

Report



Governance and Audit Committee

Part 1

Date: July 2022

Item No:

Subject Quarter 4 2021/22 Corporate Risk Register Update

Purpose To present an update of the Corporate Risk Register for the end of quarter 4 (1st January to 31st March 2022).

Author Head of People, Policy and Transformation

Ward All

Summary The Council's Corporate Risk Register monitors those risks that may prevent the Council from achieving its Corporate Plan or delivering services to its communities and service users in Newport.

At the end of quarter four, there were 16 risks recorded in the Corporate Risk Register that are considered to have a significant impact on the achievement of the Council's objectives and legal obligations. At the end of quarter 4 there were no corporate risks closed and 2 risks (In-year Financial Management / Safeguarding Risk) de-escalated from the Corporate Risk Register.

Overall, there are 9 Severe risks (risk scores 15 to 25); 7 Major risks (risk scores 7 to 14); that are outlined in the report.

The role of the Governance and Audit Committee is to review and monitor the corporate governance and risk management arrangements in place, with comments and recommendations of the Committee on risk process considered by Cabinet.

Proposal The Governance and Audit Committee is asked to consider the contents of this report and assess the risk management arrangements for the Authority, providing any additional commentary and/or recommendations to Cabinet.

Action by Corporate Management Team and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Corporate Management Team

Signed

Background

The Wellbeing of Future Generations (Wales) Act 2015 requires Newport City Council to set Wellbeing Objectives in its Corporate Plan 2017-22. With any Corporate Plan there will be risks that may prevent the Council from achieving its objectives. The Council's Risk Management Policy and Corporate Risk Register enables the Council to effectively identify, manage and monitor those risks to ensure that the Council realises its Plan and ensure service delivery is provided to its communities and citizens. In July 2020 the new Risk Management Policy for 2020-22 was approved by the leader of the Council. This policy is attached as part of the background papers of this report for reference.

In April 2021, the Council's Democratic Services agreed to update the terms of reference of the Governance and Audit Committee to reflect these changes in the Local Government and Elections (Wales) Act. The role and responsibilities of the Governance and Audit Committee remains the same in the review and assessment of the Council's corporate governance and risk management arrangements in place with comments and recommendations of the Committee on risk process considered by Cabinet.

From 2022/23, the Council will be moving from 8 to 11 service areas that will be delivering the new Corporate Plan 2022-27. Additionally, the report will also be updated to reflect the new Cabinet and roles in 2022/23.

Covid-19 / Post EU Transition, Newport City Council Response

The risk scores of Covid-19 and Post EU Transition reflects the Council's response to the Welsh Government restrictions and impact on the delivery of Council services and communities. As part of the Council's Civil Contingencies arrangements, the Council's Gold Command group consisting of Heads of Service and Chief Executive to monitor the situation; and to manage emerging operational / community risks. Both risk scores presented in this report reflects the position at the time (31st March 2022).

Risk Management Process

In Newport City Council risks that may prevent or impact on the delivery of our services is continuously monitored and managed at all levels of the organisation. The following diagram below summarises how risks are continuously managed in Newport City Council.

There are many different sources of risks, such as civil contingencies, health & safety, service delivery and projects throughout the organisation where risks to the delivery of the Corporate Plan, or services might be identified and included on the Council's risk register. New risks identified to be included on the register have to be assessed and evaluated to determine their risk scores (Inherent / Residual / Target), existing controls that are in place and where further mitigating controls are required to respond and reduce the overall impact of the risk to the Council. To assess risk scores Newport City Council uses a standard 5x5 matrix that is commonly adopted across Welsh and English local authorities. Appendix 1 of this report shows a heat map of the Council's corporate risks using this matrix.



All risks identified have to be initially agreed by the Head of Service. If the residual risk score is 15 or above or if the Head of Service considers the risk to have an impact on the delivery of services / achievement of objectives in Council, it is escalated to the Council's Corporate Management Team (CMT) to determine whether it is included on the Council's Corporate Risk Register or if the risk should be managed by the relevant service area(s).

All risks are recorded in the Council's 'Management Information Hub'. Every quarter, risk owners, and risk action owners are required to assess and provide an update on the risk score and mitigating actions in place. Any risk that has escalated to 15 or above is automatically escalated and requires the Directors team to consider whether it should be included on the Corporate risk register or if they are satisfied that the responsible owner and mitigating actions are effective to be managed within the service area / team.

As risk mitigating actions are completed and the risk is reduced to meet the target risk score, an assessment will be undertaken by the risk owner to determine whether the risk is closed and if the risk mitigation actions have been sufficient to mitigate the overall risk. For risks on the Corporate Risk Register this responsibility would fall onto the Risk Owner and CMT to determine if the risk can be closed.

Quarter Four 21/22 risk update

Service areas' have aligned the objectives and actions in the 2021/22 service plans with the Council's Corporate Plan and statutory duties. Service areas also continue to consider any new and/or emerging risks that are impacting on the delivery of their services. The quarter 4 risk updates reflect the Council's structure of eight service areas.

At the end of quarter four (to 31st March 2022), service areas had recorded 44 risks (including Corporate Risks) recorded in their risk registers.

Service Area	Q4 Risks	Risk Scores Increased since Q3	Risk Scores Decreased since Q3	No Change since Q3	New Risks (Since Q3)	Closed Risks (Since Q3)	Escalated Risks ^{*1}	De-escalated Risks ^{*2}
Adult & Community Service	3	0	0	3	0	0	0	0
Children & Young People Service	3	0	0	3	0	0	0	1
City Services	6	0	0	6	0	0	0	0

Education	7	0	3	4	0	0	0	0
Finance	5	0	1	4	0	0	0	1
Law & Regulation	2	0	1	1	0	0	0	0
People & Business Change	13	0	2	11	0	0	0	0
Regeneration, Investment & Housing	5	1	0	4	0	0	0	0
Total	44	1	5	38	0	0	0	2

*1 – Escalated Risks – Risks that have been escalated from Service area risk registers to Corporate Risk Register

*2 – De-escalated Risks – Risks that have been de-escalated from Corporate Risk Register to service area risk register

Closed Service Area Risks

No service area risks were closed at the end of quarter four.:

Corporate Risk Register Update (Quarter 4)

The role of the Council's Executive Board is to determine whether the risk should be included on the Corporate Risk Register for monitoring or if the risk should remain in the service area(s) as a result of sufficient management action being undertaken to manage the overall risk.

At the end of quarter four, the Council's Corporate Risk Register included 16 of the 44 risks that are considered to pose the most risk to the delivery of Council services and achievement of its Corporate Objectives. The 16 Corporate Risks consisted of:

- 9 Severe risks (15 to 25)
- 7 Major Risks (7 to 14)

In comparison to the quarter three Corporate risk register, there were no new and/or escalated risks, and no risks were closed. One risk increased in risk score; three risks had decreased in risk score with the remaining 12 risks remaining the same score. Two risks were de-escalated to service area monitoring and reporting following a review at the Executive Board.

The 16 risks are:

- COVID-19 Pandemic Outbreak (Cross-cutting, led by People & Business Change)
- Stability of Social Services Providers (Adult & Community Services)
- Highways Network (City Services)
- Educational Out of County Placements (Education Services)
- Pressure on Adult & Community Services (Adult & Community Services)
- Ash Die Back Disease (City Services)
- Pressure on the delivery of Children Services (Children & Young People Services)
- Demand for Additional Learning Needs (ALN) and Special Educational Needs (SEN) support (Education Services)
- Balancing the Council's Medium-Term budget (Finance Services)
- Schools Finance / Cost Pressures (Education Services / Finance Services)
- Cyber Security (People & Business Change)
- Pressure on Housing & Homelessness Service (Regeneration, Investment & Housing)
- Brexit – Trade Agreement (Cross Cutting, led by People & Business Change)
- City Centre Security and Safety (City Services / People & Business Change)
- Climate Change (Cross Cutting, led by Regeneration, Investment & Housing)
- Newport Council's Property Estate (Regeneration, Investment & Housing)

Change in direction of risk score (Quarter Four)

Risk	Service Area Cabinet Member	Q3 Risk Score	Q4 Risk Score	Commentary
COVID-19 Pandemic Outbreak	People, Policy and Transformation / Leader of the Council /Cabinet	20	16	At the end of Quarter 4 the risk has reduced following the Welsh Government's (WG) announcement on the easing of restrictions. However, for health, social care sector and the Council buildings, restrictions remained in place and were still impacting services.
Demand for Additional Learning Needs (ALN) and Special Education Needs (SEN) support	Education / Cabinet Member for Education and Skills	16	12	The new ALN funding formula agreed by School's Forum will be implemented in 2022-23 financial year. Cabinet agreed an additional £1.2m to address the discrepancy between the funding for Statemented pupils and their actual costs, this will enable Schools to have the funding to put the correct support in place for Statemented pupils without a detrimental effect to their budgets. Additional Inclusion team members have been appointed including 2 Educational Psychologists, 2 Teacher Advisors, 2 SEN Officers and an Early Years Higher Level Teaching Assistant (HLTA). These staff are crucial in supporting Schools to increase their capacity to meet the needs of all ALN learners and to ensure they are fully cognisant of their responsibilities in line with ALN implementation. Further funding has been approved for 3 Teacher Advisors to specifically target pupils with complex behaviour difficulties and those at risk of criminal exploitation. The funding formula will need to be carefully monitored and reviewed to ensure Schools are able to meet the needs of their learners. Although the Inclusion services are currently at capacity, with the appointment of the additional 3 Teacher Advisor posts capacity will be improved however this needs to carefully be monitored through next year.
Schools Finance / Cost Pressures	Leader of the Council /Cabinet Member for Education and Skills	12	9	The schools currently subject to the Deficit Recovery process are each demonstrating much improved financial positions. Two of these three schools are expected to end the 2021/22 financial year in surplus, and only one school is considered as likely to need to submit an application for a further licence for the 2022/23 financial year. Systems and processes are being developed to support ways in which schools at risk of moving into deficit can be identified at an early stage, with appropriate intervention and mitigating actions then implemented by officers within Finance and Education. <u>May 2022 Update</u> No school has found it necessary to apply for a licenced deficit for the 2022/23 financial year. It is important to note however that this is primarily

Risk	Service Area Cabinet Member	Q3 Risk Score	Q4 Risk Score	Commentary
				due to the late arrival of WG grants, which artificially inflated the 2021/22 closing positions. This situation remains fragile going forward therefore.
Pressure on Housing and Homelessness Service	Regeneration Investment & Housing / Leader of the Council	16	20	WG Covid-related guidance in relation to housing all those presenting as homeless continues. There are consistently over 400 households in temporary accommodation, with less than 20 being rehoused each month due to the lack of availability of permanent accommodation. In the absence of the Covid-19 Hardship Fund for 2022-23, additional grant funding has been awarded by WG to support the authority to continue to meet the requirement to accommodate a high number of homeless households. However, this funding will not fully meet the additional costs of continuing to provide high levels of temporary accommodation and the associated staffing and property management expenditure. In addition, the introduction of the Renting Homes Act in July '22 and the cost-of-living crisis are likely to increase the number of those presenting to the authority as homeless as it is anticipated that private landlords will exit the market and accommodation will become increasingly unaffordable. The pressures on temporary and move-on accommodation are likely to be exacerbated by the demand for housing for Ukrainian evacuees.

De-Escalated Risks (Quarter Four)

Below is a summary of Corporate risks that have been de-escalated from the Corporate Risk Register to the service area risk registers. The responsible service areas will continue to monitor and report against these risks.

Risk	Service Area Cabinet Member	Q3 Risk Score	Q4 Risk Score	Commentary
Safeguarding Risk	Children Services (Lead) / Cabinet Member for Social Services	4	4	Safeguarding of adults, children and carers has been on the Council's Corporate Risk Register since 2014. Safeguarding will inherently be a risk for Newport City Council due to its statutory roles and responsibilities. In the last two financial years, safeguarding has remained one of the Council's lowest scoring corporate risks scoring 6 between June 2020 to June 2021 and since September 2021 has achieved its target risk score of 4. In September 2021, a Cabinet Report was presented on the progress the Council has made to embed safeguarding across all council services, functions and duties. The report highlights the progress that the Council has made towards improving its safeguarding practices and ensuring staff complete the mandatory training on safeguarding including Violence Against Women, Domestic

Risk	Service Area Cabinet Member	Q3 Risk Score	Q4 Risk Score	Commentary
				Abuse and Sexual Violence (VAWDASV). The report also highlights the further improvements that need to be made by the Council considering new Deprivation of Liberty Safeguards, ongoing mandatory training for officers, Members, and volunteers. The main recommendations from this Cabinet Report will be incorporated into the Council's Well-being and Self-Assessment Report 2020/21 and Action Plan.
In Year Financial Management	Finance Service / Leader of the Council / Cabinet	2	2	The In-year Financial Management risk has been on the Council's Corporate Risk Register since 2017. The risk relates to the in-year management of budgets. This risk has a Target Risk Score of 6 and since September 2020 the risk score has been below this target but mainly due to the temporary impact of Covid and additional WG funding. Previously, significant budget challenges were in place in some areas of the Council. At this point for 2022/23, Newport Council continues to have robust monthly forecasting and reporting mechanisms and whilst there are potential risks to financial management this year, the base budget has mitigation in place for these and other unforeseen budget pressures with the Council base budget and specific reserves allocations. The Council's Accountancy team and Section 151 officer are well positioned to escalate to the Council's senior Leadership team, when necessary, any financial risks and issues for decision.

Appendix 2 of this report is the Council's Corporate Risk Register.

Financial Summary

There are no direct costs associated with this report.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
The Council does not achieve its objectives as corporate level risks are not adequately managed and monitored.	M	L	Risk Management Strategy has been adopted and mechanisms are in place to identify, manage and escalate emerging and new risks / mitigation strategies. Audit Committee oversight of risk management process.	Directors, Heads of Service and Performance Team

*Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2017-22

Strategic Recovery Aims

Robust risk management practices increase the chances that all of the Council's priorities and plans will be implemented successfully.

Options Available and considered

1. To consider the contents of this report and assessment of the risk management arrangements for the Authority, providing any additional commentary and/or recommendations to Cabinet.
2. To request further information or reject the contents of the risk register

Preferred Option and Why

1. Option 1 is the preferred option with recommendations raised by the Audit Committee to be considered and reported to Cabinet and Officers in accordance with the Council's Constitution.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan.

It is noted that overall, the corporate risk register remains largely unchanged since the third quarter with no new or escalated risks and none closed but two de-escalated back to the service areas and one has decreased in score with 15 remaining the same. The register will continue to be monitored closely and any increasing risk scores that may lead to financial pressures without mitigation will be reflected in established ongoing revenue and capital monitoring and MTFP arrangements.

Comments of Monitoring Officer

There are no specific legal issues arising from the report. As part of the Council's risk management strategy, the corporate risk register identifies those high-level risks that could impact upon the Council's ability to deliver its corporate plan objectives and essential public services. The identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet. However, Governance & Audit Committee are responsible for reviewing and assessing the Council's risk management, internal control and corporate governance arrangements. The report confirms that there have been no significant changes in the risk profile during the final quarter of the last financial year, with no additional risks being added to the corporate risk register and 2 risks being de-escalated back to the service areas. For the most part, the individual risk scores have also remained the same, with only 1 of the 16 remaining risk scores being decreased.

Comments of Head of People, Policy and Transformation

Risk Management in the Council is a key area to implementing Wellbeing of Future Generations Act (Wales) 2015 and provides assurance over our control and governance arrangements in the Council. As the report has highlighted, Covid 19 has had a significant impact on the delivery of Council services which have been managed through the Council's business continuity arrangements. As the Council is moving towards recovery and operating in a 'new normal' emerging opportunities and risks will have an impact on how we deliver services both in the short and long term. Having an effective risk management system and culture will be important for the Council's Cabinet and senior officers to make evidence-based decisions.

Comments of Cabinet Member

The Chair of Cabinet has been consulted and has agreed that this report goes forward to Audit Committee for consideration with Audit Committee comments and recommendations reported back to Cabinet in the next quarters update.

This quarter four Corporate Risk Register has been reported to the [Council's Cabinet](#) on 15th June 2022.

Local issues

None.

Scrutiny Committees

Not Applicable. Audit Committee have a role in reviewing and assessing the risk management arrangements of the Authority.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

Under the Wellbeing of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

Long Term – Having effective risk management arrangements will ensure that the opportunities and risks that will emerge consider the long-term impact on service users and communities.

Preventative – Identifying opportunities and risks will ensure the Council is able to implement necessary mitigations to prevent or minimise their impact on Council services and service users.

Collaborative – The management of risk is undertaken throughout the Council and officers collaborate within service areas, Corporate Management Team and the Council's Cabinet to ensure decisions are made in a timely manner and are evidence based.

Involvement – The Council's Risk Management process involves officers across the Council's service areas and Cabinet Members.

Integration – Risk Management is being integrated throughout the Council and supports the integrated Planning, Performance and Risk Management Framework. The Framework ensures that planning activities consider the opportunities and risks to their implementation and overall supports the delivery of the Council's Corporate Plan and legislative duties.

Crime and Disorder Act 1998

Not applicable.

Consultation

As above, the Risk Register is considered by Governance and Audit Committee and Cabinet.

Background Papers

Risk Management Policy 2020-22

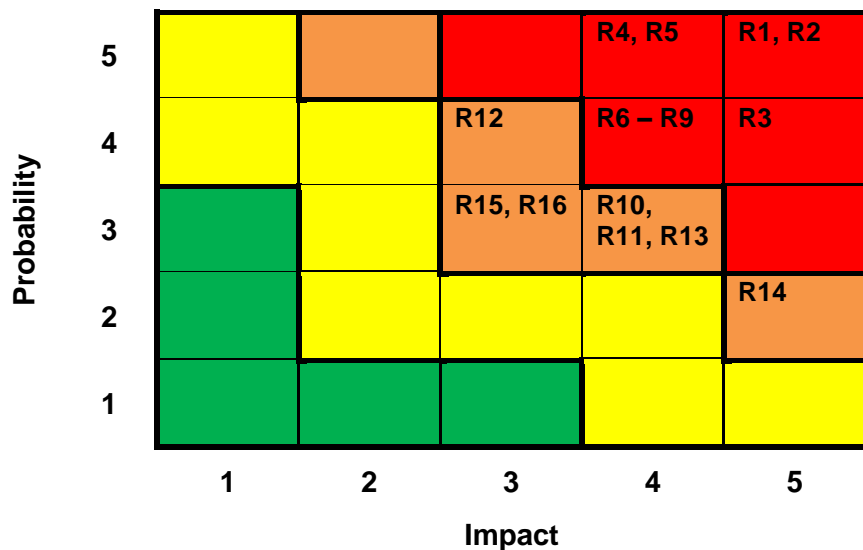
Q4 Risk Cabinet Report, June 2022

Q3 Risk Cabinet Report, March 2022

Covid Strategic Recovery Aims

Dated: 19th July 2022

Appendix 1 - Quarter 4 Corporate Risk Heat Map



Corporate Risk Heat Map Key (Quarter 4 2021/22)	
R1 - Stability of Social Services Providers	R9 - Newport Council's Property Estate
R2 - Pressure on Adult & Community Services	R10 - Demand for ALN and SEN support
R3 - Highways Network	R11 - Educational Out of County Placements
R4 - Pressure on the delivery of Children Services	R12 - Climate Change
R5 - Pressure on Housing and Homelessness Service	R13 - Post EU Transition
R6 - COVID-19 Pandemic Outbreak	R14 - City Centre Security and Safety
R7 - Ash Die Back Disease	R15 - Schools Finance / Cost Pressures
R8 - Cyber Security	R16 - Balancing the Council's Medium-Term budget

Risk Score Profile between Quarter 1 2021/22 and Quarter 4 2021/22

Risk Reference	Risk	Lead Cabinet Member(s) *	Risk Score Quarter 1 2021/22	Risk Score Quarter 2 2021/22	Risk Score Quarter 3 2021/22	(Current) Quarter 4 2021/22	Target Risk Score
R1	Stability of Social Services Providers	Cabinet Member for Social Services	25	25	25	25	6
R2	Pressure on Adult & Community Services	Cabinet Member for Social Services	20	25	25	25	10
R3	Highways Network	Deputy Leader and Cabinet Member for City Services & Member Development	20	20	20	20	15
R4	Pressure on the delivery of Children Services	Cabinet Member for Social Services	20	20	20	20	6
R5	Pressure on Housing and Homelessness Service	Leader of the Council	16	16	16	20	6
R6	COVID-19 Pandemic Outbreak	Leader of the Council /Cabinet	15	20	20	16	6
R7	Ash Die Back Disease	Deputy Leader & Cabinet Member for City Services & Member Development	20	20	16	16	6
R8	Cyber Security	Cabinet Member for Assets and Community	16	16	16	16	10
R9	Newport Council's Property Estate	Cabinet Member for Assets and Community	16	16	16	16	9
R10	Demand for ALN and SEN support	Cabinet Member for Education and Skills	16	16	16	12	6

Risk Reference	Risk	Lead Cabinet Member(s) *	Risk Score Quarter 1 2021/22	Risk Score Quarter 2 2021/22	Risk Score Quarter 3 2021/22	(Current) Quarter 4 2021/22	Target Risk Score
R11	Educational Out of County Placements	Cabinet Member for Education and Skills	12	12	12	12	5
R12	Climate Change	Cabinet Member for Sustainable Development	9	12	12	12	10
R13	Post EU Transition	Leader of the Council / Cabinet	8	12	12	12	10
R14	City Centre Security and Safety	Deputy Leader and Cabinet Member for City Services and Member Development	10	10	10	10	8
R15	Schools Finance / Cost Pressures	Leader of the Council / Cabinet Member for Education and Skills	12	12	12	9	6
R16	Balancing the Council's Medium-Term budget	Leader of the Council / Cabinet	16	16	9	9	10

Glossary

This document provides an explanation of terminology used in this report and supporting documents.

Risk Appetite – the amount of risk that Newport City Council is willing to seek or accept in the pursuit of the Council's long term objectives.

Inherent Risk Score – The level of risk in the absence of any existing controls and management action taken to alter the risk's impact or probability of occurring.

Residual Risk Score – The level of risk where risk responses i.e. existing controls or risk mitigation actions have been taken to manage the risk's impact and probability.

Target Risk Score – The level of risk (risk score) that Newport City Council is willing to accept / tolerate in managing the risk. This is set in line with the Council's overall risk appetite.

Risk Mitigation Action – Actions identified by the Risk Owner to respond to the risk and reduce the impact and probability of the risk of occurring.

Risk Mitigation Action (Red Progress Score) – Significant issue(s) have been identified with the action which could impact on the ability of the action meeting its completion date. Immediate action / response is required resolve its status.

Risk Mitigation Action (Amber Progress Score) – issue(s) have been identified that could have a negative impact on the action achieving its completion date. Appropriate line manager(s) should be informed and where necessary action taken.

Risk Mitigation Action (Green Progress Score) – The action is on course for delivering to the agreed completion date and within the agreed tolerances.

How the Council Assesses Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

A Corporate Risk Register will contain the high-level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below, and further detail is included in appendix 3.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
5	Severe	Failure of a key strategic objective	Serious organisational / service failure that has direct impact on stakeholders including vulnerable groups. Service disruption over 5+ days.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital > £1M Revenue >£1M	Legislative / Regulatory breach resulting in multiple litigation / legal action taken on the Council (linked to Financial / Reputational Impacts).	Multiple major irreversible injuries or deaths of staff, students or members of public. (Linked to Financial / Reputational Impacts)	Severe and persistent National media coverage. Adverse central government response, involving (threat of) removal of delegated powers. Officer(s) and / or Members forced to Resign.	Project status is over 12 months from anticipated implementation date. Project(s) do not deliver the major benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational Impacts
4	Major	Severe constraint on achievement of a key strategic objective	Loss of an important service(s) for a short period that could impact on stakeholders. Service disruption between 3-5 days.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital > £0.5M - £1.0M Revenue >£0.5M- £1M	Serious legislative breach resulting in intervention, sanctions and legal action. (Linked to Financial / Reputational Impacts)	Major irreversible injury or death of staff, student or member of public. (Linked to Financial / Reputational Impacts)	Adverse publicity in professional / municipal press, affecting perception / standing in professional /local government community Adverse local and social media publicity of a significant and persistent nature.	Project status is 6 to 12 months over from anticipated implementation date. Project(s) do not deliver major benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational Impacts
3	Moderate	Noticeable constraint on achievement of a key strategic objective /	Loss and/or intermittent disruption of a service between 2-3 days.	<u>Corporate / Project</u> Unplanned and/or additional	Significant legislative breach resulting in investigation. (Linked to Financial	Major reversible injury to staff, student or member of	Adverse local publicity / local public opinion including social media.	Project status is 1 to 6 months over from anticipated implementation date.

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
		Service Plan objective.		expenditure disturbance. Capital = £0.25M - £0.5M Revenue = £0.25M to £0.5M Revenue = £0.25M to £0.5M	/ Reputational Impacts)	public. Not life threatening. (Linked to Financial / Reputational Impacts)	Statutory prosecution of a non-serious nature.	There is significant reduction on delivery of benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational impacts.
2	Low	Constraint on achievement of Service Plan objective that does not impact on Corporate Strategy	Brief disruption of service that has a minor impact on the delivery of a service. Service disruption 1 day.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital = £0.1M - £0.25M Revenue = £0.1M – £0.25M	Moderate impact leading to warning and recommendations.	Some minor reversible injuries. (Linked to Financial / Reputational Impacts)	Contained within Directorate Complaint from individual / small group, of arguable merit	Project status is 1 to 4 weeks over from anticipated implementation date. There is minor reduction on delivery of benefits / savings identified in business case. This is linked to Financial / Strategic / Reputational impacts.
1	Very Low	Constraint on achievement of Service / Team Plan objective	Minor disruption of a non-critical service.	<u>Corporate / Project</u> Unplanned and/or additional expenditure disturbance. Capital < £100k	No reprimand, sanction or legal action.	Some superficial injuries. (Linked to Financial / Reputational Impacts)	Isolated complaint(s) that are managed through the corporate complaints process and service area.	Project status is 1 week over from anticipated implementation date. There is insignificant / no impact on delivery of benefits / savings

Score	Description	Impact Measures						
		Strategic / Policy	Operational / Business Continuity	Financial	Governance / Legal / Regulatory	Health & Safety	Reputational	Project Delivery / Savings / Benefits
				Revenue <£100k				<p>identified in business case.</p> <p>This is linked to Financial / Strategic / Reputational impacts.</p>

Score	Probability	Criteria
5	Very likely 75% +	<p>Systematic Risks – Local evidence indicating very high probability of occurrence if no action / controls are in place. Risk is highly likely to occur daily, weekly, monthly, quarterly.</p> <p>Emerging Risks – National and Global evidence indicating very high probability of occurrence on local communities if no action / controls are taken. Risks are highly likely to occur within the next 5 years.</p>
4	Likely 51-75%	<p>Systematic Risks – Local evidence indicating high probability occur in most circumstances with near misses regularly encountered e.g. once or twice a year.</p> <p>Emerging Risks – National and Global evidence indicating high probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 5-10 years.</p>
3	Possible 26-50%	<p>Systematic Risks – Local evidence indicating distinct possibility with circumstances regularly encountered and near misses experienced every 1-3 years.</p> <p>Emerging Risks – National and Global evidence indicating distinct probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 10-15 years.</p>
2	Unlikely 6-25%	<p>Systematic Risks – Local evidence indicating low to infrequent near misses experienced every 3 + years.</p> <p>Emerging Risks – National evidence indicating low probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>
1	Very Unlikely	<p>Systematic Risks – Local evidence indicating risk has rarely / never happened or in exceptional circumstances.</p> <p>Emerging Risks – National evidence indicating very low probability of occurrence on local communities if no action / controls are taken. Risks are likely to occur within the next 16-25 years.</p>

Systematic Risks – Risks that are known or are becoming part of social, cultural, economic, and environmental systems that govern our lives.

Emerging Risks – Risks that are further away, less defined, and early stage of being known about.