

# **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

#### Likelihood

Very High	9	19	21	24
High	8	12	20	23
Medium	4	11	15	22
Low	3	10	14	18
Very Low	2	6	13	17
Almost Impossible	1	5	7	16

#### Impact

High 19 – 24	Unacceptable Risk: Immediate control/improvement required
Medium 8 – 18	Acceptable Risk: Close monitoring and cost effective control improvements sought.
Low 1 – 7	Acceptable Risk: Need periodic review, low cost control improvements sought if possible.

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
Unlikely to cause complaint/litigation	High potential for complaint, litigation possible	Litigation to be expected	Litigation almost certain and difficult to defend
Breaches of local procedures/standards	Breaches of regulations/standards	Breaches of the law punishable by fines only	Breaches of law punishable with imprisonment

## Risk Appetite

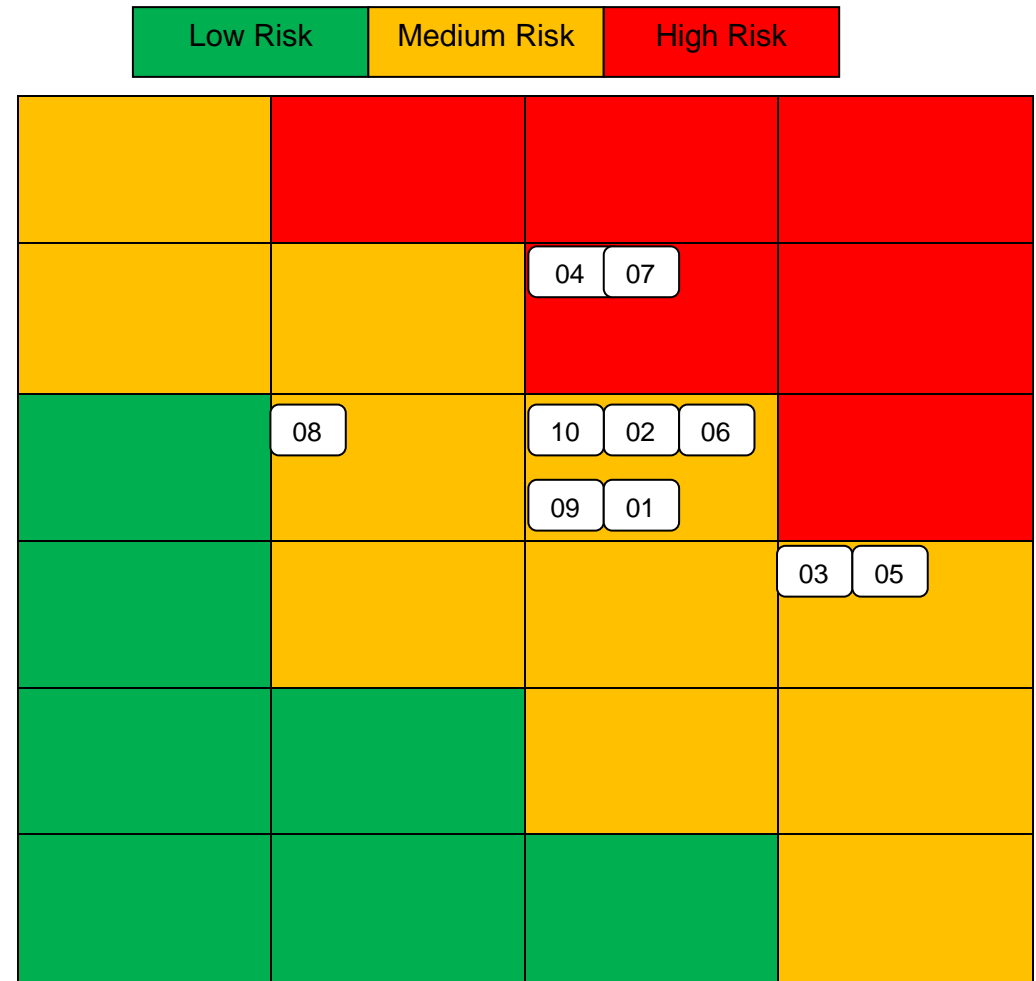
A Risk Appetite will set the levels of risk the organisation is prepared to accept in pursuit of its business objectives using the Risk Appetite Levels. The scale of Low to High refers to a willingness to accept risks.

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

Appetite Levels	Description
<b>Averse (Low)</b>	Avoidance of risk and uncertainty is a key objective
<b>Minimalist (Medium Low)</b>	Preference for ultra safe options that have a low degree of <b>inherent risk</b> and only have a potential for limited reward
<b>Cautious (Medium)</b>	Preference for safe options that have a low degree of <b>residual risk</b> and may only have limited potential for reward
<b>Open (Medium High)</b>	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
<b>Hungry (High)</b>	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 – April 2017

No.	Risk Description	Assessment	Likelihood	Impact	Rank <sup>1</sup>
CR 01	Failure to maintain business as usual (BAU) / appropriate levels of service at the same time as transformation [To Amber Q3 2016/17]	Uncontrolled	High	Critical	20
		Current E&I 15, CFC 15, COaCH 15, DAS 15, Fin 2	Medium	Critical	15
CR 02	Failure to deliver financial savings identified in MTFP	Uncontrolled	Very High	Extreme	24
		Current E&I 15, CFC 15, COaCH 15, DAS 15, Fin 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 18, COaCH 15, DAS 15 Fin 14	Low	Extreme	18
CR 04	Serious harm or death due to a failure on the part of the Council [To Red – Q3/4 2016/17]	Uncontrolled	Very High	Extreme	24
		Current E&I 17, CFC 20, COaCH 17, DAS 18	High	Critical	20

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

No.	Risk Description	Assessment	Likelihood	Impact	Rank <sup>1</sup>
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, Fin 13	Low	Extreme	18
CR 06	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
		Current E&I 11, CFC 15, COaCH 15, DAS 15, PH 15, Fin 6	Medium	Critical	15
CR 07	Demographic changes lead to changed demand for Services	Uncontrolled	Very High	Critical	24
		Current E&I 15, CFC 15, DAS 20	High	Critical	20
CR 08	Failure to safely, securely and effectively manage the Council's premises	Uncontrolled	Very High	Substantial	19
		Current E&I 10, CFC 10, COaCH 11, DAS 10	Medium	Substantial	11

No.	Risk Description	Assessment	Likelihood	Impact	Rank <sup>1</sup>
CR 09	Ineffective emergency response arrangements	Uncontrolled	High	Critical	20
		Current E&I 15, CFC 11, COaCH 11, DAS 11, PH 15	Medium	Critical	15
CR 10	Ineffective Business Continuity arrangements – Business Continuity arrangements need to keep pace with transformation and assurances in place for the arrangements of commissioned services	Uncontrolled	Very High	Critical	21
		Current E&I 15, CFC 15, COaCH 15, DAS 14, PH 11, Fin 6	Medium	Critical	15