

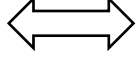
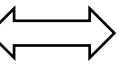
CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
Cost of Living Crisis										
C	ALL	If the current cost of living crisis continues and even intensifies, or if UK Government interventions cease, 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 until March 2024 which includes the household support fund, (note: DWP has not yet committed to continue with 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	Increased financial controls are now in place around recruitment, procurement and non-essential spend. This will support a more consistent approach across the authority . Our financial position will be reviewed monthly by CMT to determine if the controls need to be stepped up or down. The Autumn Statement and Local Government Finance Settlement did not provide any additional core funding for the Council. The drafted refreshed MTFS, reported to Cabinet in December, shows a gap of £12m for 2024/25, rising to £85m by 2027/28. Further savings will be required alongside a focus on demand management, and options to close the MTFS gap are being considered by CMT as a priority.	↔ 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	The number of children in care has increased over the last quarter to 720 and the issue with sufficiency in foster care continues to impact on the use of residential care. This also continues to impact on the stepping down of children from residential homes to family based homes. 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) and a review of how we increase our numbers of specialist carers and also how we can expand. Although requests for information (RFI) and enquiries are lower than target, the conversion to Initial visit is good which is resulting in initial visits being on target at current total of 58. Stage 1 starts are also on target at 17. Currently have 9 assessments in progress with 9 approvals to date. This is projecting 22 potential approvals by year end based on current run rate. Utilisation is at 92.26% - Utilisation exc holds 70.44% A departmental risk references the significant overspend on budget as result of increased placement costs and unaccompanied asylum seeking children.	↔ 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	Works taking place on the funding workstreams to identify exact milestones/impact in the stakeholder system for schools. Work progressing on SEND Sufficiency Strategy to identify where investment is to be made by SEND capital expenditure.	↔ Expected to remain high/red
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.	4	4	16	4	3	12	Impact score reduced due to pro-active working to minimise the risk of potential payments to HMRC, and tightening up IR35 controls with departments.	↔ Expected to remain high/red

CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
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 Government has extended the Homes for Ukraine scheme so that guests can be hosted for a third year with their hosts receiving thank you payments. We are awaiting confirmation of the details of this. This extension of the scheme reduces the likelihood of large-scale homeless need for Ukrainian guests during 2024/25. The capacity of existing hosts to continue to host guests for this third year will be explored to confirm the ongoing level of risk during 2024/25. The continuation of the scheme beyond March 2025 and the future immigration status of Ukrainians beyond their 3-year visas remains unknown. We have capacity and resources within the scheme that will mitigate ongoing risk of homelessness and supporting children and families including unaccompanied children and unaccompanied children becoming adults. Ability to support on an ongoing basis has some dependence on availability of host and private rental accommodation, and any further extension of the scheme, as the majority of the funding for the scheme and any future years has already been received. We have agreed an extension to the Homes for Ukraine scheme team resources up to July 2024 and are currently reviewing and confirming the team capacity and resource required for the remainder of 2024/25 and beyond this in light of the extension of the scheme.</p> <p>We have 120 children in care (CIC) and 127 care leavers (CL) which is an increase of 55% CIC and 57% CL over the last 12 months. We are continuing to see the National Transfer Scheme (NTS) and dispersal hotel pathways as the greatest pressure on numbers of CIC and the number of spontaneous remains low. The dedicated assessment team is now in place and this will support in consistency and robust assessments. Enabling effective response to legal challenges and reduction in having to accommodate those with disputed age for further assessment.</p> <p>Alternatives within the accommodation market are being explored to broaden the offer of hours of support and homes with no additional support for young people where there needs do not require this. We continue to have sufficiency of placement for those seeking 16+ provisions but sufficiency for foster carer for UASC is more of a challenge.</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 Memorandum of Understanding between the Council, DLUHC, the Freeport and Billing LAs has been agreed and completed setting out the role of the Council as Accountable Body. The other detailed governance documents are advanced in preparation and are expected to be completed within the near future.</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>Draft revised S106 obligations policy due to go to cabinet early in the new year prior to public consultation. Roof tax approach adopted by Melton Borough Council not working, negotiations with the District about reverting to a negotiated S106 approach have commenced.</p> <p>In addition, this risk will be addressed by recommendations and actions emerging from the corporate Growth Programme. A Head of Growth Service and the Growth programme Lead have been appointed.</p>	↔ Expected to remain high/red
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	<p>A&C</p> <p>Work continues with Health partners to meet the challenges of winter pressures, which are being closely monitored. An updated information pack for discharge patients is being co-produced with experts by experience from the community. The Better Care Fund funded intake model continues to support discharge.</p> <p>C&FS</p> <p>Meeting with health have progressed, cases that the department think are eligible for health funding have been shared with health.</p> <p>Health have revised their guidance around complex care panels, however no additional funding has been forthcoming as yet.</p> <p>PH</p> <p>No update.</p>	↓ Expected to move to medium/amber

CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
3. ICT, Information Security										
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	Disaster Recovery testing almost complete. The review will identify any outstanding teams that require an IT exercise. Learning points from testing reported directly to Resilience Planning 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	Progress on Data Strategy - Progress has continued to be limited with the recommendations from Gartner being high level and generic so further work needed to make these relevant to the Council. Additional TU resource has been allocated to this work. Proposals will be put forward to appoint a Chief Data Officer to drive forward this work. Data server business case - the business case has been finalised for approval Interim measures update - no change.	↔ 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	No change.	↓ Expected to move to medium/amber
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	No change.	↔ 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 SEN transport assistance remain at an average of 20 per week during November. It remains a considerable number in terms of setting up transport arrangements in what should be the service 'off peak' and will have a negative impact in Contract and Compliance as the team are not getting to 'planning' stage. However this seems to be the 'new normal', and the long term position is currently being considered.	↓ 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	IT and BI are working on an interim solution to the on going challenges with reporting data. All staff are now receiving the regular Wellbeing bulletin. A Special Manager's Digest focusing on wellbeing and attendance management has been sent to managers including a number of resources signposted within it.	↔ Expected to remain high/red

CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
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	4	20	3	5	15	<p>Risks currently scoring 15 and above</p> <p>C&FS The strategic plan to implement recruitment international social workers is well progressed, we have also attracted applicants from abroad within our mainstream recruitment processes, we have recently had 7 international Social Workers start employment and have a proposal for 17 additional candidates to join the service between now and March 2024. Whilst their induction and support to these candidates have increased and work is developed internally to provide training and incur additional cost e.g., right to work permits. The impact of this plan provides some optimism that in Q4 we will see the impact and start to see a decline in agency posts.</p> <p>CR Recruitment issues have eased in some areas and are more confined to specialist roles which are more difficult to recruit to.</p> <p>E&T Some improvement following recent recruitment campaign but overall risk still remains.</p> <p>A&C Staff Training continues to perform well. The Workforce Strategy Action Plan continues to be delivered. Leadership and Management induction modules are now up and running. A healthy number of people from A&C have gone through this and has been an opportunity for people who have stepped up to line management roles in the last couple of years to attend. Priorities for the coming year for the inspired to care programme agreed they include, Positive image of ASC – media campaigns, language we use, geared more to the younger workforce; supporting the sector to recruit a younger workforce and promotion of workplace culture and succession planning via topic conferences and toolkits.</p> <p>Risks currently scoring below 15</p> <p>CE Recruitment activity using options within the Recruitment and Retention Incentives Policy for Hard-to-Fill Posts is continuing due to difficult market conditions and poor initial responses.</p>	<p>Decreased from 25</p> <p>Decreased from 20</p> <p>Expected to remain high/red</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	3	15	5	2	10	<p>Continuation of provider engagement. Fee levels for 24/25 will be discussed in January 2024 with various communications from providers regarding uplifts being sent to the Council. Initial communication sent to the market about the process for determining fee uplifts for 2024/25.</p> <p>Transforming Commissioning Programme in progress with key deliverables linked to the MTFS.</p> <p>New DHSC funding across LLR (Accelerating Reform Fund) announcement with proposals in development for Expression of Interest by 12th January 2024.</p> <p>Expected to increase</p>	
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>The department is currently consulting on draft amendments to the charging policy. The consultation ends 22/1/2024.</p> <p>Expected to remain high/red</p>	

CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
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	<ul style="list-style-type: none"> The second review and update of the Self-Assessment was completed October 2023, incorporating feedback from the Annual Conversation (August 2023) and presented to DMT December 2023. The next review will be completed January 2023, aiming to create a shorter more focussed document, informed by the revised CQC guidance published December 2023. Progress with the activities identified in our improvement plan are being monitored and reported via agreed governance processes. CQC published pilot assessment reports, their evaluation and revised guidance in December 2023. These will be used to inform and update planning for assessment. The CQC Information Return sets out more clearly the evidence they require to support assessment this is being worked through with any gaps being identified and addressed. We are contributing to East Midlands Association of Directors of Adult Social Services Assurance Communication groups that are developing tools to support LAs prepare. 	↔ Expected to remain high/red
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>Leicestershire, Leicester and Rutland (LLR) Change Partnership Programme (CPP) steering group meetings now set up. Early discussions around piloting a new EHCP template and terms of reference to be completed during December.</p> <p>Transforming SEND In Leicestershire (TSIL) programme is now in sustainability matrices with BAU being sustained as part of TSIL phase 2.</p> <p>Challenges still remain around placements for our children and this will become part of a 3-5 year continuous improvement journey.</p> <p>A SENA reset of the Service has taken place during September/October with 3 new teams established and ongoing training and data dashboards currently being implemented.</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	No Change.	↓ 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>A continual process of reviewing Critical Suppliers BC plans has been implemented. The R&BC Team, in partnership with contract managers are working with those providing 'low' level of assurance to implement changes. Feedback is given to providers whose plans return 'high' or 'medium' levels of assurance; departments are then encouraged to work with these providers to implement changes. Internal BC plans are being reviewed and plan holders consulted, there will be a renewed focus on loss of critical IT systems and widespread power outages.</p> <p>In addition to the above, the team are also conducted a gap analysis of the Councils Business Continuity Management Systems against the ISO22301 standard. An update will be presented to the Resilience Planning Group in January.</p>	↔ Expected to remain high/red
9. Environment										
9.1	CR	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	No change.	↔ 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	<ul style="list-style-type: none"> Tonnage of kerbside collected residual waste into the Newhurst facility is progressing well and inputs are being optimised to maximise diversion of kerbside collected waste from landfill. Issues remain at our bulking facilities, alongside remedial works underway at the Loughborough site (works due to be completed by February), this has reduced resilience levels, with a particular reduction in the capacity to transfer bulky waste types such as wood. 	↓ Expected to move to medium/amber

CRR Risk No.	Dept./ Function	Risk Description	Current Risk Score			*Target Risk Score			Update December 2023	** Direction of Travel (Residual Risk Score over the next 12 months)
			Impact	Like lihood	Risk Score	Impact	Like lihood	Risk Score		
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	Current levels of resource are insufficient to deliver the volume and range of the council's environmental requirements and commitments. Due to the scale of the financial challenge facing the council, current staff capacity will need to be reprioritised to accommodate action associated with this risk. LCC has participated on a Defra task and finish group developing a pilot template for local authority reporting on climate adaptation. This has provided useful insight into what will be expected for future reporting, starting in 2024. The council is likely to struggle to meet the proposed reporting requirements and more specifically the pre-work that is required for the reporting. The reporting will initially be voluntary but is likely to become mandatory.	 Expected to remain high/red
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				Two legislative changes have materialised (Waste Upholstered Domestic Seating separation is already happening and the introduction of a free allowance for Construction Waste from 1st Jan 2024). We have submitted growth bids as part of the draft MTFS 2024-28 and continue efforts to minimise the additional cost impact. Risk remains going forward around Emissions Trading Scheme and collection and packaging reforms.	 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 JANUARY 2022

CRR Risk No	Dept.	Risk Description	Current Risk Score	Reason	Date of Removal
7.4	A&C	Social Care Reform, implementation of charging reform and assurance process	25 I5/L5	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
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 I4/L3	The World Health Organisation has downscaled its COVID risk and any impacts on the County Council will be managed by departments.	26-May-23
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 I4/L3	The impact and likelihood score have been reduced and the risk will be managed within the project team in CFS.	22-Sep-23
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.	I4/L3	Reduction in likelihood to 3 x 4 and will be managed at department level as Initial issues are resolved. Work continues on existing workstreams and processes.	26-Jan-24
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.	I4/L3	Change in likelihood score from 4 to a 3 as more confident in the money from government. Will now be managed at departmental level. •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 for Cabinet approval in December.	26-Jan-24
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.	I4/L3	Change in likelihood score from 4 to a 3 as assessment backlog has been reduced by 50%. Will now be managed at departmental level. • Assessment backlog reduced - now under 400. • Temporary staff recruited to assist in recovery. • Focus on updating and simplification of Adult Social Care Finance practice guidance.	26-Jan-24

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*

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

This page is intentionally left blank