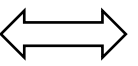
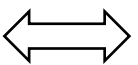

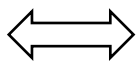


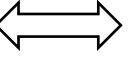
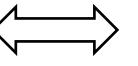



CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update October 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
Cost of Living Crisis										
C	ALL	If the current cost of living crisis continues and even intensifies without any UK Government interventions, then the people and businesses of Leicestershire as a whole will be significantly impacted, and the County Council will have to take some difficult decisions.	5	5	25	5	2	10	Although the level of support given to residents for the cost of living crisis continues which includes the household support fund, there is still a risk that residents will be reliant on the support and therefore when the funding stops the impact on the council may be significant which will result in the County Council having to take some difficult decisions.	↔ Expected to remain high/red
1. Medium Term Financial Strategy										
1.1	ALL	If we fail to deliver the MTFS savings, have an unexpected loss in income and /or fail to control demand and cost pressures then this will put the Council's financial sustainability at risk with major implications for service delivery.	5	5	25	5	3	15	<ul style="list-style-type: none"> Funding reform delayed until after spending review period (2024-25). Meeting with Chancellor took place 25th April to discuss position. A follow up meeting with Lee Rowley, Minister for Local Government took place on 14th September. Series of efficiency reviews being scoped. Targets allocated to departments. Approach for the year agreed with CMT. Informal meetings between Members and Chief Officers are planned for November 2023 to focus on savings targets and demand management. Spending Control options being reviewed. 	↔ Expected to remain high/red
1.5	C&FS	Children's Social Care IF the number and type of high-cost social care placements (e.g. external fostering, residential and 16+ supported accommodation) increases (especially in relation to behavioural and CSE issues) THEN there may be significant pressures on the Children's Social Care placement budget, which funds the care of vulnerable children.	5	5	25	4	4	16	<p>The number of children requiring residential care and 16+ supported accommodation remains relatively stable (excluding UASC). However, the cost of placements are heavily market led with few providers on framework showing an 'interest' in children with the most complex needs (particularly related to violence and mental health needs).</p> <p>The numbers of children in residential care, whilst relatively stable, is also impacted on by the number awaiting move on placements into foster homes, from residential care. Again, due to the level of need, many foster carers do not feel able to meet these children's needs.</p> <p>Activity in the service to address issues includes review of the CFS commissioning service and whether we are able to do our business differently (e.g. increased use of mini-tenders) along with a review of specialist carers job descriptions to stimulate more interest during recruitment.</p> <p>Other areas of activity include Defining Children and Family Services for the Future workstream focus on reducing Care Leaver (CL) need for LA accommodation over the age of 18. We currently fund the accommodation of 38 CLs. 14 of whom are deemed to require this support. The remaining are due to District Council sufficiency issues. The average duration of this funding by LCC is 44 weeks, and as such the insufficiency incurring a significant cost.</p>	↔ Expected to remain high/red
1.6	C&FS	Special Educational Needs IF demand for and the complexity of Education Health and Care Plans (EHCP) continues to rise, and corrective action is not taken, there is a risk that the high needs block budget deficit will continue to increase and create a significant burden on the Council.	5	5	25	4	4	16	<p>Finance workstream is underway building close working relationships between operational finance and corporate colleagues around our data, invoicing and payments.</p> <p>TSIL programme well underway - there are 12 workstreams, with 2 through design and 2 more to in next phase</p> <p>Aim of programme remains to reduce deficit on High Needs Block.</p>	↔ Expected to remain high/red

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1.7	CR	If the Council is not compliant with the HMRC IR35 regulations regarding the employment status for tax of self-employed personnel, then there is a risk of backdated underpaid tax and NI, interest and large financial penalties.	5	4	20	4	3	12	<ul style="list-style-type: none"> E&T looking to change arrangements to ensure drivers go through payroll update. Work in progress with Procurement/Legal Services about how we might be able to identify these and finding a process and potentially a value where a contract is needed or not. Going to future DMT's to inform them of this - reminding Managers when going through the CEST (Check employment status for tax), that a new CEST may need to be done if short term work is renewed and leads to a longer-term piece of work. This is also in our Engagement of Independent Contractors Have been to CFS SMT and informed them of the risks when dealing with off-contract agencies, will go to future DMTs and let them know of risks of going off-contract. 	 Expected to remain high/red
1.9	ALL	If the immigration status of refugees and asylum seekers (including unaccompanied asylum-seeking children (UASC) and Homes for Ukraine Scheme (H4US)) who arrive in the County is not resolved, then the Council will have to meet additional long-term funding in relation to its housing and care duties, with the biggest cost and staffing impacts on C&FS.	5	5	25	4	3	12	<p>The Council continues to experience challenges in supporting asylum seekers and refugees who are arriving into the county under a number of separate schemes. These include asylum seekers placed in local hotels, those moving into dispersed accommodation, and unaccompanied asylum-seeking children, and resettlement programmes such as Homes for Ukraine , Afghan nationals, and Hong Kong British Nationals. The initiatives do not operate in a coordinated or system wide manner, and are run by different government departments. The cumulative impact of the number of arrivals (irrespective of initiative) has created additional demand for council and partner services particularly finding school places, funding home school transport, safeguarding, housing, cohesion, health and policing. Officers continue to take part in multi-agency meetings with government departments to press for additional funding for public services, and a commitment to looking at this issue from total place perspective.</p> <p>We now have 107 UASC Children in Care and 127 Care leavers.</p> <p>To manage the increased number of assessments and demand on the service, the UASC Service will increase to include a dedicated assessment team. This added capacity and scrutiny from a dedicated manager, will ensure that the quality of the age determination remains good and reduces the change of legal challenge.</p> <p>In relation to providing accommodation and timeliness of this, the processes to authorise placements for UASC have been reviewed and amended which makes it much more likely that a placement will be identified within the 5 day timescale. However, this has changed the resource focus of the Commissioning Team which creates risks elsewhere. This is being evaluated to determine mitigating action</p>	 Expected to remain high/red
1.11	CE	If transition to the operational stage were not enabled, taking account of financial, governance, HR and other considerations, then the County Council would not be fulfilling its role as lead authority and accountable body for the East Midlands Freeport.	5	3	15	5	2	10	<p>The Freeport's incorporation as a company, scheduled for late 2023, is awaiting clarification from DLUHC and the business rate collection authorities on some technical issues which affect all Freeports.</p>	 Expected to move to medium/amber
1.12	CE	If developer contributions are not secured, are not sufficient to cover costs or are not spent efficiently then there could be a failure to pay for roads, schools and other essential infrastructure.	5	3	15	4	3	12	<p>This continues to be a risk particularly with historic S106 agreements not covering current costs. We are looking at ways to incorporate more flexibility into new S106 agreements.</p>	 Expected to remain high/red

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2. Health & Social Care Integration										
2.4	A&C C&FS PH	If health and care partners fail to work together to address the impact of system pressures effectively, there is a risk of an unsustainable demand for care services and a risk to the quality of those services to meet need	4	4	16	5	2	10	A&C Health Partners are reporting pressures on the system are emerging and this is being actively monitored. Work continues to ensure that the Better Care Fund funded intake model will support discharge in the medium term as planned. C&FS Health funding into Department still doesn't equate to spend. A report has been commissioned that outlines significant concerns in both health contributions and processes. Meetings are organised between DC's and Senior Health colleagues to progress. PH Increasing pressure on system impacts such as GP's is noticeable in terms of being more reactive and not being able to prioritise rather than be proactive around services such as long-acting reversible contraception and Health Checks. Ultimately this will impact the needs from residents for the services Public Health provide or commission further.	 Expected to move to medium/amber
3. ICT, Information Security										
3.6	CR	If the updates to the ORACLE Fusion system do not meet the County Council's requirements, then there is a risk of work arounds continuing and efficiencies not being delivered.	4	4	16	3	4	12	<ul style="list-style-type: none"> Continue engagement with Oracle and Mastek to reduce outstanding incidents and work towards further improvements to the system. Identify the key areas that are not operating as intended post go-live Review the project benefits to plan delivery of those that are outstanding Operational finance review completion Development of People Hub – scoped out 	 Expected to move to medium/amber
3.7	CR	If the council does not manage its exposure to cyber risk THEN decisions and controls cannot be taken to mitigate the threat of a successful cyber attack.	4	4	16	3	4	12	<ul style="list-style-type: none"> Disaster Recovery testing ongoing. A 12 month schedule in place to test Priority 1 business applications. Programme of testing managed by DR Steering Group. 	 Expected to remain high/red
3.8	CE	If there is a failure to provide appropriate strategic and operational business intelligence then the council's policy and strategy will not be evidence-led and day-to-day service delivery, costs and reputation may be negatively impacted, including meeting statutory requirements.	4	4	16	4	2	8	<p>Progress on Data Strategy - the work programme has recommenced with kick off sessions scheduled for October to take forward development of the strategy and build on recommendations from Gartner.</p> <p>Gartner are finalising their specific recommendations around infrastructure, approach, roles and responsibilities, and wider structural/ways of working.</p> <p>Data server business case - costings and risks are being worked up between Information Technology (IT) and Business Intelligence (BI) with support from Transformation Unit (TU).</p> <p>Interim measures update. A risk remains around not being able to take on more work without de-prioritisation of lower priority BI work. From an IT perspective cloud options are being explored as a possible route to alleviate server demand. In the short-term BI aren't taking on more datasets and are seeking to rationalise the automation of datasets.</p>	 Expected to remain high/red
4. Commissioning & Procurement										
4.2	E&T	If Arriva is successful in its concessionary travel appeal or the City in its challenge on the methodology of reimbursing operators then reimbursement costs for the scheme could increase.	5	3	15	3	3	9	Information received from City Colleagues however this has given rise to further queries which are now being addressed in discussion	 Expected to move to medium/amber

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4.3	E&T	If bus operators significantly change services due to wider external or economic pressures then there could be substantial impacts on communities accessing essential services and lead to required intervention under our PT Policy & Strategy.	4	4	16	4	4	16	The Government recently announced £150 million of redirected HS2 funding to improve bus services, this is part of the Network North Plan. In addition, the 'Get Around for £2' cost-of-living support scheme will be extended from 1 November until 31 December 2024. The department is currently in the process of assessing the ramifications of this announcement and working up a plan forward.	↔ Expected to remain high/red
4.4	CR	If there is an actual or perceived breach of procurement guidelines then there may be a challenge which results in a financial penalty.	4	4	16	3	4	12	<ul style="list-style-type: none"> • Protocol has been written and added to the toolkit. • New legislation has been delayed again until 2024. Quarterly meetings with ESPO and Legal are being held to consider new procurement bill implications and changes to practise that will be required. • Delivery of training sessions now complete. Training materials have been added to toolkit for future reference and use. • Draft roles and responsibilities and target operating model currently being worked on. Proactively updating procurement pipelines for each department to try to reduce exceptions. • Amendments are being made to the constitution to reduce risks. Further ongoing changes will be made to match the new legislation when it is released. • The main audit will now be conducted once the new legislation is in place. 	↔ Expected to remain high/red
4.5	E&T C&FS	If Special Educational Needs Assessments are delayed and Education, Health and Care Plans are not issued on time with appropriate placements for children identified, Transport Operations could be failing to provide a timely statutory service.	4	4	16	3	3	9	New applications for transport assistance continue to be received, although these have reduced to an average of 21 per week during October, which is still a considerable number in terms of setting up transport arrangements at this time of year. Impact therefore remains significant.	↓ Expected to move to medium/amber
5. Safeguarding – category retired										
6. Category retired										
7. People										
7.1	CR (ALL)	If sickness absence is not effectively managed then staff costs, service delivery and staff wellbeing will be impacted	4	4	16	3	4	12	The major issue currently is the high level of absence that is being managed across the organisation (9.8 days FTE for Q2).	↔ Expected to remain high/red
7.2	ALL	If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.	5	5	25	3	5	15	<p>Risks currently scoring 15 and above</p> <p><u>C&FS</u></p> <p>The Department is close to implementing a strategic plan to recruit international social workers, this aims to significantly increase the numbers of permanent staff, however, the process of induction and supporting these social workers from abroad both professionally and socially into the local community and into the workforce creates some challenge for us - we hope that this in the longer term will create better stability and reduce our dependency on agency staff. Early indications of this project have identified 20 social workers from abroad.</p> <p><u>CR</u></p> <ul style="list-style-type: none"> • Apprentice scheme on track to be fully developed by April 2025 as part of the People Strategy refresh. • CMT have agreed that a policy should be drafted setting out recruitment incentives for weekend and overtime working rates . CMT will be further consulted on the detail. • Plans for more sustainable approach to “developing our own” to include graduate and young people recruitment. 	↔ Expected to remain high/red
			5	4	20	3	3	9		

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			4	5	20	3	3	9	<p><u>E&T</u></p> <p>Adverts closing as part of recruitment campaign and interviews starting to take place. Continuing to work with Reed re additional suppliers.</p> <p><u>A&C</u></p> <p>Take up of training now available at team member / team level to help managers monitor uptake of mandatory and A&C training. Mandatory training has increased from 61% to 79% since January. Work continues on delivering the Workforce Strategy Action Plan.</p> <p>Risks currently scoring below 15</p> <p><u>CE</u></p> <p>Increased demand on service with difficulties in recruitment. Reorganised staffing and actively recruited for vacant positions. Currently in middle of recruitment exercises using options within the Recruitment and Retention Incentives Policy for Hard-to-Fill Posts.</p>	
7.3	A&C	If the Department fails to develop and maintain a stable, sustainable, and quality social care market to work with, then it may be unable to meet its statutory responsibilities.	5 Decreased from 20	3	15	5	2	10	<p>Workforce fund has also been allocated, with the deadline of submission to Department of Health and Social Care of September 2023 was met.</p> <p>The new rates were communicated to providers in late September 2023 ahead of implementation in early October 2023, including conditions (such as reduction of Local Authority Assisted Funding and Third Party Top Ups).</p>	↔ Expected to remain high/red
7.4	A&C	If LCC's Charging Policy is challenged on the principles of the Norfolk Ruling then there could be judicial review leading to significant financial impact and reputational damage.	5	3	15	3	4	12	<p>Internal consultation on policy undertaken via Policy Operational Group and work continues to prepare Cabinet Report.</p>	↔ Expected to remain high/red
7.5	A&C	If there is continuing increase in demand for assessments (care needs and financial) then it may not be met by existing capacity.	4 Decreased from 20	4	16	3	2	6	<p>The size of the backlog of financial assessments is now an issue. We have bought in an improvement manager and will simplify process to streamline the assessment process and avoid future unmanageable backlog positions.</p> <p>Part time Lead Practitioner role in post from 4th September 2023. Bosworth, Oadby and Wigston (BOW)/Harborough relaunch to restart on 23rd October 2023 which will include Customer Service Centre BOW, Home First Community BOW, Operational Commissioning Teams Cognitive & Physical Disabilities BOW and Harborough, Learning Disabilities & Autism BOW, Mental Health (MH) BOW and Harborough and MH reablement BOW and Harborough. MH Innovation site and assistive outreach to continue in pilot.</p> <p>There is evidence being gathered that the 3 conversations model is beginning to positively impact on waiting times.</p>	↔ Expected to remain high/red
7.6	A&C	If A&C fail to provide robust evidence of good practice for the CQC inspectors, then this will result in a poor inspection outcome and incur reputational risk alongside extra resources and possible external governance to undertake any actions required to make the improvements necessary to fulfil statutory requirements.	5	3	15	5	1	5	<p>Improvement Plan presented to staff at all A&C staff briefing in September and progress will be reported into DMT quarterly. The Social Care Reform Programme will formally close by 31 October and actions regarding Assurance and Market shaping will move into BAU. Support material for CQC inspections were approved by the Social Care Reform Board in September. The latest quarterly data has been incorporated into the next draft of the self-assessment which will go to DMT for approval in November. The Financial Pathway Improvement activity will be managed as a separate programme from November.</p>	↔ Expected to remain high/red

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7.7	C&FS	If current demand for EHC Needs Assessment and updating of EHCPs after annual review exceeds available capacity of staff within SEND Services (particularly educational psychology and SEN Officer) then this leaves the Council vulnerable to complaints of mal-administration with regards to statutory timescales. The situation is worsened by a lack of specialist placements which means that children with complex needs may not be placed in a timely way and hence may not receive the support to which they are entitled through their EHC Plan.	5	5	25	4	4	16	<p>CFS have been selected to be part of the Change Programme Partnership alongside Leicester and Rutland to pilot the SEND and AP Plan.</p> <p>Transforming SEND and Inclusion in Leicestershire (TSIL) programme is now in implementation stage and work continues to take place to manage demand and effects change.</p> <p>Challenges remain in placement capacity for children as well as the demand for an education and health care plan. There is a focused TSIL workstream on placements and the SENA redesign is looking at ensuring we have adequate capacity to meet the demand of EHCPs.</p>	↔ Expected to remain high/red
7.8	All	If we fail to develop, implement and maintain robust health & safety systems then there is a risk of breach and potential dangerous occurrences	5	4	20	4	2	8	<p>Each department has a general H&S action plan which we are monitoring progress which should impact on the numbers of RIDDOR's.</p> <p>The increase in the number of RIDDORS is primarily related to lost time as a result of the injury rather than the severity of the injury. It should be noted that the total number of accidents is declining.</p> <p>Note: An accident is reported under RIDDOR if the person is off work or removed from normal duties for 7 consecutive days.</p>	↓ Expected to move to medium/amber
8. Business Continuity										
8.1	ALL	If suppliers of critical services do not have robust business continuity plans in place, then the Council may not be able to deliver services.	5	3	15	5	3	15	<p>The team are conducting a gap analysis of the Councils Business Continuity Management Systems against the ISO22301 standard.</p>	↔ Expected to remain high/red
9. Environment										
9.1	E&T	If the Ash Dieback disease causes shedding branches or falling trees then there is a possible risk to life and disruption to the transport network	5	4	20	5	2	10	<p>2023 survey results have shown that an estimated 60% of ash trees have got Ash Dieback but that there are possible signs of a slowdown in the spread of the disease.</p> <p>Specialist contractor has been appointed to undertake complex tree works and any surplus works not able to be carried out by the in-house operations team - only lower priority work is outstanding.</p> <p>Management of Ash Dieback Board being transferred from the Environment team in E&T to the Forestry team in CR to be closer to where the bulk of the work on the ground on Ash Dieback is managed and carried out.</p>	↔ Expected to remain high/red
9.2	E&T	If there was a major issue which results in unplanned site closure (e.g. fire) then the Council may be unable to hold or dispose of waste	5	4	20	4	2	8	<p>•Tonnage of kerbside collected residual waste into the Newhurst facility is progressing well and inputs are being optimised to maximise diversion from landfill (we had our highest monthly input in August).</p> <p>•New issues at two bulking facilities, alongside remedial works commencing at Loughborough WTS in October, have reduced resilience levels, with a particular reduction in the capacity to transfer wood waste.</p>	↓ Expected to move to medium/amber
9.4	E&T	If services do not take into account current and future climate change in their planning, they may be unable to respond adequately to the predicted impacts, leading to significantly higher financial implications and service disruption, as well as making future adaptation more costly.	4	5	20	4	3	12	<p>Seeking additional staff resources to enable progress to be made, but uncertain if these resources will be available due to the scale of the financial challenge facing the council. If resources are not provided this will impact existing staff resource capacity in this area and may require re-prioritisation of workload. Have been successful in getting access to a small amount of research support to undertake some tasks that would progress elements of developing a local climate adaptation strategy with one of the local universities. LCC participating on Defra task and finish group developing a pilot template for local authority reporting on climate adaptation. This is providing useful insight into what will be expected for future reporting, starting in 2024. The council likely to struggle to meet the proposed reporting requirements and more specifically the prework that is required for the reporting. The reporting will initially be voluntary but is likely to become mandatory.</p>	↔ Expected to remain high/red

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9.5	E&T	If there are significant changes / clarifications to legislation, policy or guidance then performance could be impacted and cost increases within waste disposal.	4	4	16				We are reviewing and refining our operating model and examining our treatment options to minimise the additional cost impact.	↔ Expected to remain high/red
10. Category Retired										

Department
 A&C = Adults & Communities
 CE = Chief Executives
 CR = Corporate Resources
 C&FS = Children and Family Services

E&T = Environment and Transport
 PH = Public Health
 All = Consolidated risk

*Target risk score - This is the desired score to be achieved after additional mitigation procedures/controls have taken place.

**The arrows explain the direction of travel for the risk, i.e. where it is expected to be within the next twelve months after further mitigating actions, so that:

- o A horizontal arrow shows that not much movement is expected in the risk.
- o A downward pointing arrow shows that there is an expectation that the risk will be mitigated towards 'medium' and would likely be removed from the register.
- o An upwards pointing arrow would be less likely, but possible, since it would show an already high scoring risk is likely to be greater

RISKS REMOVED SINCE NOVEMBER 2021

CRR Risk No	Dept.	Risk Description	Current Risk Score	Reason	Date of Removal
2.3	All	Challenges caused by the Welfare Reform Act 2012 and the Welfare Reform and Work Act 2016.	16	This will be managed at department level.	05-Nov-21
			14/L4		
1.3	CE	If the Council fails to maximise developer contributions, then there could be a failure to fund corporate infrastructure projects.	16	Merge two similar individual risks into one owned by the Head of Planning, Historic and Natural Environment.	05-Nov-21
			14/L4		
1.1	CE	The Council is unable to meet the financial investment required to deliver infrastructure in support of housing development committed in districts Local Plans and that where this contribution can be recouped through s106 agreements secured by District Councils, the funding doesn't meet the full cost and is secured long after the commitment is made.	16	Merge two similar individual risks into one owned by the Head of Planning, Historic and Natural Environment.	05-Nov-21
			14/L4		
3.6	CR	If the ERP system cannot accommodate all of the Council's requirements, then it may delay implementation and extra resources will be required to develop work arounds	15	The system is live and although some teething problems remain these are being worked though and the risk will remain in the Department's register.	05-Nov-21
			15/L3		
5.1	C&FS	Historical: If as a result of a concerted effort to explore abuse by the Independent Inquiry into Child Sexual Abuse (IICSA) and Police Operations, then evidence of previously unknown serious historical issues of child sexual exploitation (CSE) or abuse is identified.	25	The inquiry has not identified any new issues or concerns for the council; The historic areas of concern referred to in the report are all known to LCC.	05-Nov-21
			15/L5		
7.4	A&C	Social Care Reform, implementation of charging reform and assurance process	25	The considerable financial risk we faced with Charging reform aspect of Social Care Reform is now delayed to 2025. The most significant of the risks which remain is around the CQC Assurance process which is covered in risk 7.6.	06-Jan-23
			15/L5		
A	ALL	If the Council does not on an ongoing basis plan for, prepare and respond to current and future consequences of the COVID 19 pandemic, then the Council and its communities could suffer long lasting economic, environmental, societal, technological challenges and missed opportunities.	12	The World Health Organisation has downscaled its COVID risk and any impacts on the County Council will be managed by departments.	26-May-23
			14/L3		
B	ALL	If because of the ongoing war in Ukraine, the Homes for Ukraine Scheme continues beyond its original planned duration, increasing numbers of hosts are likely to end their sponsorships and refugees (or guests) are expected to encounter challenges in securing new sponsors or privately-rented accommodation, then the cost and service pressures on the Council and partners are likely to increase, safeguarding issues might increase and there will be a reputation risk if the scheme fails to provide the support guests require. Cost of living pressures are exacerbating this issue through both in relation to hosts and guests.	9	The impact and likelihood score have been reduced and the risk will be managed within the project team in CFS.	22-Sep-23
			14/L3		

Risk Impact Measurement Criteria

Scale	Description	Departmental Service Plan	Internal Operations	People	Reputation	Financial per annum / per loss *
1	Negligible	Little impact to objectives in service plan	Limited disruption to operations and service quality satisfactory	Minor injuries	Public concern restricted to local complaints	<£50k
2	Minor	Minor impact to service as objectives in service plan are not met	Short term disruption to operations resulting in a minor adverse impact on partnerships and minimal reduction in service quality.	Minor Injury to those in the Council's care	Minor adverse local / public / media attention and complaints	£50k-£250k Minimal effect on budget/cost
3	Moderate	Considerable fall in service as objectives in service plan are not met	Sustained moderate level disruption to operations / Relevant partnership relationships strained / Service quality not satisfactory	Potential for minor physical injuries / Stressful experience	Adverse local media public attention	£250k - £500k Small increase on budget/cost. Handled within the team/service
4	Major	Major impact to services as objectives in service plan are not met.	Serious disruption to operations with relationships in major partnerships affected / Service quality not acceptable with adverse impact on front line services. Significant disruption of core activities. Key targets missed.	Exposure to dangerous conditions creating potential for serious physical or mental harm	Serious negative regional criticism, with some national coverage	£500-£750k. Significant increase in budget/cost. Service budgets exceeded
5	Very High/Critical	Significant fall/failure in service as objectives in service plan are not met	Long term serious interruption to operations / Major partnerships under threat / Service quality not acceptable with impact on front line services	Exposure to dangerous conditions leading to potential loss of life or permanent physical/mental damage. Life threatening or multiple serious injuries	Prolonged regional and national condemnation, with serious damage to the reputation of the organisation <u>i.e.</u> front-page headlines, TV. Possible criminal, or high profile, civil action against the Council, <u>members</u> or officers	>£750k Large increase on budget/cost. Impact on whole council

* Note that a different financial rating is used for the pension fund investments

Risk Likelihood Measurement Criteria

Rating Scale	Likelihood	Example of Loss/Event Frequency	Probability %
1	Very rare/unlikely	EXCEPTIONAL event. This will probably never happen/recur.	<20%
2	Unlikely	Event NOT EXPECTED. Do not expect it to happen/recur, but it is possible it may do so.	20-40%
3	Possible	LITTLE LIKELIHOOD of event occurring. It might happen or recur occasionally.	40-60%
4	Probable /Likely	Event is MORE THAN LIKELY to occur. Will probably happen/recur, but it is not a persisting issue.	60-80%
5	Almost Certain	Reasonable to expect that the event WILL undoubtedly happen/recur, possibly frequently.	>80%

Risk Scoring Matrix

Impact	Likelihood*				
	1	2	3	4	5
5 Very High/Critical	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5
	1	2	3	4	5
	Very Rare/Unlikely	Unlikely	Possible/Likely	Probable/ Likely	Almost certain

*(Likelihood of risk occurring over lifetime of objective (1 12 months))