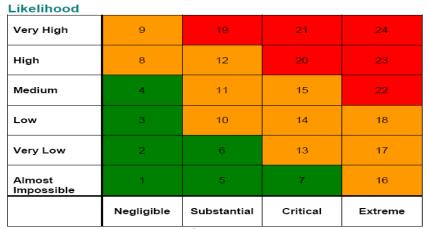
Worcestershire County Council Corporate Risk Register

The identification and categorisation of risks is based on the assessment of the Probability (likelihood) and Consequences (impact) of the potential risk using the criteria listed below.

The **Likelihood** is assessed on a continuum ranging from **Almost Impossible** to **Very High** dependant on the degree of probability.

Likelihood and Impact Matrix



High

19 – 24

Medium

8 – 18

Close monitoring and cost effective control improvements sought.

Acceptable Risk:

Close monitoring and cost effective control improvements sought.

Acceptable Risk:

Need periodic review, low cost control improvements sought if possible.

Impact

The **Impact** should the risk occur can be assessed by using the consequence criteria below. It should be noted that this is a guide only and other considerations may be necessary.

Negligible	Substantial	Critical	Extreme
No injuries beyond 'first aid' level	Medical treatment required - long-term injury	Extensive, permanent injuries, long-term sick	Death
No significant disruption to service capability	Short-term loss disruption of service capability	Short-term loss of service capability	Medium term loss of service capability
Unlikely to cause any adverse publicity	Needs careful public relations	Adverse national/local publicity	Adverse national publicity
No more than 3 people involved	No more than 10 people involved	Up to 50 people involved	More than 50 people involved/affected
No more than 3 people involved	No more than to people involved	op to 30 people involved	Litigation almost certain and difficult to defend
Unlikely to cause complaint/litigation	High potential for complaint, litigation	Litigation to be excepted	
	possible		Breaches of law punishable with imprisonment
Breaches of local procedures/standards	Breaches of regulations/standards	Breaches of the law punishable by fines only	

Risk Appetite

A Risk Appetite will set the levels of risk the organisation is prepared to accept in pursuit of its business objectives using the Risk Appetite Levels. The scale of Low to High refers to a willingness to accept risks.

The Risk Appetite will help to determine the organisation's risk tolerance to individual initiatives, projects or programmes.

Appetite Levels	Description			
Averse (Low)	Avoidance of risk and uncertainty is a key objective			
Minimalist (Medium Low) Preference for ultra safe options that have a low degree of inhe risk and only have a potential for limited reward				
Cautious (Medium)	Preference for safe options that have a low degree of residual risk and may only have limited potential for reward			
Open (Medium High)	Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing an acceptable level of reward			
Hungry (High)	Eager to be innovative and to choose options based on potential higher rewards (despite greater inherent risk)			

Risk Heat Map

The risks listed in this register have been assessed based on the Likelihood and Impact Matrix. All risks based on their assessment with controls in place are included in the following Heat Map to provide a graphical overview of the risk levels and to support priority setting where necessary.



Corporate Risk Register – October 2016

Corporate Risk Register – October 2016

No.	Risk Description (Accountable Officer)	Assessment	Likelihood	Impact	Rank ¹
CR 01	Failure to maintain business as usual (BAU) / appropriate levels of service at the same time as transformation	Uncontrolled	High	Critical	20
		Current E&I 15 CFC 11 COaCH 15 DAS 20	High	Critical	20
CR 02	Failure to deliver financial savings identified in MTFP	Uncontrolled	Very High	Extreme	24
		Current E&I 15, CFC 14 COaCH 15, DAS 15, Finance 10	Medium	Critical	15
CR 03	Failure to deliver a major project leading to increased costs, reputational damage to the Council and/or failure to realise savings	Uncontrolled	Very High	Extreme	24
		Current E&I 18, CFC 1, COaCH 15, DAS 15, Finance 14	Low	Extreme	18
CR 04	Serious harm or death due to a failure on the part of the Council	Uncontrolled	Very High	Extreme	24
		Current E&I 17, CFC 18, COaCH 17, DAS 18	Low	Extreme	18

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¹ Use Colours – Red, Amber or Green – with associated numbers 1 to 24from Likelihood & Impact Matrix

No.	Risk Description (Accountable Officer)	Assessment	Likelihood	Impact	Rank ¹
CR 05	Failure to comply with legislation and statutory duties	Uncontrolled	High	Extreme	23
		Current E&I 18, CFC 18, COaCH 18, DAS 15, PH 14, Finance 13	Low	Extreme	18
	Failure to effectively store, manage and process information and maintain the security of the personal data we hold, (or our partner agencies and commissioned providers hold on our behalf). in compliance with the Data Protection Act	Uncontrolled	Very High	Critical	20
CR 06		Current E&I 11, CFC 12, COaCH 15, DAS 15, PH 15	Medium	Critical	15
CR	Demographic changes lead to changed demand for Services	Uncontrolled	Very High	Critical	24
07		Current E&I 15, CFC 12, DAS 20	High	Critical	20
CR	Failure to safely, securely and effectively manage the Council's premises	Uncontrolled	Very High	Substantial	19
80		Current E&I 10, CFC 10, COaCH 10, DAS 10	Low	Substantial	10
CR	Ineffective emergency Response arrangements	Uncontrolled	High	Critical	20
09		Current E&I 1, CFC 11, COaCH 11, DAS 11, PH15	Medium	Critical	15

No.	Risk Description (Accountable Officer)	Assessment	Likelihood	Impact	Rank ¹
In Co	Ineffective Business Continuity arrangements – Business Continuity arrangements need to	Uncontrolled	Very High	Critical	21
	keep pace with transformation and assurances in place for the arrangements of commissioned services	Current E&I 15, CFC 11, COaCH 15, DAS 14, PH 11	Medium	Critical	15