

DRAFT OF REVISED RISK MANAGEMENT STRATEGY – 2007

Objectives

For this Council the objectives of its Risk Management strategy are:

- To support informed risk-taking in order to improve services;
- To place risk management at the heart of decision making within the organisation;
- To implement preventative measures to avoid losses and disruption to services;
- To ensure that risks which could prevent the achievement of the Council's objectives are identified and controlled;
- To demonstrate to stakeholders and regulators compliance with good corporate governance; and to
- To continuously improve the management of risk by all those connected with the delivery of the Council's services.

Scope

For the purpose of this strategy, a risk is the chance of something happening that will have an impact on the Council's objectives and the continuity of service provision. The strategy seeks to address all forms of risk, not simply those relating to health and safety, financial or insurable risks.

Furthermore, risks do not simply reside in any one level within the organisation and the Council's approach to risk management will therefore consider all strategic, operational and project risks.

Roles and Responsibilities

The effective management of risk is the responsibility of all officers and Members. However, we will be clear about 'who' does 'what' to avoid potentially significant risks going unmanaged. To assist with the implementation of the strategy, each department will appoint a senior officer to act as Risk Improvement Co-ordinator. Members will appoint an individual to 'champion' the risk management process. Similarly COMT will select a lead Chief Officer for promoting risk management. The following table sets out these responsibilities in greater detail.

Cabinet

Role:	To oversee the effective management of risk by officers of the Council.
Responsibilities:	<ul style="list-style-type: none">• To hold the Chief Officers Management Team (COMT) responsible for the effective management of risk within the Council.• To approve the risk management policy, strategy and processes determined by officers.• To agree the risk priorities determined by officers• To monitor the management of key corporate risks.

Audit & Risk Management Committee

Role:	To provide independent scrutiny of the adequacy of the risk management framework.
Responsibilities:	<ul style="list-style-type: none">• To scrutinise the effectiveness of the overall strategy and compliance by officers.• To review the Council's approach to risk management and changes or improvements to processes.• To consider and approve the Statement of Internal Control.

Chief Officers Management Team (1st tier officers)

Role:	To ensure that the Council manages risk effectively.
Responsibilities:	<ul style="list-style-type: none">• To agree the risk management framework, policy, strategy and processes.• To identify the corporate risks.• To oversee the management of the corporate risks.• To oversee the communication and implementation of the Policy and Strategy by Members, managers and employees and its incorporation into the Council's business processes.• To report to external stakeholders on the Council's framework, policy, strategy and processes.

Corporate Improvement Group

Role:	To manage the corporate risk register.
Responsibilities:	<ul style="list-style-type: none">• To analyse and profile the corporate risks.• To delegate responsibility for control of these risks as appropriate.• To review the implementation of risk control action plans.• To provide regular reports to Chief Officers and Members.

Corporate Risk Management Forum (comprising the Risk & Insurance Officer, Risk Improvement Co-ordinators and other relevant professionals)

Role:	To support the Council and its officers in the effective development, implementation and review of the risk management strategy, processes and standards and reporting arrangements.
Responsibilities:	<ul style="list-style-type: none"> • To assist the Risk & Insurance Officer in the development and review of the risk management framework, policy, strategy and processes. • To monitor and review the implementation and effectiveness of the strategy. • To share experiences of risk, risk management and strategy implementation. • To oversee the implementation of best practice.

Risk Improvement Co-ordinators (one representative for each department)

Role:	To assist the departmental management team with promoting best practice in managing risk.
Responsibilities:	<ul style="list-style-type: none"> • To represent the department on the Corporate Risk Management Forum. • To communicate changes in Corporate risk management standards, procedures and processes to the management team. • To provide information required from the department to the Corporate Risk Management Forum.

Risk & Insurance Officer

Role:	To drive the effective management of risk within the Council
Responsibilities:	<ul style="list-style-type: none"> • To develop and update the risk management strategy, processes and standards in accordance with best practice. • To provide advice and support to officers at all levels regarding the identification, analysis and profiling of risks. • To promote and support the implementation of the strategy. • To facilitate and provide training as appropriate to Members and officers. • To drive and co-ordinate the work of the Corporate Risk Management Forum. • To create a risk aware culture throughout the Council.

Corporate Health, Safety & Resilience Team

Role:	To provide specific advice and support to the organisation on Occupational Health & Safety, Emergency Planning and Business Continuity.
Responsibilities:	<ul style="list-style-type: none"> • Support the development and implementation of the corporate strategy by attending the corporate risk group. • Assisting departments in the compilation of operational control measures relevant to the functions stated in Role.

Internal Audit

Role:	To provide assurance to members and officers on the risk management mechanisms and their effectiveness in practice
Responsibilities:	<ul style="list-style-type: none"> • To carry out a continuous independent review of the Risk Management Strategy and processes and report thereon. • To provide Chief Officers and Members with an annual overall assessment of the effectiveness of risk management practice (through the SIC). • To evaluate and report on attitudes to and management of risk. • To provide an annual audit plan that is based on a reasonable evaluation of risk. • Assist departments with risk identification and operational controls.

Departmental Management Teams (1st and 2nd tier officers)

Role:	To effectively manage risk in their department.
Responsibilities:	<ul style="list-style-type: none"> • To participate in strategic risk action plans as directed by COMT. • To identify, analyse and profile key departmental operational and project risks. • To report regularly to members on the management of such risks. • To maintain a register of such risks (PIMS). • To prioritise departmental risk improvement plans and implement agreed actions. • To review the implementation of action plans. • To satisfy themselves as to the adequacy of the risk management arrangements of their department's service partners. • To delegate responsibility for risk control as appropriate within the department.

Service Managers (3rd tier officers)

Role:	To effectively manage risk in their service area.
Responsibilities:	<ul style="list-style-type: none">• To implement the detail of the Corporate Risk Management Strategy.• To identify, analyse and profile key operational and project risks affecting their service.• To report these risks to the Departmental Management Team.• To create and maintain a register of these risks and action plans (PIMS).• To satisfy themselves as to the adequacy of the risk management arrangements of their service partners.• To share/exchange relevant information with colleagues in other service areas.• To prioritise risk improvement plans and implement agreed actions.• To review the implementation of action plans and report progress to the Departmental Management Team.

Service Delivery Partners

Role:	To assist the Council to manage risk effectively
Responsibilities:	<ul style="list-style-type: none">• To ensure that the partner organisation is committed to managing risk and that their accountabilities are clearly documented in a Service Level Agreement or contract.

Individual Employees

Role:	To contribute to the effective management of risk in their service
Responsibilities:	<ul style="list-style-type: none">• To identify risks in their everyday work processes and working environment.• To report risks to the Service Manager.• To implement and maintain risk control mechanisms as part of the responsibility for achieving agreed objectives.• To demonstrate an awareness of risk and risk management.

Risk Categories

The following categories will be used:

<p>STRATEGIC <i>Risks that relate to doing the wrong things</i></p>	<p>OPERATIONAL <i>Risks associated with the nature of each service or activity</i></p>
<ul style="list-style-type: none"> • Insufficient forward planning or horizon scanning • Incorrect strategic priorities • Community planning oversight or errors • Policy decisions based on incomplete or faulty information • Failure to exploit opportunities • Inappropriate capital investment decisions 	<ul style="list-style-type: none"> • Poor partnership working • Failure to continuously improve / innovate • Inadequate service continuity planning • Over-reliance on contractors / suppliers • Breakdown of work system • Poor project planning and management
<p>INFORMATION / TECHNOLOGICAL <i>Risks that relate to the loss of or inaccuracy of data and the use of / reliance on technology</i></p>	<p>REPUTATION <i>Risks that relate to the organisation's image</i></p>
<ul style="list-style-type: none"> • Systems and management data not up to date • Ineffective prediction of trends and poor forecasting • Breaches of security of network and data • Obsolescence of technology • Lack of network resilience 	<ul style="list-style-type: none"> • Unfulfilled promises to the electorate • Ineffective PR / Media strategy • Association with unsuitable organisations • Poor standards of service • Failures in corporate social responsibility
<p>FINANCIAL <i>Risks that relate to losing monetary resources or systems of financial planning and control</i></p>	<p>PEOPLE <i>Risks associated with employees and the management structure</i></p>
<ul style="list-style-type: none"> • Occurrence of fraud • Unreliable accounting records • Failure to prioritise, allocate appropriate budgets and monitor / report • Failed resource bids • Sustainability of time limited funding 	<ul style="list-style-type: none"> • Over-reliance on key officers • Inefficient/ineffective management processes • Failure to recruit/retain qualified staff • Lack of investment in training • Poor absence management
<p>REGULATORY / LEGAL / STATUTORY <i>Risks related to the legal and regulatory environment</i></p>	<p>PHYSICAL <i>Related to fire, security, accident prevention and health & safety</i></p>
<ul style="list-style-type: none"> • Compliance failures (e.g. procurement, LA 21) • Inadequate response to/failure to prepare for/ implement legislative change • Intervention by Regulatory Bodies and Inspectorates • Failure to meet targets agreed with / imposed by Central Government • Breaches of contract, failures in duty of care 	<ul style="list-style-type: none"> • Loss of intangible assets • Failures in health & safety management • Loss of physical assets

Implementing risk management – the Risk Management Process

1. Risk Identification

Corporate

Each year, in accordance with the corporate planning cycle, Chief Officers will identify the key risks to achievement of the Council's Corporate objectives in the forthcoming planning period. This will take into account the existing corporate risks, any risks which require attention at Executive level and any cross cutting risks.

The Corporate Improvement Group will then analyse the risks and decide what additional control measures are required.

Departmental

By the end of September each year, individual departmental management teams will identify the key risks to achieving the Departmental Aims in the forthcoming planning period. In doing so they will review the risks identified by each division, project and partnership for which they are responsible to identify -

- risks which are common to more than one area (and which cumulatively could be of great significance)
- risks which emanate from a particular area, but which could have a significant impact Departmentally and Corporately

During the course of the year, each management team will also identify new risks of departmental significance. Using its management / performance meetings, it will consider risks brought its attention by individual Heads of Service, project managers and partnership managers for their potential departmental impact.

Service / Team

By the end of September each year, every service area will identify the risks to achievement of its particular objectives in the forthcoming planning period. This will be undertaken by the Head of Service, managers and, where appropriate, representatives of service partners.

During the course of the year, each service area will also identify new risks using its management / performance meetings.

Project

For the purposes of this strategy, a project is -

‘an activity outside “business as usual”. Unless there are exceptional circumstances it excludes work that could be defined as “day to day operations”. A project has a finite life. It achieves specific results that satisfy the needs of the organisation, through a series of linked activities carried out in an organised manner, with a clearly defined start point and finish point.

Projects vary considerably in size and duration. Every project will go through the same basic lifecycle and project management processes, but different sizes of project require different amounts of management control and project documentation.’

Wirral Council - Project Management Handbook

Every project will be considered to be the responsibility of a particular department. Prior to the initiation of any project, the project manager (or project sponsor) must confirm what project methodology and governance arrangements will apply. This will form part of the initial business case. Individual project management arrangements will define the points or intervals at which formal exercises will be undertaken to identify risks to the delivery of the planned project outcomes and how these will be conducted.

Partnerships

For the purposes of this strategy, a ‘partnership’ is where the partners;

- Are otherwise independent bodies
- Agree to co-operate to achieve a common goal, or
- Create a new organisational structure or process to achieve the goal separate from their own organisations, or
- Plan and implement a jointly agreed programme often with joint staff resources, and
- Share relevant information, or
- Might pool resources, risks or rewards, and
- The partnership is not subject to the normal command and control management

Wirral Council - Partnership Risk Toolkit

Every partnership will be considered to be the responsibility of a particular department. Prior to entering into any partnership agreement, the sponsoring department must confirm what governance arrangements will apply. This should form part of the initial business case.

The governance arrangements will define the points or intervals during the lifetime of the partnership when exercises will be undertaken to identify the risks to the successful delivery of the partnership objectives and how these will be conducted.

Each risk will be allocated a risk 'owner', that is, an individual who is in a position to manage the risk and ensure it is controlled.

2. Risk Analysis (Evaluation)

Each risk identified will initially be examined for its **gross** level of risk. That is, assuming that there are no controls in place. The following factors will be considered:

The **consequences** if the risk were to materialise

The **likelihood** of the risk materialising, also expressed as a numerical score of between 1 and 5 using standard definitions. Scores at this stage will not take into account the existing controls in place.

The **impact** if it did materialise, expressed as a numerical score of between 1 and 5 using standard definitions. This score will take into account the effect on the Council's reputation and finances, on disruption to service delivery and health & safety and will not include mitigating factors.

Total risk score. This is the 'impact' score multiplied by the 'likelihood' scores and indicates the overall level of risk without control.

Each risk will then be re-evaluated for its **net** level of risk using the same factors. However, the net scores will take into account controls and mitigation already in place which affect the likelihood and impact.

A 5-point scale (impact x probability) model (Appendix B) will be used to evaluate risks. Both gross and net risk scores will be in the range of 1 to 25

3. Risk Profiling

A Risk Profile Model will be developed from the Council's risk scoring system and each risk will be plotted against it. It will define overall levels of risk of High, Medium and Low. The model will show graphically which risks require the most urgent management attention. It will also include a line of tolerance. Any risk above that line will be escalated to the next level of management.

4. Determining action on risk

Actions will be developed to 'manage down' those risks above the Council's tolerance threshold. The options available will be one or more of the following:

Tolerate. Where our ability to take effective action is limited or where the cost of mitigating the risk outweighs the potential benefit.

Treat. Take action to control the risk to an acceptable level by means of containment actions (before the risk materialises) or contingent actions (once the risk has happened)

Transfer. Pass some aspects of the risk to another party. This can take the form of a conventional insurance transaction or paying a third party to take on risk in another way (for example through out-sourcing services). We acknowledge that business and reputation risk cannot be transferred and that contracting can raise other risks to be managed.

Avoid (Terminate). Where it is feasible we will, by doing things differently, remove certain risks.

Most risks can be managed by 'treating' them. Relatively few risks have to be transferred.

Proposals to address risks must identify the resources required to deliver the improvements, the individual responsible for their implementation and the key dates(s) involved. They will be incorporated into service and project plans.

5. Monitoring and Review

Risks

Regular reviews will be undertaken to identify new risks and any existing risks that no longer apply. Progress in managing existing risks will be also monitored to ensure that intended actions are achieved.

Once a risk has been identified, analysed, prioritised and further control actions agreed, it will be recorded in PIMS. The total risk score will be used to measure performance in managing that risk and will be reviewed by the risk owner. High scoring risks will be subject to more frequent review.

Corporate risks. Reviews will be undertaken by the Corporate Improvement Group no less than once a quarter.

Departmental risks. Management Teams will carry out reviews of their key departmental risks no less than once a quarter.

Service Risks. Heads of Service will review the key risks to their services no less than once a quarter.

Project Risks. Project Managers will review the risks to individual projects at intervals specified by the project management arrangements.

Partnership Risks. Partnership managers will review the risks arising from partnership working at intervals specified by the partnership governance arrangements.

The risk register will be updated following each review.

Strategy

The Corporate Risk Management Forum will seek opportunities to benchmark with peer authorities, will continually monitor developing best practice in managing risk and suggest improvements to existing processes. It will undertake a formal review of the strategy every 3 years, drawing upon the findings of any external inspections.

6. Reporting

Regular reports will be provided to Members and Senior Managers to provide an understanding of the risks faced the organisation and to provide assurance on the management of individual risks and the effectiveness of the strategy as a whole.

Corporate Risks

The Director of Finance will provide a report at least once every quarter to the Chief Officers Management Team and to Members covering:-

- Progress against individual actions required to manage the Corporate risks
- Any new risk issues that have been placed on the corporate risk register

The key Corporate risks will be included in the Annual Report. Progress will be reported to members in the Half-year Statement and the End of Year Outcomes report.

Departmental Risks

Within each **Quarterly Performance Monitoring Report** Chief Officers will indicate to the relevant Overview and Scrutiny Committee:

- progress against actions to control the key departmental risks (including relevant performance indicators) and actions planned for the forthcoming 3 months;
- details of any new risks of departmental significance that have been identified since the previous report

Within the **Performance Monitoring Year End Report**, Chief Officers will advise the relevant Overview and Scrutiny Committee the end of year outcomes for their department's existing key risks, including:

- a summary of additional control measures implemented and their effect, and for those not implemented, the reasons for this;

Within each **Departmental Plan** Chief Officers will indicate to the relevant Overview & Scrutiny Committee:

- the key risks faced by the department in the forthcoming planning period, including their risk scores;
- the additional control actions which it intends to implement to address these;
- a statement summarising the arrangements for managing risk within the department.

Project Risks

Progress in managing the risks associated with individual projects will be reported to the relevant project board and at such frequencies determined by with the agreed project governance arrangements.

Issues Requiring an Executive Decision

Every report to Members requiring a decision will confirm the nature and scale of any associated risks and opportunities.

Strategy

Within the annual Statement of Internal Control the Director of Finance will report to the Audit & Risk Management Committee the effectiveness of risk management arrangements and areas for improvement.

The Director of Finance will also provide an annual report to Audit & Risk Management Scrutiny Committee on the performance indicators for the strategy and any changes to risk management procedures and processes.

Tracking and reporting on risk (measuring success)

The Council has a number of statistical measures that will be used to monitor the effectiveness of managing risks

As regards the success of the overall risk management strategy, the following qualitative measurements will be used:

- Score for Risk Management arrangements in 'Use of Resources' element of Corporate Performance Assessment (Annual)
- Outcome of Internal Audit report on progress against the CIPFA Risk Maturity Model (Annual / Bi-annual)
- Opinion of Chief Internal Auditor in the Statement of Internal Control (Annual)

A quantitative measurement of the success of the overall risk management strategy will be the percentages of risks falling into the High, Medium and Low risk levels.

The Corporate Risk Management Forum (through Director of Finance) will provide an annual report to Audit & Risk Management Scrutiny Committee reporting these indicators and summarising any changes in risk management practice.

Embedding the Process

We will seek to bring about the cultural changes necessary to improve the effective management of risk through:-

1. Revising key documents, such as the Constitution and the Statement of Accounts;
2. Ensuring that risk management principles are applied to existing plans, such as the Corporate Plan, Medium Term Financial Plan, Capital programme/strategy and the Best Value Performance Plan;
3. Implementing a corporate strategy for service continuity management;
4. Creating and revising guidance in areas such as procurement, project management and partnership development;

5. Including risk management as a standard agenda item for meetings of COMT, Departmental Management Teams and Project Boards;
6. Including risk management focussed objectives in Key Issues Exchanges for managers;
7. Providing training to those who have responsibilities for managing risk.

Outputs and benefits

Risk management is an integral aspect of good management, which should deliver a number of valuable and tangible benefits to the Council and individual managers and assist in the delivery of services in the most effective and efficient manner. It is recognised, however, that some of the benefits will accrue incrementally and only be fully realised after the Council has achieved full implementation and analysed the impact.

Outputs from the risk management process will provide valuable additional information that should assist the Council in attaining effective corporate governance.

Outputs

- Risk Profile Model – This will be a graphic representation of the Council's scoring model against which each risk can be plotted. It will also include a line of tolerance, thus helping to define the Council's risk appetite.
- Risk Registers – These will provide consistent information on each risk, its significance and the key controls relating to it. A standard risk register template is shown at Appendix A
- Impact Measures – Analysis of qualitative and quantitative measures will enable the Council and stakeholders to understand the effectiveness of the strategy.
- Risk Reports – regular reports on the Council's risks will enable officers and members to have a fuller awareness of those risks and any changes.

Benefits

The anticipated benefits of the formalised Risk Management process are: -

- A fully documented schedule of all of the Council's key risks and the actions that are being taken to mitigate those risks.
- A better understanding of risks and exposures faced by the Council.
- Greater ownership by managers of risks and the systems of control.
- An understanding of how risks are changing.
- Integration of risk management into systems and project based developments and contracting and partnership arrangements with third parties.
- Efficient and effective integration of recovery and contingency plans within the Council.

- More focussed use of insurance as a potential means of transferring risk.
- The implementation of a more comprehensive and cost effective control environment.
- More effective working practices between service managers, internal and external auditors and other specialists e.g. Health and Safety.
- Better management information available for the consideration of the Council's corporate governance arrangements.
- The development of a 'no surprise' culture
- A reduction in litigation against the organisation

Corporate Risk Management Strategy – Action Plan 2007/08

Task	Date
Initial exercise(s) to identify key corporate risks	May to August 2007
Presentation of draft revised strategy to management teams	June / July 2007
Risk management training for Members	July 2007
Presentation of revised strategy to members	September 2007
Presentation of revised corporate risk register to Members	September 2007
Presentations of Partnership Risk Toolkit	August / September 2007
Begin rollout of change management training	Late 2007
Identification of key departmental risks by management teams	Autumn 2007
Complete improvements to PIMS	December 2007
Presentation of departmental plans for 2008/09 onwards to select scrutiny committees	January / February 2008
Presentation of 2007/08 year-end Performance Management reports (Corporate and Departmental)	Spring 2008
Initial report to Audit & Risk Management on effectiveness of strategy	Summer 2008

Appendix A: Risk Register Template

Sectional Objective/Departmental Aim		Responsible Officer	
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Risk Register

Summary							Scores						Controls			
Risk No.	Date Raised	Date Last Reviewed	Risk Owner	Risk Category	High/Medium/Low	Description of Risk	Gross Likelihood Score	Gross Impact Score	Total Gross Score	Net Likelihood Score	Net Impact Score	Total Net Score	Description of Controls	Responsibility	Target Date	Status
												0				
												0				
												0				
												0				
												0				
												0				
												0				

Impact and Likelihood Scores

Impact

Description	Score	Impact – Financial (Council as a whole or any single unit)	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety (Employees or public)	Impact – Service Objectives
Very Low	1	<2% of monthly budget or up to £25,000	Letter(s) of complaint.	Minor, very short term (under 24 hours) disruption to a single team or section.	Minor injuries or illnesses, but not resulting in 'lost time'	Minor effect on achievement of a sectional aim
Low	2	<5% but >2% of monthly budget or up to £50,000	Single adverse report in local media	Some short-term (under 48 hours) disruption to a single team or section, manageable by altered operational routine	Minor injuries or illnesses that require first aid and result in lost time.	Serious effect on achievement of a sectional aim
Medium	3	<10% but >5% of monthly budget or up to £100,000	Significant adverse publicity in local media	Longer term disruption (up to 7 days) to a number of operational areas within a single location and possible flow on to other locations. <u>Or</u> short-term disruption to a service-critical team or section.	Injuries or illnesses that result in an 'over 3 day' injury, major injury or hospitalisation	Achievement of a sectional aim seriously compromised and / or significant effect on a Departmental aim.
High	4	<15% but >10% of monthly budget or up to £500,000	Significant adverse publicity in national media. Dissatisfaction with Chief Officer &/or Member	All operational areas of a single location compromised. Other locations may be affected. <u>Or</u> longer-term (up to 7 days) disruption to one or more service critical teams or sections.	Single case of injury or illness that could be fatal, life threatening or cause long-term disability	Achievement of one or more departmental aims compromised and / or significant effect on achievement of Corporate objective
Very High	5	>15% of monthly budget or in excess of £500,000	Sustained adverse publicity in national media. Chief Officer &/or Member removal or resignation	Multiple locations compromised. Council unable to execute numerous service-critical functions.	Multiple cases that could be fatal, life threatening or cause long-term disability	Achievement of one or more Corporate objectives seriously compromised

Likelihood

Description	Score	Narrative	Quantitative
Very low	1	Extremely unlikely or virtually impossible	0-5%
Low	2	Unlikely, but not impossible	6-20%
Medium	3	Fairly likely to occur	21-50%
High	4	More likely to occur than not	51-80%
Very High	5	Almost certainly will occur	>80%

Appendix B: Risk Profile Model



	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	5 Very low impact but very high likelihood	10 Low impact but very high likelihood	15 Medium impact but very high likelihood	20 High impact and very high likelihood	25 Very high impact and very high likelihood
High (4)	4 Very low impact but high likelihood	8 Low impact but high likelihood	12 Medium impact but high likelihood	16 High impact and high likelihood	20 Very high impact and high likelihood
Medium (3)	3 Very low impact and medium likelihood	6 Low impact and medium likelihood	9 Medium impact and medium likelihood	12 High impact but medium likelihood	15 Very high impact and medium likelihood
Low (2)	2 Very low impact and low likelihood	4 Low impact and low likelihood	6 Medium impact and low likelihood	8 High impact but low likelihood	10 Very high impact but low likelihood
Very Low (1)	1 Very low impact and very low likelihood	2 Low impact and very low likelihood	3 Medium impact and very low likelihood	4 High impact but very low likelihood	5 Very high impact but very low likelihood