Wirral Council Corporate Risk Register - December 2023 - Reviewed SLT 20/12/2023

Key to Status of Risk: ↔ – stable/no change, ↓↑ – improving or worsening, * - new risk/in development

Risk Ref.	Risk Description	Lead Director	Existing Mitigation / Controls	Current / Residual Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Selection of Planned Actions	Target Risk Score (Out of a MAXIMUM of 25) Likelihood x Impact = Total Score			Status of Risk ↑↓↔ *	Associated Wirral Plan 2023-27 Priority or Delivery Theme (select from dropdown - up to 2)		Comments / Progress
CRR001/23	**Ability to Deliver Effective Change / Improvements and Services** Failure to translate into action and deliver changes needed to sustain an effective organisation, sound partnership engagement and governance, and a resilient organisational culture, leads to increased scrutiny interventions/commissioners, inefficiencies/distraction from priorities, financial implications and loss of reputation with external stakeholders.	Chief Executive & SLT	Independent Assurance Panel established Dec 2021 - regular update/progress reports. Regular reporting to P&R Committee DLUHC Recommendations monitoring in place Regular monitoring reports by Independent Assurance Panel Agreement to move to all out elections in 2023. Changes to committees - number and structure implemented May 2022 Refreshed Wirral Plan 2022/23 priorities and Improvement Plan ratified at Council July 2022. LGA Corporate Peer Challenge findings incorporated into plans. Wirral Plan - linkages with partner priorities, committee work plans Wirral Strategic Partnership Group - Partnership Summit held Role in the Liverpool City Region Combined Authority Community, Voluntary and Faith (CVF) Sector Reference Group link to the Health and Wellbeing Board. Wirral Place Based Partnership Board 13/10/22 - governance and terms of reference and reporting arrangements Community Asset Transfer Policy adopted - encouraging the set-up of community-based organisations and cooperatives in the local community Refreshed Wirral Plan, a new four year plan 2023-27, incorporating remaining Improvement Plan activity and monitoring, and aligned to Medium Term Financial Plan approved at Council	2	5	10	Review of Officer Groups - governance/ToR, purpose /membership - development of 3 Pillars approach. Review of Wirral's Strategic Partnership - proposal refreshed partnership arrangements Any items outstanding from Improvement Plan incorporated within the new Council Plan 23-27 specifically under the Efficient, Effective and Accessible Council theme.	2	5	10	↔	Priority -To be prepared to innovate and face the future	Priority -To deliver council services within the means of the council budget	**Dec 2023** Risk to be considered for revision/removal following approval of new Council Plan 23-27 and latest Panel meeting in 2024.
CRR002A/23	**Workforce Capacity & Skills - Professional Roles** The Council experiences challenges in securing capacity and capability in some professional areas and the specialist skills required for the delivery of key projects, reflects both national and local recruitment challenges in some cases leads to pressures on workforce and service delivery/project delivery.	Director of Law & Governance	Talent strategy in place to support recruitment and retention including Graduate and Apprentice schemes. Updated recruitment process/procedures Benchmarking pay regularly to ensure Council is competitive for talent within the resources and pay framework available, application of Market Rate Supplements where there is a business case Offering fixed term contracts to interim/agency workers Learning and development pathways on Flo Targeted strategies for specialist areas – e.g. Children's Social Care Workforce Strategy 2022-25 Work with care sectors - payment of Real Living Wage Development of leadership and manager skills programme offer to retain staff	2	4	8	Further work to enhance Wirral as an employer of choice to maximise competitiveness in recruitment and attraction campaigns. Work with care sectors - payment of Real Living Wage Improve planning for workforce & succession plans as part of service reviews/staff departures	2	4	8	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Priority -To deliver council services within the means of the council budget	**Dec 2023** Risk split in two to reflect different levels of risk and treatments. **Oct 2023** SLT discussion on the refocusing of the risk, risk reviewed and reworded.
CRR002B/23	**Workforce Capacity & Skills - Senior Level Roles** Changes in key personnel/roles at Senior Level (including DSC/DASS) leads to challenges, loss of corporate knowledge in some areas resulting in pressures on workforce and service delivery/project delivery.	Director of Law & Governance	Use of agency to assist recruitment at strategic level Talent strategy in place to support recruitment and retention Updated recruitment process/procedures Benchmarking pay regularly to ensure Council is competitive for talent within the resources and pay framework available, application of Market Rate Supplements where there is a business case Develop leadership and manager skills programme offer to retain staff	2	4	8	Further work to enhance Wirral as an employer of choice to maximise competitiveness in recruitment and attraction campaigns. Improve planning for departures due to retirement - improved succession planning - ensure workforce & succession plans in place in advance	2	4	8	*	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Priority -To deliver council services within the means of the council budget	**Dec 2023** Risk split out from CRR002A/23 to reflect changes in Senior Leadership during 2023 and departures in 2024 of Directors of Adults and Childrens Services and Assistant Director - People & Organisational Culture. **Oct 2023** SLT discussion on the refocusing of the risk
CRR003/23	**Health & Safety Management** Failure of officers, members or contractors, visitors to develop, test or sufficiently adhere to health and safety / compliance policies and procedures leads to an incident or exposure resulting in harm to employees / Members / members of the public, legal challenge and reputational damage	Director of Law & Governance	Governance/structure review - changes to Health, Safety and Wellbeing Board and Operational Group. Quarterly reporting to SLT. Hazard specific risk assessment procedures implemented building on experiences of COVID-19 including for the remobilisation of services, reviewed by H&S Team and Public Health. Measures incorporated into general H&S risk assessments. Updated H&S Strategy and Policy rolled out 2021. Refresh of H&S subject specific policies and supporting information. H&S Audit process roll out started (first areas audited Asset Management and Floral Pavilion) to review compliance and arrangements in service areas. H&S Improvement Plan with 7 key themes including dedicated Training workstream Training Needs assessment for all services Training for Directors, responsibilities and roles.	3	5	15	Update of H&S Strategy to reflect new governance arrangements and H&S audit processes. Monitoring and audit programme for risks identified within H&S Risk Profile tool. Internal Audit review and associated recommendations. Update to policies and processes for commissioning and contract management of third parties, inc training for commissioners/contract managers. Continuation for all Directors & senior managers to be trained in 2024 H&S Team checks of schools that do not purchase H&S SLA. Review of SLA and clarity on school H&S responsibilities with changing legal status of schools and review of Traded Services with schools	2	5	10	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council	Delivery Themes 6. working together to create safe, resilient and engage communities	**Dec 2023** Correspondence from HSE in relation to a specific school has been received. Yet to be determined if this will lead to legal proceedings. **Sept 2023** Risks associated with asset management, development of Corporate Landlord model.
CRR004/23	**Financial Stability and Resilience** Failure to ensure delivery of in year savings and adherence to annual budget leads to longer term financial resilience/management difficulties resulting in service reductions, the withdrawal of Council services to communities, government intervention, S114 declaration.	Director of Finance	Robust and rigorous monitoring of budgets and savings plans in year - included in regular performance reporting to committees Clear financial governance structure - accountability, management and monitoring of budgets. Capital and Treasury Management annual reports to P&R Committee Finance Sub-Committee, Finance training for Members. Budget setting discussions and process for 2024/25 commenced much earlier Review and re-evaluation and reprioritisation of capital programme to drive out revenue savings has been undertaken. Review of budget pressures to ensure relevance and refine monetary value £. Recruitment freeze and review of the use of agency staff Refresh of Medium Term Financial Plan based on investment and income generation. MTFS is revised on an annual basis, principles detailed therein include ensuring adequate reserves, non statutory services, fees and charges reviews. MTFS agreed by SLT and Members, via Policy & Resources committee. Refreshed Financial Resilience Strategy Scrutiny and challenge to ensure future business cases for savings proposals are robust and deliverable Capital Budget arrangements with revised reporting and monitoring via Investment and Change Board. Budget setting for 23-24 capital challenge sessions Review and re-evaluation and reprioritisation of capital programme Pension Fund - Triennial valuation ALMFSS./ISS, Asset Allocation, Performance data, Independent Advisors, FSM and lower risk strategies EPS Asset disposal strategy approved by Policy and Resource Committee Phase 2 roll out of ERP/ERM modules for budget forecasts and procurement	3	5	15	Completing a review of earmarked reserves. Review of the process for agreeing capital projects and funding to ensure a return on investment and a better link with the revenue budget Review of revenue grant process to strengthen processes and governance around bid approval and monitoring Financial Sustainability Programme - consolidated revenue, capital and reserves management and monitoring. Community Wealth Building Strategy Regeneration Financial Strategy is being compiled Develop a funding/investment strategy to identify internal finance pressures and external funding sources to support planned growth projects Financial Recovery Plan - 3 year plan MTFS to adopt specific principles/targets around the main cost drivers for demand led services which account for almost 50% of the net budget - identify the key transformation priorities and assign savings to these areas to minimise the proportion of savings that are perceived as service reduction / cuts.	2	4	8	↔	Priority -To deliver council services within the means of the council budget	Priority -To prioritise those with the greatest needs	**Dec 2023** Linked to comments on CRR001/23. New Council Plan 2023-27 aligned to MTFP, approved at Council 04/12/23.

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CRR005/23	**Response to a External or Internal Significant Disruption (National/Regional/Local)** Failure to respond effectively to a significant disruption inc national directive resulting in a major failure in service delivery, increased financial burden, risk to public and staff safety	Directors of Finance and Neighbourhood Services	Role within Mersey Resilience Forum (MRF) - specialist groups, exercising and development of plans. Participation in National and Regional Exercises - Mighty Oak/Extreme Weather. Emergency response structure - training of SDOs and rota. Strategic Co-ordination Group, operational response led by Tactical Co-ordination Group, when necessary operating through a series of delivery cells. Governance structures adaptable to changing situations. Updated Community Safety Strategy - key priorities and activity Requirement for annual review of Business Continuity Plans, awareness raising with staff. Health Protection Service - Winter Cold & Summer Heatwave Plans Adverse Weather Group - response plan for health impacts from weather warnings Homeless Severe Weather Plan (SWEP) - signed up to by commissioned services Review of UK Adverse Weather & Health Plan (April 2023) - changes to local arrangements and plans. Planning for and managing major events with partners and associated learning/update of plans e.g. The Open	3	5	**15**	Participation in MRF/national exercises - identifying plan improvements and developments (Cyber, Power Outages) Exercising and testing of Business Continuity (BC) Plans Development of arrangements for planned disruption - office move to BCD in 2024	2	5	**10**	↔	Priority -To deliver council services within the means of the council budget	Delivery Themes 6. working together to creates safe, resilient and engage communities	**Dec 2023** Resilience Team roles out for recruitment. Linked to Risk 6 – Cyber Security.
CRR006/23	**Cyber Security** IT security and staff awareness are insufficient to deter, detect and prevent unauthorised access (internal and external) to IT systems, resulting in data breach/loss of access to data and disruption to Council services with increased financial costs.	Director of Finance	Technical controls: 1) Endpoint security software, 2) Network firewall 3), Prevention of downloading of unauthorised software Member of NW notification groups/networks to share knowledge on latest incidents. Regular patching and updates programme. Cyber Security Board created to review security issues and agreed action plan. Specialist training for IT technical experts. Cyber Security Treatment Plan - funding obtained from DLUHC Cyber Ninja awareness training for staff and members as essential learning training with refresher added as part of Cyber Security learning pathway launched on Flo in Cyber Security Month - Oct 2023 Multi Factor Authentication (MFA) rollout including staff awareness programme May 2023 Appointment of Cyber Security Architect (July 2023),	4	5	**20**	Recruitment of Cyber Security Manager and dedicated CS Team - Jan 2024 Review of proposals for external accreditation in 2023 Review of Cyber Security Policy/activity Implementation of recommendations for Internal Audit reports Continued staff awareness and training e.g. code scams in emails. Additional technical controls and review of existing arrangements including: Replacement of McAfee Antivirus, improvements to Identity and Access such as MFA and retirement of legacy solutions. Assessment of Artificial Intelligence (AI) uses, benefits and threats. Commission of a Digital Transformation Partner	2	5	**10**	↔	Priority -To be prepared to innovate and face the future	Delivery Themes 1. create a more efficient, effective and accessible council	**Dec 2023** Dedicated Cyber Security posts currently under recruitment, establishment of dedicated team and funding. Priority remains staff training and awareness of new and emerging threats e.g. QR codes in emails. Review and implementation of new technical controls and removal of legacy solutions. **Oct 2023** Cyber Security Month awareness campaign and launch of training programme in Oct 2023. Digital Services moved into Finance Directorate, risk to be reviewed as directorate level
CRR007/23	**Climate Response** Failure to deliver organisation target (Net Zero 2030) and boroughwide 2041 leads to increased financial costs, pressure on resources, impact on public health, reputation damage, lack of resilience	Director of Neighbourhood Services	Environment and Climate Emergency Policy and action plan, Action Plan Group meets regularly to monitor progress. Annual report on progress to Committee June 2023. Linkages in Wirral Plan - monitoring and reporting on delivery of related priority Dedicated Climate Emergency Manager and Team. Partnership working through Cool Wirral Partnership's Climate Change Strategy, Cool 2. Carbon Literacy training - Bronze status as a Carbon Literate Organisation. 338 staff have received training with 170 awarded silver status Environmental impact assessment for Council contracts. Met target reduction for CO2e (carbon dioxide equivalent) emissions for 2022/23 Funding secured from the Low Carbon Skills fund and development of 11 Heat Decarbonisation Plans. DEFRA funding for an education and awareness project on domestic burning. Delivery of a 'Natural Curriculum' programme to teachers of 10 schools, upskilling of Rangers to Forest school Level 4, and subsequent training of 24 primary school teachers to Forest school Level 3. Tree planting strategy inc targets in place. 2022/23 planting of over 21,000 trees through 20 community planting sessions 16 Park Rangers trained to utilise e-cargo bikes and trailers. Consultants commissioned to develop an Electric Vehicle strategy for the borough to build on existing arrangements e.g. on-street electric vehicle charging points. Consultation and adoption of the Pollinator Strategy. Progress on the Birkenhead Heat Network Project.	3	4	**12**	Delivery of Environment & Climate Emergency Action Plan Priorities for 2023/24: Continued green purchase and exploration of alternative purchasing strategies. Integrate heat decarbonisation plans with Asset delivery plans. Public Sector Decarbonisation Scheme funding bid with LCR - with capital match funding for building works on assets. Develop and expand project pipeline of heat decarbonisation plans. Progress plans to improve energy efficiency of Leisure facilities. Complete development of Green Fleet strategy. Reduce the environmental and carbon impact of our goods and services. Complete and adopt an Electric Vehicle Strategy for the borough and explore options to expand the EV charging network within the borough. Increase staff and member engagement - training for all identified report writers, working towards becoming a silver award carbon literate organisation. Raise the profile of the climate emergency with residents through the launch of the Climate action hub, community climate champions and community grants. Develop and implement an Air Quality strategy and action plan for the	2	4	**8**	↔	Priority -To play our part in addressing the climate emergency and protecting our environment	Delivery Themes 5. working together to protect our environment	**Dec 2023** Grant bid with LCR for decarbonisation of buildings, has potential to impact significant percentage of Council's emissions target. Provision of in-house Carbon Literacy training to all report writers, monthly sessions, target to achieve 15%of staff Silver Award Organisation status **Oct 2023** Report to Environment, Climate Emergency & Transport Committee 23/10/23 to update on training for carbon literacy for Members. Risk to be reviewed by new Director of Neighbourhood Services. **May 2023** Aiming for next level of accreditation - Silver Carbon Literate Organisation. Training available to more staff to meet numbers required. 2023/24, the Council require a further 18% reduction in emissions, this will require reducing our energy use and transitioning away from using fossil fuels for
CRR008/23	**Adherence to corporate policies, procedures, and legislation.** Lack of consistent application of policies and procedures, and adherence to legislation (including but not limited to procurement, HR, finance, information management, health & safety) leads to inefficient/ineffective use of resources, residents and staff put at risk and/or legal challenge, resulting in damage to reputation of the Council, financial penalty and injury/loss of life.	Chief Executive	Specialist Area Groups in place for key areas e.g. Corporate Governance, People Strategy, Information Governance, Health, Safety and Wellbeing Regular reporting of key performance information via Organisational Performance Group, SLT to highlight areas of poor/deteriorating performance and agree remedial actions Internal Audit Plan includes areas of financial control, risk and compliance with key areas audited on a more regular basis than others. Review of Public Interest Reports and case studies of other local authorities Annual Governance Statement including identification Significant Governance Issues and associated actions, Director's Governance Assurance Statements Targeted training packages rolled out including on Flo - some essential for all staff, targeted training for roles/teams Committee Co-ordination and Oversight Group (reps from Governance, Risk, Legal and Finance) to quality assure all key decision reports, prior to sign off by SLT Corporate Landlord model has been approved, with a Corporate Property Board now in place, to bring a consolidated approach to the management of assets. Staff annual Corporate Governance checklist submission - awareness and understanding of key policies Meetings of Chief Executive with key officers e.g. Chief Internal Auditor Statutory Officers regular meetings (Chief Ex/S151/Monitoring Officer) to identify and	2	4	**8**	Completion of the review of Officer Groups - governance/ToR, purpose /membership - development of 3 Pillars approach. Internal Audit reports and associated recommendations - Gifts, Hospitality and Conflicts of Interest, Creditor Duplicate Payments	2	4	**8**	↔	Delivery Themes 1. working together to create a more efficient, effective and accessible council		**Dec 2023** Review and revision of governance arrangements and terms of reference completed for officer groups: Corporate Governance Group, Investment and Change Board, Organisational Performance Group as the Three Pillars principle, sub groups reporting and escalation routes to be considered. Highlight key areas e.g. Corporate Governance Checklist, procurement, essential training.
CRR005/22	**Safeguarding** Failure of Council and partnership working to effectively manage safeguarding risks across all services leading to a safeguarding incident, resulting in harm to individuals and/or families, potential legal challenge, resident dissatisfaction, appointment of commissioners by Government and public scrutiny	Director of Children's & YP Services / Director of Social Care & Health	Multi-agency Safeguarding Arrangements for Children via Wirral Safeguarding Children Partnership (WSCP) - activity led by the LA, health economy and police including: robust local audit and case review procedures. Full Serious Case Reviews and learning reviews. Section 11 and Section 175 audits of individual agency and school safeguarding arrangements, Scrutiny, publication of policies and guidance, a comprehensive programme of multiagency training (online since April 2020) including: Working Together, CE, Neglect, Domestic Abuse, Contextual Safeguarding, Early Help. Serious incidents are escalated to Assistant Director Level to ensure that learning and procedures are implemented and followed up. Participation in Wirral Safeguarding Adults Partnership Board established in 2021 DASS contract review including safeguarding requirements Adoption of the Prevention Framework Close monitoring of referrals and contacts, caseloads to provide early warning and enable staff highlight spike in demand Ongoing work with the CSU to understand the process around incident reporting and embed within contract monitoring arrangements. Members of the Children, Young People & Education Committee have access Power BI Safeguarding reports	2	5	**10**	WCSP safeguarding leads have approved commissioning standards Strengthen Provider incident reporting - development of protocol, based on NHSE guidance. Commissioners to be updated on new process and provider contracts varied accordingly. Formalising arrangement with WCCG re STEIS reporting. Contract variations sent to all non NHS providers. Establishment of the Breaking the Cycle programme, encapsulating 8 core projects including: PAUSE, Cradle to Career, DRIVE with outcomes - 3 year programme to 2023 Continue to deliver the new early help model through the design of a new self-help digital tool for families. Care Home sector improvements Review of Adults Safeguarding Protection in relation to CQC standards	1	5	**5**	↓	Priority -To prioritise those with the greatest needs	Delivery Themes 3. working together to promote independence and healthier lives	**Dec 2023** Drop likelihood score, agreed at SLT (20/12). Impact score always remains high but risk considered well managed and monitored. Maintenance of strong controls and robust monitoring is essential.

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CRR007/22	**SEND** Failure to appropriately and effectively identify, assess, meet the need and improves outcomes for children and young people with Special Educational Needs and Disabilities resulting in a statement of action from Ofsted, poor school inspection outcomes, children do not reach their full potential and reputational damage for Children's Services and the Council	Director of Children's & YP Services	SEND Improvement Plan and Self-evaluation co-produced for the last four years - key actions are evaluated regularly through the SEND Operations Group and the SEND Strategic Board reviewing performance and holding to account. External Ofsted review of provision and recommendations - regular Monitoring Meetings by DfE to review progress, last June 2022 Deep dive review of Written Statement of Action - deadlines and progress reviewed, some extended to allow embedding of activity Priorities detailed in the SEND Strategy 2020-24 Role of SEND Transformation Board, monitoring and reporting to CYPE Committee and newly established Wirral Place Based Partnership Board Robust identification and assessment framework in early years, with trained and qualified SEND professionals. Training and development programme for SEND Team SENDLO (SEND Local Offer) website launched - to raise awareness of the SEND local offer in Wirral and signpost families to the support and services they need Delivering Better Value Programme - diagnostic and implementation phases	3	4	12	Robust performance management and quality assurance framework Competency framework for EHCP Co-ordinators and EP SEND Sufficiency Strategy development SEND Strategic Board governance review and refresh Delivery of Written Statement of Action following SEND inspection and review at subsequent DfE monitoring visits. Development of new SEND strategy 2024 -2028 Delivering Better Value Programme - bid for additional grant funding	2	4	8	↔	Priority -To prioritise those with the greatest needs	Delivery Themes 2. working together to improve early help for children and families	**Dec 2023** Local Area Inspection due in 2024. **September 2023** Launch of new SENDLO website and graduated approach for schools
CRR009/23	**Preparation for Inspections - CQC/Ofsted** Failure to achieve a rating of 'good' or 'outstanding' in the new CQC inspection or Ofsted could result in reputational damage and considerable staff resource, financial investment requirements to address any areas requiring improvement.	Director of Children's & YP Services / Director of Social Care & Health	Self Assessment undertaken and reported Oct 2023 - theme leads for each of the 4 topic areas, regular meetings to engage all relevant leads from organisations and departments, links with Cheshire and Merseyside ADASS group. Action Plan and clear roadmap developed	2	5	10	Gap analysis and improvement plan to be put in place and infrastructure post project to be developed.	1	5	5	*	Priority -To prioritise those with the greatest needs	Priority - To deliver high quality efficient universal services to all residents	**Dec 2023** CQC introducing a new assessment framework which will apply to providers, local authorities and integrated care systems in 2024. New Risk identified linked to both Children's and Adult Services, linked to SEND risk CRR007/22. Risk still in development, initial score to be reviewed.

The scoring of risks is broken down into 2 main parts; likelihood and impact.
Wirral Council has set definitions for each score banding. These should be referred to when discussing the risk scores to help
ensure consistency of scoring over the lifetime of the risk register as well as across different projects and teams around the Council.

The tables below provide the scoring definitions as per the Council's Risk Management Policy.

Impact and Likelihood Scores

Impact

Description	Score	Impact – Financial (Council, department or service area)	Impact - Reputation	Impact – Service Delivery	Impact – Health & Safety (Employees or public)	Impact – Service Objectives
Very Low	1	<2% of annual budget	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 divisional objective
Low	2	<5% but >2% of annual budget	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 divisional objective
Medium	3	<10% but >5% of annual budget	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. Or 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 divisional objective seriously compromised and / or significant effect on a Directorate objective.
High	4	<15% but >10% of annual budget	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. Or 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 Directorate objectives compromised and / or significant effect on achievement of Corporate objective
Very High	5	>15% of annual budget	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 (chance of occurrence within 3 years)
Very low	1	Extremely unlikely or virtually impossible within the period covered by the plan	0-5%
Low	2	Unlikely – not expected to occur within the period covered by the plan	6-20%
Medium	3	Possible – may possibly occur at some point within the period covered by the plan	21-50%
High	4	Likely – will most probably occur within the period covered by the plan	51-80%
Very High	5	Almost certain – expected to occur within the period covered by the plan	>80%

Risk Scoring Table

Impact ⟶

	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

Likelihood ↑