

Appendix B

Corporate Risk Register

The Council's corporate risks are those risks which could impede the achievement of our strategic objectives. The corporate risk register was last reported to Members in June 2020.

Risks are assessed based on likelihood and impact, as defined on the following page. **Current** risk, considering any existing controls in place to manage the risk, is assessed initially, then **Mitigated** risk, taking account of planned further controls, is assessed.

A notional financial evaluation of mitigated risk for each of the risks on the Corporate Risk Register is set out below.

Risk	Financial impact			Likelihood %	Weighted £000
	Lower £000	Upper £000	Mid-point £000		
Major emergency	500	1,500	1,000	50	500
Resurgence of current Covid-19 outbreak	250	750	500	75	375
Environmental damage	250	750	500	75	375
Poor partner relationships	250	750	500	50	250
Financial restrictions	250	750	500	75	375
IT security failure	250	750	500	50	250
Loss of community engagement	25	75	50	50	25
Housing pressures increasing	125	375	250	50	125
Not fulfilling residential property responsibilities	125	375	250	50	125
Major project failure	250	750	500	25	125
Contraction in retail and leisure sectors	250	750	500	95	475
Significant contract failure	125	375	250	25	63
Building of incomplete communities	125	375	250	50	125
Short-term Brexit impacts	125	375	250	50	125
Governance failures	250	750	500	25	125
Insufficient workforce capacity and skills	25	75	50	25	12
Not fulfilling commercial property responsibilities	125	375	250	25	63
Total Weighted Financial Impact					£3,513

Risk Impact

Level	Service	Reputation	H&S	Legal	Financial	Environment
Catastrophic (5)	Ongoing failure to provide an adequate service	Perceived as a failing authority requiring intervention	Responsible for death	Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment	Uncontrollable financial loss or overspend over £500k	Permanent, major environmental or public health damage
Major (4)	Failure to deliver Council priorities Poor Service, 5+ days disruption	Significant adverse national publicity	Fails to prevent death, causes extensive permanent injuries or long term sick	Litigation expected and uncertain if defensible Breaches of law punishable by significant fines	Financial loss or overspend greater than £250k	Long term major public health or environmental incident (1+ yrs)
Moderate (3)	Unsatisfactory performance Service disrupted 3-5 days	Adverse national publicity of significant adverse local publicity	Fails to prevent extensive permanent injuries or long term sick	Litigation expected but defensible Breaches of law punishable by fines	Financial loss or overspend greater than £50k	Medium term major public health or environmental incident (up to 1 yr)
Minor (2)	Marginal reduction in performance Service disrupted 1-2 days	Minor adverse local publicity	Medical treatment required Long term injuries or sickness	Complaint or litigation possible Breaches of regulations or standards	Financial loss or overspend greater than £10k	Short term public health or environmental incident (weeks)
Minimal (1)	No performance reduction Service disruption up to 1 day	Unlikely to cause adverse publicity	First aid level injuries	Unlikely to cause complaint Breaches of local procedures	Financial loss or overspend under £10k	Environmental incident with no lasting detrimental effect

Risk Likelihood

Level	Probability	Description
Almost Certain (5)	90% +	Without action is likely to occur; frequent similar occurrences in local government / Council history
Probable (4)	60% - 90%	Strong possibility; similar occurrences known often in local government / Council history
Possible (3)	40% - 60%	Might occur; similar occurrences experienced in local government / Council history
Unlikely (2)	10% - 40%	Not expected; rare but no unheard of occurrence in local government / Council history
Rare (1)	0% - 10%	Very unlikely to occur; no recent similar instances in local government / Council history