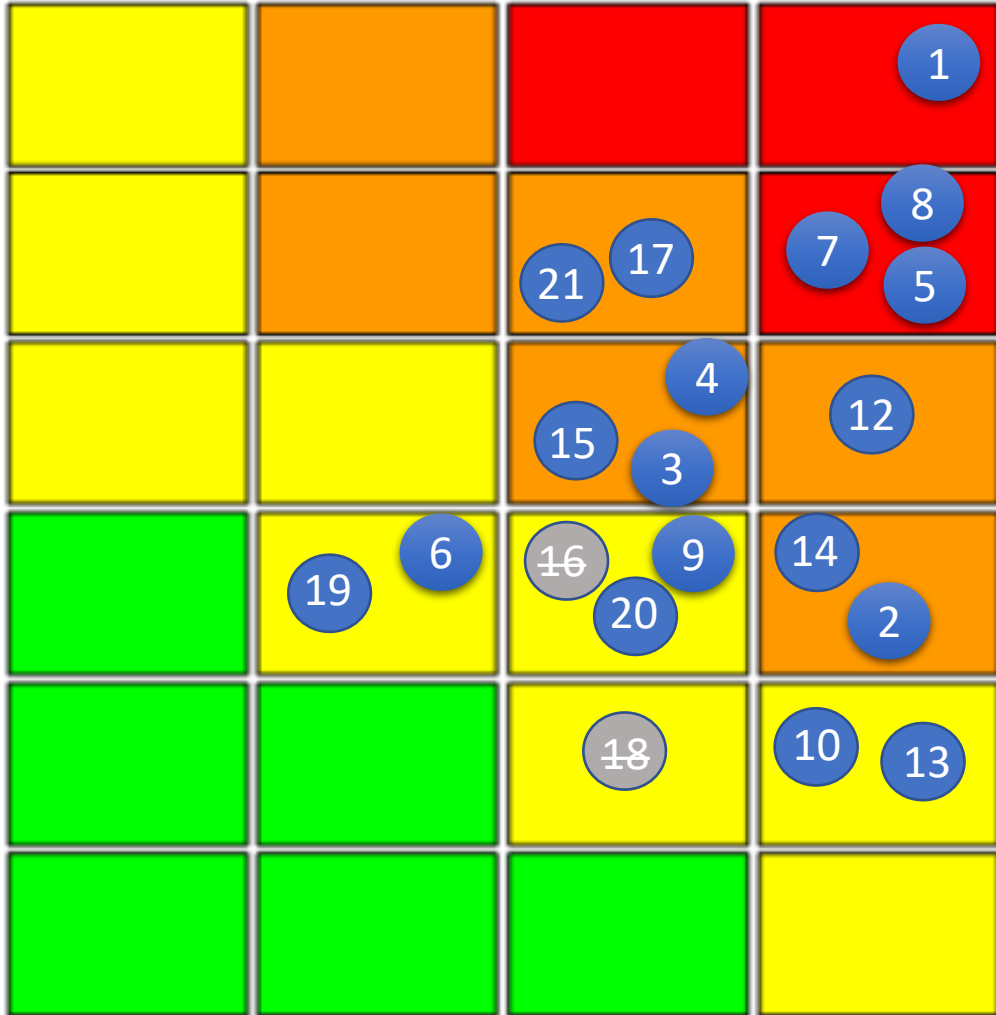
**Appendix A - Corporate Risk Register**  
June 2023

<b>Current Assessment</b>	<b>Very High</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>
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**Impact**

31

**Likelihood**



Ref	Risk
1	Budget & Financial Resilience
2	Corporate Governance
3	Workforce
4	Uncontrolled Development (Local Plan Update)
5	Outcomes & Costs for Children with SEND
6	Health & Safety
7	ASC Supplier Sustainability and Sufficiency
8	Cyber Security
9	Deliver Council's Climate Emergency Action Plan
10	Major Emergency Response (e.g. Pandemic)
12	Health & Social Care Reform
13	Adult Safeguarding
14	Children's Safeguarding
15	Inward migration
16	Public Transport
17	Education Provision Mainstream
18	Elections Act Implementation (Voter ID)
19	Information Governance
20	Website Replacement
21	Local Housing Needs



New

## **Key to Abbreviations**

SC - Cllr Stephen Conway, Leader of Council and Executive member of housing  
PB - Cllr Prue Bray, Deputy Leader and Executive member for children's services  
CJ - Cllr Clive Jones, Executive member for business and economic development  
RBF - Cllr Rachel Bishop Firth, Executive member for equalities, inclusion & fighting poverty  
LF - Cllr Lindsay Ferris, Executive member for planning and the local plan  
SK - Cllr Sarah Kerr, Executive member for climate emergency and residents services  
IS - Cllr Ian Shenton, Executive member for the environment, sports and leisure  
PF - Cllr Paul Fishwick, Executive member for active travel, highways and transport  
DH - Cllr David Hare, Executive member for wellbeing and adult services  
ISD - Cllr Imogen Shepherd-Dubey, Executive member for finance

SP Susan Parsonage, Chief Executive  
GE Graham Ebers, Deputy Chief Executive & Director of Resources & Assets  
SW Sally Watkins, Chief Operating Officer (COO)  
HW Helen Watson, Director of Children's Services  
GF Giorgio Framalico, Director of Place & Growth  
MP Matt Pope, Director of Adult Social Services  
AM Andrew Moulton, Assistant Director Governance & Monitoring Officer  
GC Graham Cadle, Assistant Director Finance  
LL Louise Livingston, Assistant Director Human Resources and Organisational Design  
TS Trevor Saunders, Assistant Director, Planning  
JW Jackie Whitney, Strategic Lead Customer, Change and IT  
RH Rhian Hayes, Assistant Director Economy and Housing  
FH Francesca Hobson, Assistant Director Environment and Safety

## **Key Priorities (from Community Vision and Council Plan)**

1. Safe, strong communities
2. Enriching lives
3. Right homes, right places
4. Keeping the Borough moving
5. A clean and green Borough
6. Changing the way we work
7. Be the best we can

## Key Priority at Risk: Community Vision

Owner: **ISD** | **GE** | None

Change: **None**

1

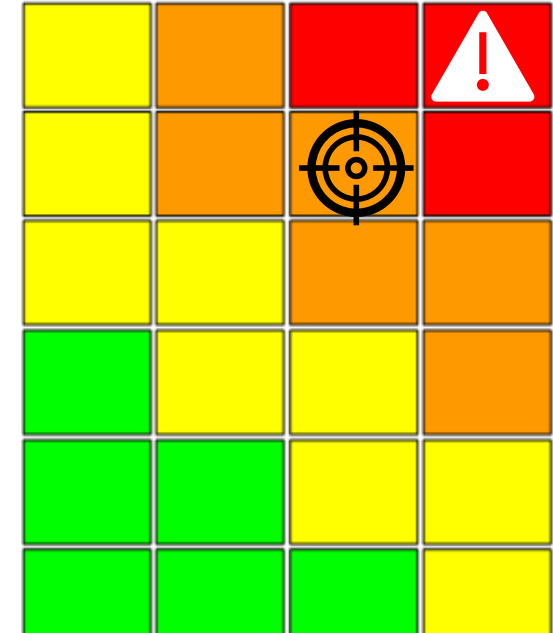
### RISK: Budget and financial resilience

Due to increased costs (including inflation), loss of income, increased cost of borrowing or non-realisation of forecast savings and increased demand for services due to the cost of living there is a risk that the Council is unable to finance its current services resulting in a reduction in reserves and services.

#### Existing Controls:

- MTFP (inc CFO report on risk)
- Financial and Contract Regulations (section 12 & 13 constitution)
- Budget Monitoring (Revenue & Capital)
- Capital Strategy
- Treasury Management Strategy
- Commercialisation Strategy (July 21)

- CIPFA Resilience Assessment
- Internal Audit
- External Audit
- Overview and Scrutiny consideration of 23/24 budget



Warning Icon: Current Risk | Target Icon: Target | Checkmark Icon: Risk on Target

33

#### Mitigating Actions

Active Monitoring of 2023/24 Savings and Income Targets

Owner

Date

All/GE

March 2024

Action plans to implement Internal and External Audit findings

GC

March 2024

Review of capital programme and associated monitoring (Gold Group)

GC

March 2024

## Key Priority at Risk: Community Vision

2

### RISK: Corporate Governance

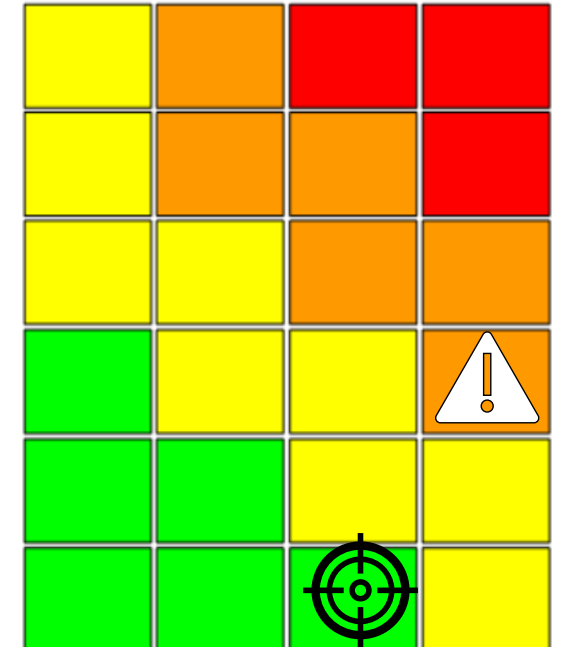
Governing effectively to ensure achievement of the Council’s purpose and priorities within the resources available and achieving value for money. Without effective corporate governance, there is a risk that through unethical behaviour or ineffective decision-making, residents lose trust in the way the Council undertakes and carries out its duties.

#### Existing Controls:

- Community Vision and Corporate Delivery Plan
- Local Code of Corporate Governance
- Constitution (i.e. Council rules of procedure, conduct and compliance)
- Annual Governance Statement
- Performance framework
- Risk Management Policy & Guidance
- Internal Audit
- External Audit
- Standards Committee
- Overview & Scrutiny function
- LGA Corporate Peer Challenge & Follow up visit
- Governance Dashboard

34

Owner		Change	
SC	SP	None	



⚠ Current Risk    🎯 Target    ✅ Risk on Target

#### Mitigating Actions

Review and self-assessment against Local Code of Corporate Governance reported in the Annual Governance Statement 22/23

Owner

SP

Date

June 2023

## Key Priority at Risk: Community Vision, Safe, Strong Communities & Enriching Lives

3

### RISK: Workforce

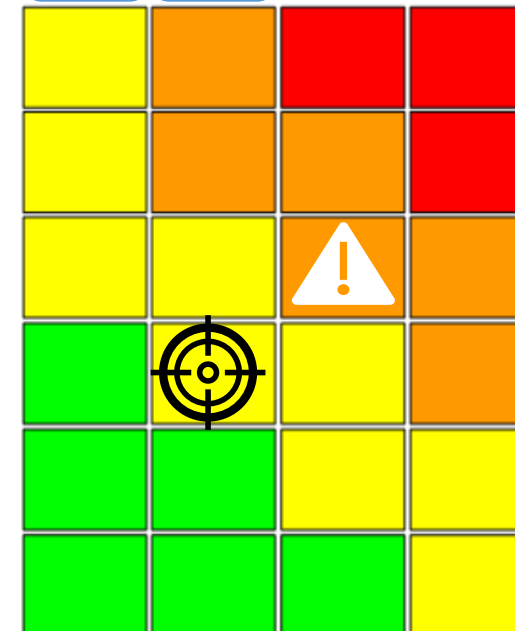
Due to the national challenges in recruiting permanent staff with the right levels of skills, competence and experience, there is a risk to the council's ability to deliver its community vision, which could, if not managed lead to fines and reputational risks

#### Existing Controls:

- Annual Performance Regime
- HR Hub
- Reward and Recognition
- Training Budgets
- Recruitment Specialists
- Corporate Agency Contract

- Workforce Dashboard and Establishment reporting
- IT systems (BWO, Applicant Tracking and Learning Management)
- Mandatory Training
- Learning & Organisational Development Functions

Owner		Change
RBF	SW	None



Warning Current Risk Target Risk on Target

#### Mitigating Actions

Engage with stakeholders to undertake HR policy review with implementation and training programme set up to support review

Engagement with stakeholders to write the People Strategy

Review of all Recruitment processes

Leadership Learning programme in development

Owner	Date
LL	Dec 23
LL	Oct 23
LL	Sept 23
LL	Sept 23

## Key Priority at Risk: Right Homes, Right Places

4

### RISK: Uncontrolled Development - Local Plan Update

Without effective planning policies, there would be no real control or influence over where and how new housing and other types of development take place. This could lead to housing and other forms of development being allowed in poor locations, being of lower quality, and in places where infrastructure cannot be improved to help deal with the impacts.

#### Existing Controls:

- Timetable for adoption of new Local Plan in place but needs to be reviewed
- Resources allocated and kept under review
- Cross party planning policy working group reconstituted following election of new administration

- O&S regular update on LPU progress
- Revised growth strategy consulted upon in November 2021 – January 2022
- Monitoring housing developments and five-year land supply

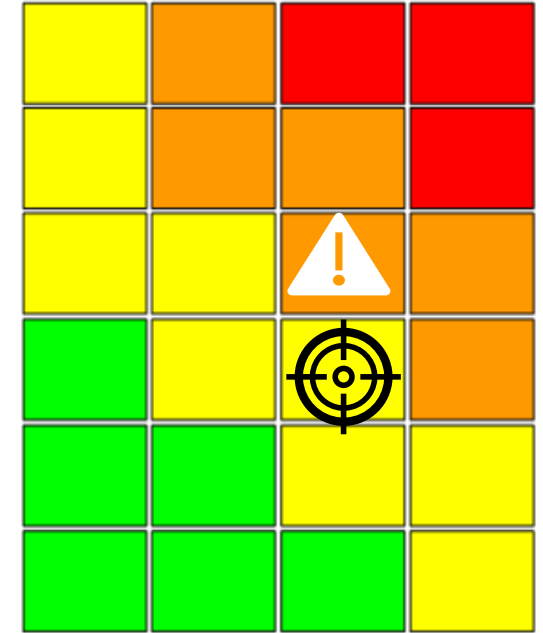
Owner

Change

LF

GF

None



Warning Current Risk Target Risk on Target

36

#### Mitigating Actions/Key Milestones

Local plan timetable to be reviewed  
 Next local plan consultation stage  
 Submission of Local Plan Update to Government  
 Inspector examination  
 Adoption of LPU

Owner

Date

TS

July 2023

TS

Autumn 2023

TS

TBC

TS

TBC

TS

TBC

## Key Priority at Risk: Enriching Lives & Safe, strong communities

5

### RISK: Outcomes and Costs of Provision for Children with SEND

Due to increased demand and complexity of need there is a risk that there are insufficient funds to ensure Children with SEND receive adequate provision without further overspend on the High Needs Block (£10m+) risking a substantial impact on the Council's finances.

#### Existing Controls:

- Regular review of SEND Strategy
- Collaboration with SEND Voices & SENDIASS Wokingham
- Monitoring and Forecasting of Need and Demand
- Gold & Silver Monitoring and Direction Meetings Weekly
- 6-year Designated Schools Grant deficit control plan agreed with DfE under the national Safety Valve programme

- Improved relationships with providers
- Weekly meetings with DfE SEND Advisor
- Deficit Reduction Plan
  - Expansion of Addington School
  - Winnersh Farm School (Oak Tree)
  - PRU improvement
  - Resource Base & SEND Unit review
  - Successful School Bids (x2)
- SEND Improvement Board

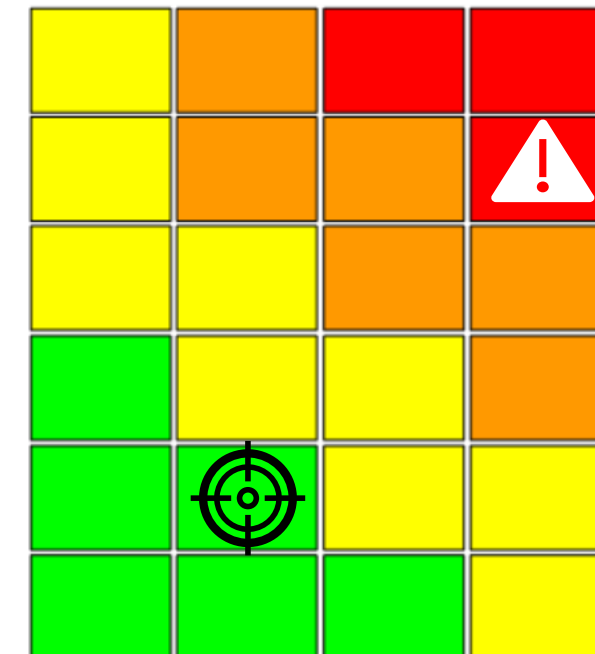
Owner

Change

PB

HW

None



⚠️ Current Risk    🎯 Target    🏆 Risk on Target

#### Mitigating Action

Owner

Date

Development of in-borough infrastructure for Children and Young People

HW

Sept 2027

School and multi agency inputs in the design of SEND services

HW

August 2023

SEND System Improvements as a result of SEND IIB

HW

July 2023

Alternative provision remodelling will lead a more inclusion approach in mainstream schools

HW

October 2023

## Key Priority at Risk: Enriching Lives & Safe, Strong Communities

6

### Failure to meet statutory duties (Health & Safety)

Due to insufficient capability, capacity and awareness there is the risk that the Council does not meet its statutory duties in key areas leading to avoidable harm, litigation, fines, corporate manslaughter and reputational damage.

#### Existing Controls:

- Statutory policies in place for equalities and health & safety
- Prioritisation of H&S activity
- Strategic Plan to identify continuous improvement “Seeking Assurance” programme (two yearly)
- Health & Safety specialist advisers in place

- Incident Reporting System
- H&S Board established

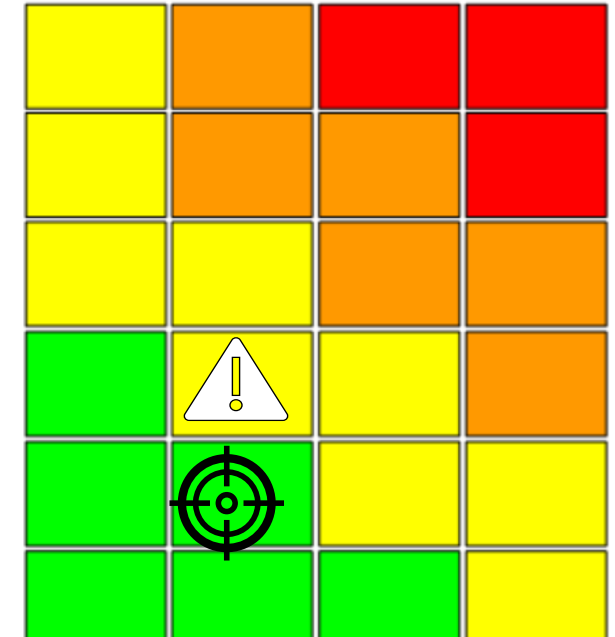
Owner

Change

RBF

SP

None



Warning Icon Current Risk Target Risk on Target

38

#### Mitigating Action

Commissioning the British Safety Council to review our H&S compliance and support overall focus and direction

Owner

Date

LL

September 23

Refine H&S key performance indicators

LL

September 23

Equalities Plan 23/24 Actions

SW

April 24

Health and Safety Board implements an annual safety improvement action plan

GE

April 24



## Key Priority at Risk: Enriching Lives & Safe, Strong Communities

7

### Adult Social Care Supplier Sustainability and Sufficiency

Due to increasing needs of our local older and disabled people population demand is increasing placing the social care system under huge strain. It is acknowledged that nationally that there is insufficient funding within the care sector to meet the challenges faced by our local care providers. The cost-of-living crisis and inflationary pressures have exacerbated these issues in addition to workforce pressures impacting on capacity within the sector. We are experiencing instability within the social care market right now. There is a risk that a provider may fail or that we are unable to source care for a vulnerable resident, there have been recent provider failures in 2023 and more packages of care handed back by providers. Not only is this impacted on our finances but if the risk continues, it is expected to also have an impact on the quality of care delivered.

#### Existing Controls:

- Care Capacity Tracker monitoring and targeted action taken as required
- Lobbying of MPs and Government
- Workforce Strategy workstreams in place
- Market Sustainability Plan published
- In-house provision (via Optalis) is seen as one of our best opportunity to control costs and managing sufficiency within the local market

- Workforce Strategy and delivery groups in place
- Quarterly provider forums
- Early warning flags identified for key providers
- Offered commissioned providers a 7% (capped so that rates did not go above acceptable threshold) uplift in 2023/24
- Allocation of existing government grants

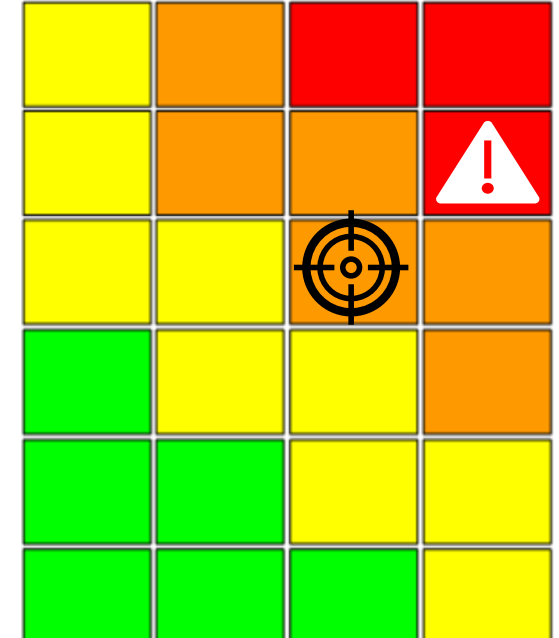
Owner

Change

DH

MP

None



Warning Current Risk Target Risk on Target

#### Mitigating Action

Continue to work with the sector to ensure that commissioning arrangements are fit for purpose

MP

March 24

Routine monitoring of providers sufficiency with support provided as required, and monthly reviews to assess any wider action required. Contingency planning in place to address any significant issues raised by care providers. Action to remain in place for the remainder of the year and reviewed regularly

MP

March 24

## Objective at Risk: Community Vision

Owner

Change

8

### Cyber Security

SK

SW

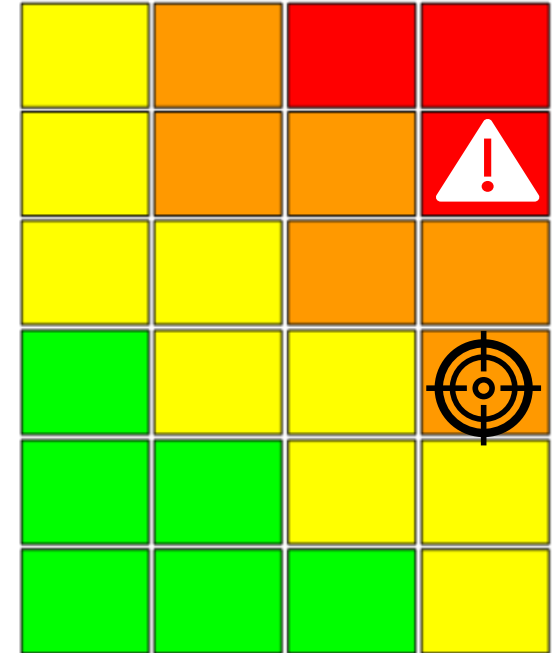
None

Due to an external cyber attack (Ransomware) there is a risk of unavailability of key information and/or disclosure of personal sensitive data causing inability to deliver services, increased costs, fines, reputational damage and loss of trust.

#### Existing Controls:

- Cyber security response team BCP
- Public Sector Network (expires 2024)
- Independent penetration testing (annual)
- Information Security and Acceptable Use Policy
- Encrypted and patched equipment
- Cyber security awareness campaign
- Internal Audit
- Internal Data & Information Governance Board

- Routine & Emergency patching and firewall configuration (increased frequency)
- NCSC Board Toolkit Action Plan
- Membership of the South East Warning Advisory Group
- Cyber Response Partner
- Simulated phishing attack programme
- CLT Cyber Security Leadership Briefing



⚠️ Current Risk 🎯 Target 🏆 Risk on Target

40

#### National Cyber Security Centre Board Toolkit review action to CLT

AM

Complete

Cyber incident plan to be created and made operational

JW

June 23

Internal Audit Action Plan Implementation

JW

June 23

Commence work on Cyber Essentials Plus Accreditation (Depends on decommissioning of PSN)

JW

Jan 24

## Objective at Risk: A clean and green borough

Owner

Change

9

### Failure to Deliver Council's Climate Emergency Action Plan

Due to the costs, increasing competing priorities and complexity of behaviour change required, there is a risk that the Borough is unable to meet its carbon reduction aspirations leading to a failure of the Borough to deliver its contribution to climate change reduction.

#### Existing Controls:

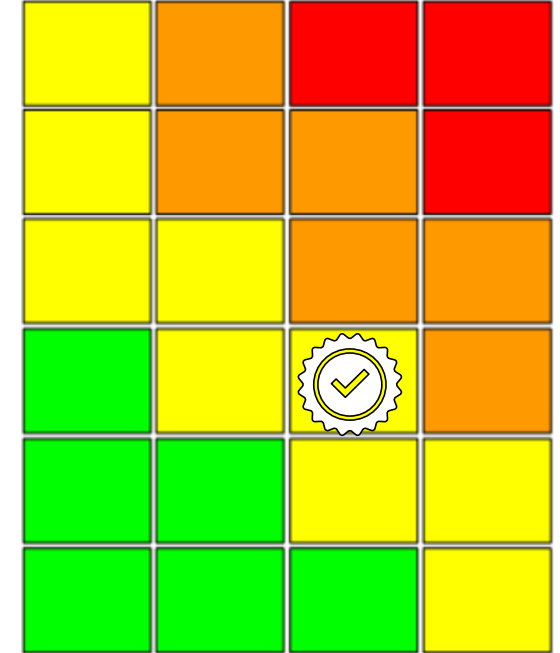
- Climate Emergency Action Plan
- Annual CEAP progress report to Council.
- Monitoring groups to discuss CEAP progress, remove delivery barriers and assess further carbon reduction opportunities.

- Climate change risk register being drafted in summer 2023
- Climate Emergency O&S Committee

SK

GF

None



Current Risk Target Risk on Target

#### Mitigating Action

Owner

Date

Delivery of the Climate Emergency Action Plan, to reach carbon neutrality by 2030

RH

2023

Climate emergency conducting a climate change risk assessment to quantify the risk the Borough and Council are exposed to. This would form the basis of a future adaptation plan.

RH

August 2023

Development of an adaptation plan to adapt operations and infrastructure to climate impacts

RH

2024

Objective at Risk: Safe, Strong Communities

10

Major Emergency Response (e.g. Pandemic)

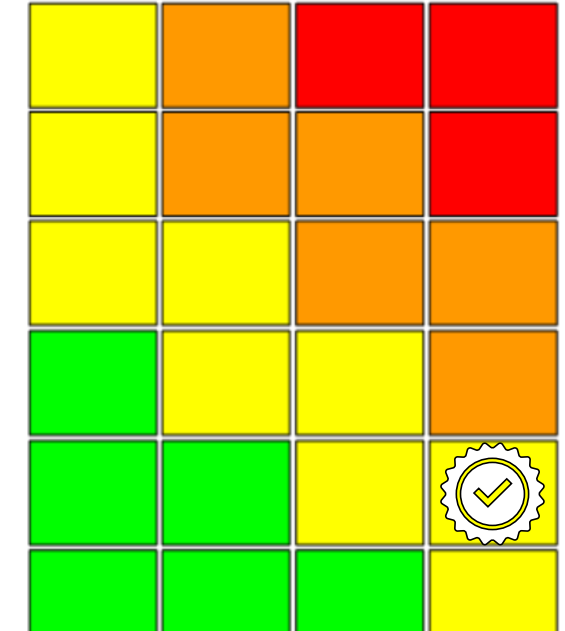
Due to an unlikely but high impact major emergency the Council is required to lead a large-scale community response leading to impact on business as usual and requirement to focus resources on key priorities.

Existing Controls:

- Emergency plan and Council-wide Business Continuity Planning
- Learning from Overview & Scrutiny review of Covid response
- In-house Emergency Planning Service

- Gold, Silver and Bronze response structure
- Seasonal business continuity training and plan updates
- Delivering training for gold, silver and bronze

Owner		Change	
SC	SP	None	



⚠️ Current Risk    🎯 Target    ✅ Risk on Target

42

Mitigating Action	Owner	Date
Silver command restructure	FH	September 2023
Reviewing key emergency plans (including major incident plan)	FH	February 2024
Creation and implementation of revised business continuity programme	FH	November 2023

## Objective at Risk: Enriching Lives

12

### Health & Social Care Reform

Due to the 'People at the heart of care' reforms that came into force from 2022 and the proposed funding changes, there is a risk of major changes in the Council's responsibilities that will lead to significant financial impact (£20-30m), workforce pressures, social care market pressures and administrative challenges. Now that elements of reforms have been delayed until 2025, this brings another element to this risk of a continuation of lack of funding and lack of government action to address the crisis in Adult Social Care. LA CQC inspection was introduced as part of these changes, which commenced Apr-23, bringing increased scrutiny to Adult Services and greater pressures to prepare and be subjected to an assurance and assessment regime.

#### Existing Controls:

- Liaising with central government and professional organisations (i.e ADASS and LGA).
- Analytical work to assess the potential impact on services.
- Working with other LAs through our regional network to consider and plan for future impact.
- Assurance to inspection project underway

- LA response provided to DHSC consultation Mar-22.
- Engagement with LGA workshops assessing the impact of the reforms.
- Working with case management software supplier to assess required changes.
- Review of Directorate Transformation Programme to incorporate requirements.

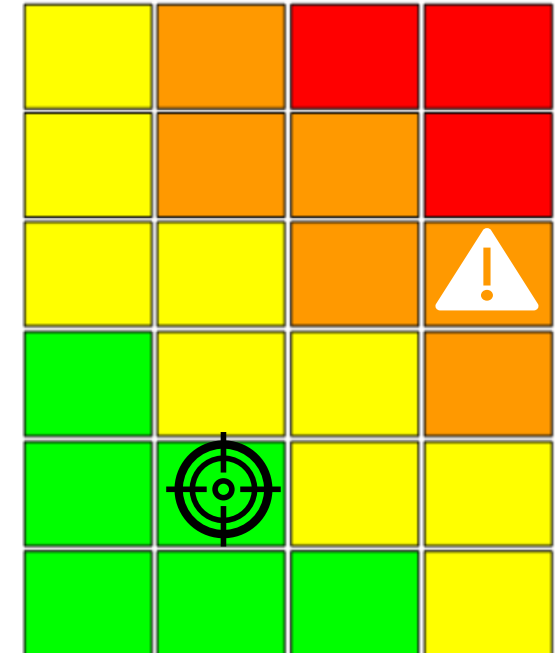
Owner

Change

DH

MP

None



Warning Current Risk Target Risk on Target

#### Mitigating Action

Programme in place to implement the reforms

Owner

MP

Date

December 24

Assurance to Inspection project underway to prepare for LA CQC assessments commencing 2023-24

MP

March 24

## Key Priority at Risk: Enriching Lives & Safe, Strong Communities

13

### Failure to meet statutory duties (Safeguarding Adults)

Due to insufficient capability/capacity, there is the risk that the Council does not meet its safeguarding responsibilities for adults leading to avoidable harm, litigation, fines and reputational damage. There is risk associated with the change in legislation for Liberty Protection Safeguards (LPS) as the plans have not yet been confirmed and the demands on the system are not yet fully known.

#### Existing Controls:

- Adult Safeguarding Hub (ASH)
- Pan Berkshire Policies and Procedures
- ASH new proportionate and person-centred processes and pathway
- ASH fully staffed and dedicated Admin
- Effective relationships embedded with key partners and forums
- Management and supervision

- Staff training and awareness
- Berkshire West Safeguarding Board
- Care Governance Quality Assurance
- Risk Assessment for Safeguarding complete
- Joint working between HoS and PSW
- Quality Assurance Framework in place

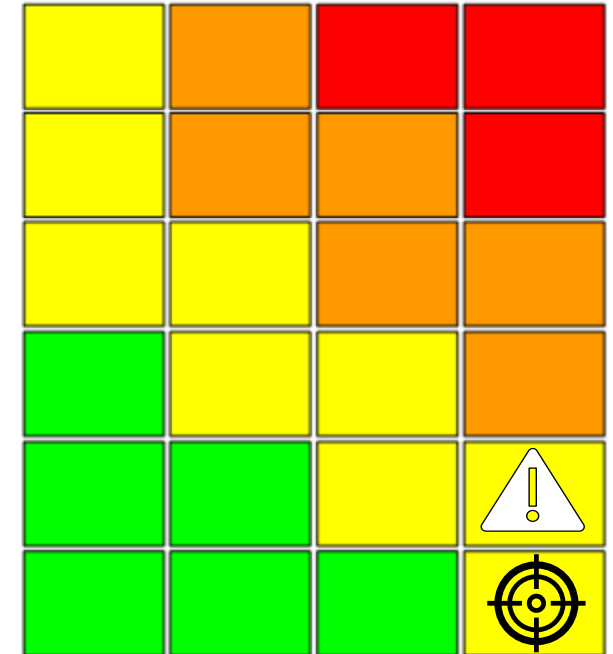
Owner

Change

DH

MP

Increase



Warning Icon Current Risk Target Risk on Target

#### Mitigating Action

ASC workforce strategy and delivery of action plan being driven through a number of workstreams

Owner

Date

MP

March 24

## Key Priority at Risk: Enriching Lives & Safe, Strong Communities

14

### Failure to meet statutory duties (Safeguarding Children)

Due to insufficient capability/capacity, there is the risk that the Council does not meet its safeguarding responsibilities for Children leading to avoidable harm, litigation, fines and reputational damage.

#### Existing Controls:

- BWSCP Child Protection Procedures and Safeguarding Partnership
- Staff Learning & Development
- Case Reviews & Audits
- Policies and Procedures
- Practice Framework
- Staff Supervision
- Quality Assurance Framework
- Recruitment & Retention Programme
- Monitoring demand & caseloads, ensuring swift review of staffing needs

- Manageable case loads
- AYSE recruitment programme
- Additional Assistant Team Managers to support supervision
- Practice consultants / assistants
- OFSTED informed action plan to improve service delivery
- Use of locum staff to fill gaps in workforce as required
- Flexible approach to additional posts as required to meet increase in demand

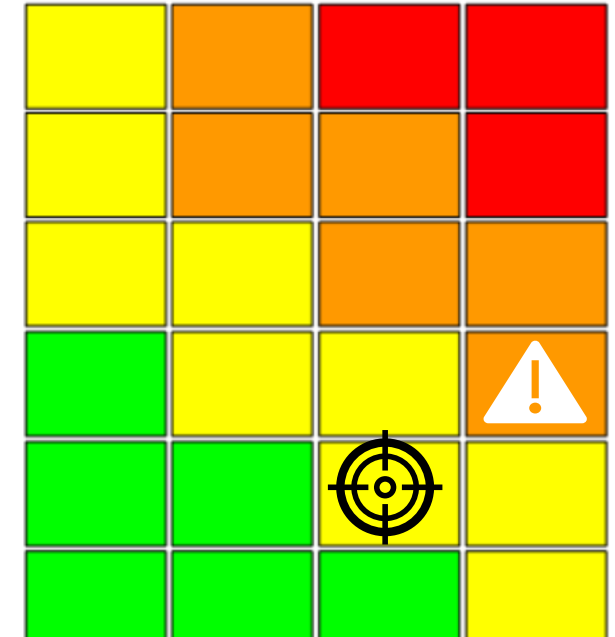
Owner

Change

PB

HW

None



! Current Risk    Target    Risk on Target

45

#### Mitigating Action

Owner

Date

Transformation Programme for Children's Services

HW

March 24

Practice Improvement Programme for Children's Services

HW

July 23

Recruitment and Retention programme to ensure all vacancies are covered

HW

March 24

Reliable real time data to inform trends in demand

HW

Oct 23

## Key Priority at Risk: Safe, Strong Communities

15

### Inward Migration

Due to the arrival of Ukraine and Hong Kong nationals, refugees from other countries, and the now mandatory National Transfer Scheme for Unaccompanied Asylum Seeking Children (UASC), there is a risk of increasing costs to the Council of provision of effective support, including a significant increase in the cost of statutory accommodation for Care Leavers as UASCs reach the age of 18.

#### Existing Controls:

Gold and Silver response meetings and taskforce assembled  
 Engagement with Voluntary Sector and Partners to ensure a coordinated approach.  
 Child and Adult Safeguarding to protect vulnerable guests  
 Caseworkers in place to liaise with hosts and Ukrainian guests.  
 Ensure all grants are claimed for UASCs and Ukrainian and Afghan refugees

Educational provision for children and support for adults for employment and benefits  
 Contingency arrangements in place to prevent and respond to relationship breakdown between hosts and guests.  
 Links established with Ukraine Centre in Reading.  
 Co-produced social inclusion and activity programme with voluntary sector.

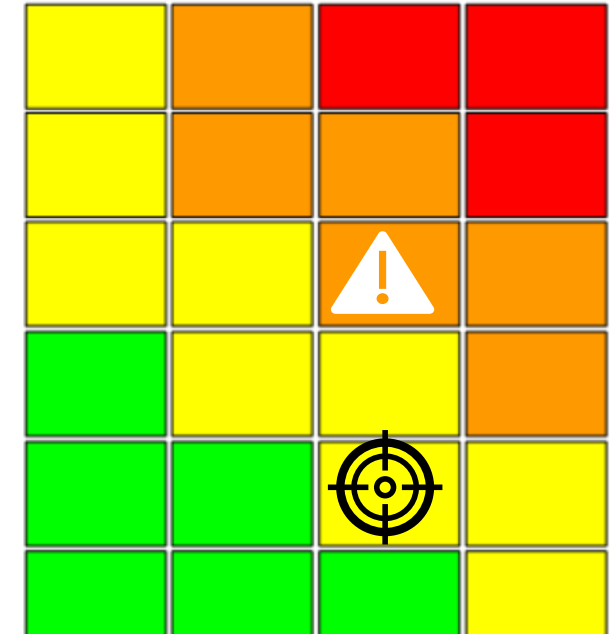
Owner

Change

RBF

GF

None



Warning Icon Current Risk Target Risk on Target

46

#### Mitigating Action

Owner

Date

Delivery of 17 dwelling capital programme to provide a range of family sized accommodation for Ukrainian and Afghan refugees

RH

February 2023

Implementation of social inclusion and activity events programme

RH

Ongoing

Ongoing work with Health and vol sector partners. Vol sector partnership work ongoing and thriving.

RH

Ongoing

Develop specific accommodation to meet the needs of UASC and former UASC Care Leavers

HW

Ongoing



## Key Priority at Risk: Enriching Lives

17

### RISK: Insufficient school places for mainstream children

Due to (a) increased numbers of children moving into the borough including international arrivals (Hong Kong nationals and Ukrainian children) in both primary and secondary phases; (b) peak primary rolls passing into the secondary sector; (c) too few places for girls (secondary phase); and withdrawal of capital funding for school place expansion there are risks of (i) a breach in statutory place sufficiency duty and (ii) new capital programme requirements.

#### Existing Controls:

- Primary Strategy 2018 to 2028
- Secondary Strategy 2022
- Development of Post 16 arrangements
- SCAP annual statutory places return to DfE
- Annual update of roll projections
- Regular reports to CSO&SC
- Regular Leadership Team updates
- 'Gold' governance arrangements in place

- Fair Access Protocol
- Regular item at BEP meetings
- Regular meetings with Finance team
- Engagement with schools on additional places
- Relationships with neighbouring boroughs
- Portal based admissions tracking (LA and Schools)

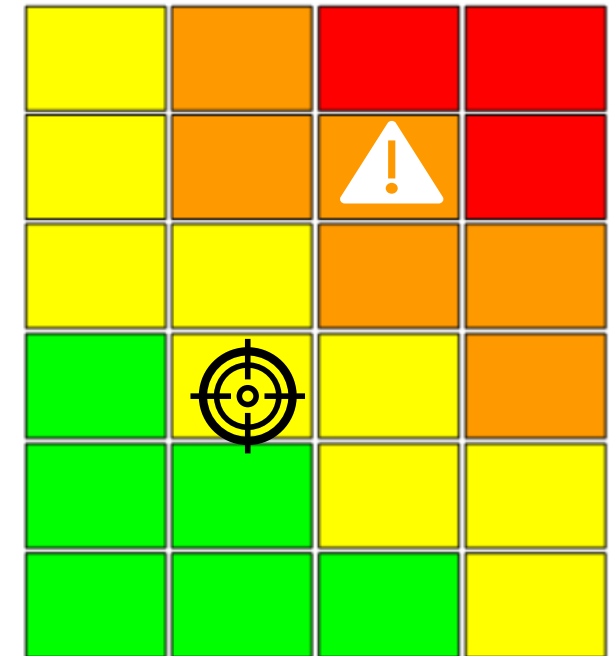
Owner

Change

PB

HW

None



Warning Current Risk Target Risk on Target

#### Mitigating Action

Owner

Date

Secondary place strategy school level expansion plans in preparation

HW

Sept 2023

Review forecasting of school places to 2030 to inform expansion programme

HW

July 2023

Engagement with Schools on additional places (above PAN)

HW

Sept 2024

## Objective at Risk: Community Vision

19

### Information Governance

Due to gaps in information governance arrangements and inability to support IT solutions for data retention and deletion (e.g. Mosaic), there is a risk of disclosure of personal sensitive data, and unlawful data retention resulting in individual distress, fines, reputational damage and loss of trust. Subject Access Requests (SARs) not being met resulting in fines, reputational damage and loss of trust.

#### Existing Controls:

- Internal Data and Information Governance (DIG) Board
- Mandatory training for new and existing staff
- Information Security and Acceptable Use Policy
- Encrypted equipment
- Secure email
- Document marking scheme

- Performance Monitoring
- Incident Reporting
- Membership of Berkshire DPO Group
- Information Governance Toolkit
- Publication Scheme
- Guidance from the ICO
- SAR Policies and Procedures
- Monitoring SAR Caseloads
- Reporting into CS Directorate Leadership Team

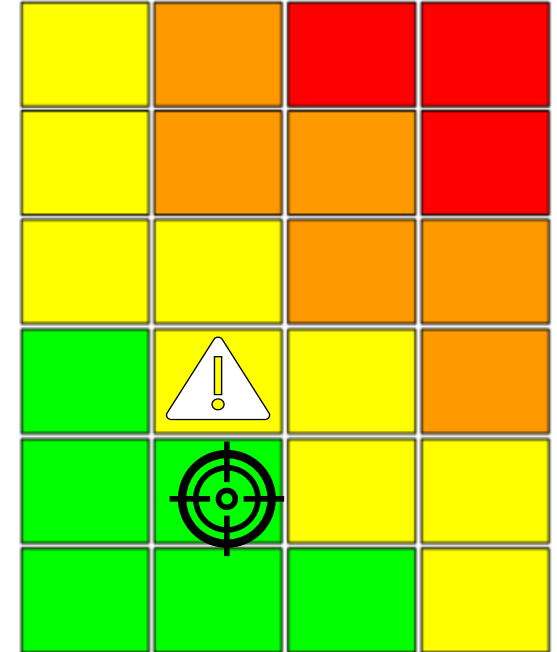
Owner

Change

ISD

GE

None



Warning Icon Current Risk Target Icon Target Checkmark Icon Risk on Target

48

#### Mitigating Action

Owner

Date

Information Security & Acceptable Use Policy update

AM

March 2023

Implementation of demand management opportunities to reduce SAR requests in children's services

HW

September 2023

## Key Priority at Risk: Changing the way we work for you

20

### RISK: Website replacement

Due to the website technology no longer being supported at end of July 2023 there is a risk that the Council will not have a functioning website leading to increase in demand across more expensive channels, service failure, reputational damage and financial costs.

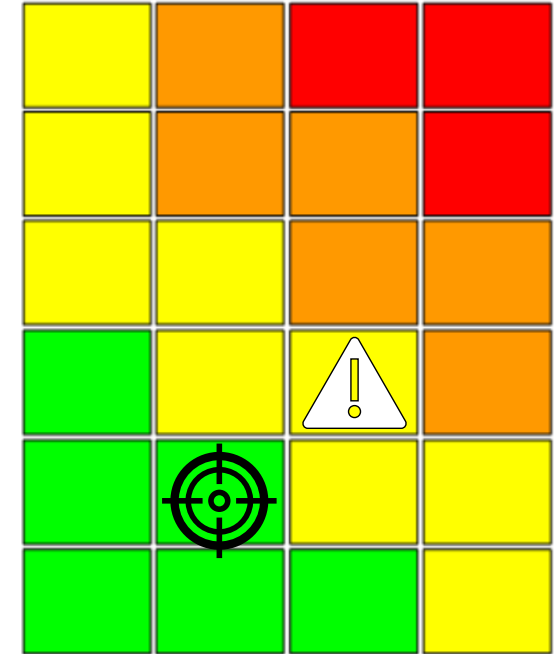
#### Existing Controls:

49

- Robust Project Governance
- Project Risk Register
- Prioritisation of key services and content to deliver essential services first
- Engagement with experienced supplier
- Robust resource planning

- Beta phase commenced on schedule
- Website contingency arrangement to copy existing website to in-house servers in case of complete project failure.

Owner		Change	
SK	SW	None	



Current Risk
 Target
 Risk on Target

#### Mitigating Actions

Site launch

Owner

JW

Date

July 2023

## Key Priority at Risk: Right Homes, Right Places

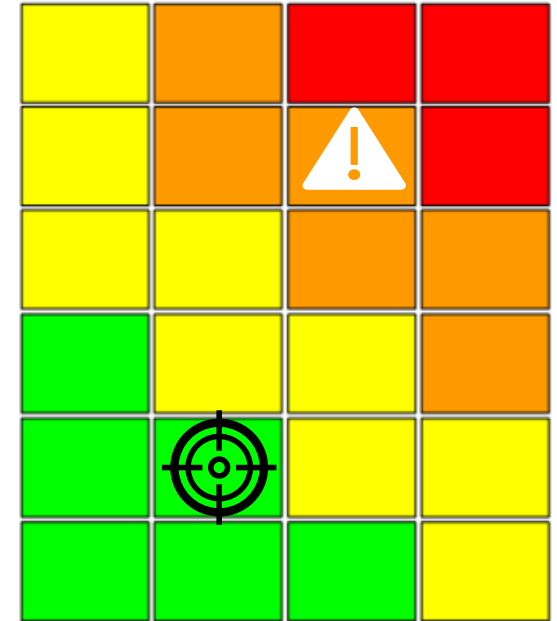
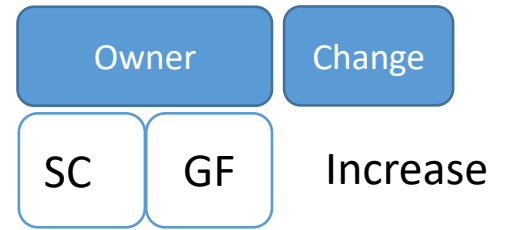
21

### RISK: Meeting Affordable Housing Need

Due the Council or partners delaying or abandoning pipeline projects as well as private developer sites failing to come forward, in turn providing fewer affordable housing contributions, there is a risk there will be insufficient stock to meet Specialist and General Needs accommodation needs leading to increased pressures on the Council's budgets particularly in Place and Growth, Adults Social Care and Children Services as well as poorer outcomes for residents.

#### Existing Controls:

- Maximising developer contributions in both on-site delivery and S106 commuted sums
- Accessing external grant opportunities through Homes England etc.
- Ensuring pipeline of development for specialist housing



Warning: Current Risk Target Risk on Target

#### Mitigating Action

Understand the financial implications of not delivering sufficient accommodation on Council services and looking for opportunities to create savings through increased delivery

Owner

RH

Date

June 2023

Setting the Council's strategic direction through development of new Housing Strategy, Homelessness and Rough Sleeping Strategy and Young People's Housing Strategy with an emphasis on addressing housing need for priority groups

Owner

RH

Date

2024

# Likelihood

51

Score	Level					Description
6	Very High	Certain.	>95%	Annually or more frequently	>1 in 10 times	An event that has a 50% chance of occurring in the next 6 months or has happened in the last year. This event has occurred at other local authorities
5	High	Almost Certain. The risk will materialise in most circumstances.	80 – 94%	3 years +	>1 in 10 – 50 times	An event that has a 50% chance of occurring in the next year or has happened in the past two years.
4	Significant	The risk will probably materialise at least once.	50 – 79%	7 years +	>1 in 10 – 100 times	An event that has a 50% chance of occurring in the next 2 years or has happened in the past 5 years.
3	Moderate	Possible the risk might materialise at some time.	49 – 20%	20 years +	>1 in 100 – 1,000 times	An event that has a 50% chance of occurring in the next 5 or has happened in the past 7 years.
2	Low	The risk will materialise only in exceptional circumstances.	5 – 19%	30 years +	>1 in 1,000 – 10,000 times	An event that has a 50% chance of occurring in the next 10 year or has happened in the past 15 years.

# Impact

Score	Level		Description
8	Critical	Critical impact on the achievement of objectives and overall performance. High impact on costs and / or reputation. Very difficult and possibly long term to recover.	<ul style="list-style-type: none"> <li>Unable to function without aid of Government or other external Agency</li> <li>Inability to fulfil obligations</li> <li>Medium - long term damage to service capability</li> <li>Severe financial loss – supplementary estimate needed which will have a critical impact on the council’s financial plan and resources are unlikely to be available.</li> <li>Death</li> <li>Adverse national publicity – highly damaging, severe loss of public confidence.</li> <li>Litigation certain and difficult to defend</li> <li>Breaches of law punishable by imprisonment</li> </ul>
6	Major	Major impact on costs and objectives. Serious impact on output and / or quality and reputation. Medium to long term effect and expensive to recover.	<ul style="list-style-type: none"> <li>Significant impact on service objectives</li> <li>Short – medium term impairment to service capability</li> <li>Major financial loss - supplementary estimate needed which will have a major impact on the council’s financial plan</li> <li>Extensive injuries, major permanent harm, long term sick</li> <li>Major adverse local publicity, major loss of confidence</li> <li>Litigation likely and may be difficult to defend</li> <li>Breaches of law punishable by fines or possible imprisonment</li> </ul>
4	Marginal	Significant waste of time and resources. Impact on operational efficient, output and quality. Medium term effect which may be expensive to recover.	<ul style="list-style-type: none"> <li>Service objectives partially achievable</li> <li>Short term disruption to service capability</li> <li>Significant financial loss - supplementary estimate needed which will have an impact on the council’s financial</li> <li>Medical treatment require, semi- permanent harm up to 1 year Some adverse publicity, need careful public relations High potential for complaint, litigation possible. Breaches of law punishable by fines only</li> </ul>
2	Negligible	Minimal loss, delay, inconvenience or interruption. Short to medium term affect.	<ul style="list-style-type: none"> <li>Minor impact on service objectives</li> <li>No significant disruption to service capability</li> <li>Moderate financial loss – can be accommodated</li> <li>First aid treatment, non-permanent harm up to 1 month</li> <li>Some public embarrassment, no damage to reputation</li> <li>May result in complaints / litigation</li> <li>Breaches of regulations / standards</li> </ul>