

## **RISK REGISTER 2022/23**

Presented by the Corporate Director (S&L)

### **SUMMARY**

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

At the Audit Committee in June 2022 (Paper AUD/126/22) Members approved the updated risk management strategy and corporate risk register following the Risk Management Workshop held on 22 March 2022. This Workshop analysed and reviewed the risk management strategy and corporate risk register in detail to ensure that this committee could proactively input into, manage and monitor the register going forward, with up to date risks identified that are relevant to the Authority's business over the coming years. This included some minor changes which were made to ensure that the Authority Chair and Executive Committee are part of the approval process.

The risk management strategy and corporate risk register assists Members in their consideration and approval of the Annual Governance Statement as a key part of the financial statements. A robust risk management framework and register is one key element of the Annual Governance Statement and a source of assurance for Members in approving this statement year on year as part of the published accounts.

### **RECOMMENDATION**

Members Approve (1) the Corporate Risk Register included at Appendix A to this report.

### **BACKGROUND**

- 1 Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement (which is published with the financial statements).
- 2 Regulation 3 of the Accounts and Audit Regulations 2015 requires that:

**"A relevant authority must ensure that it has a sound system of internal control which:**

- **facilitates the effective exercise of its functions and the achievement of its aims and objectives;**
- **ensures that the financial and operational management of the authority is effective; and**
- **includes effective arrangements for the management of risk."**

In this context "relevant authority" is referring to Lee Valley Regional Park Authority.

**3 Each financial year the relevant authority must:**

- **conduct a review of the effectiveness of the system of internal control required by regulation 3; and**
- **prepare an Annual Governance Statement - this statement must be published together with the statement of accounts and the narrative statement in accordance with regulation 10.**

**4 Assurance of the Authority's internal control system is derived through the work of the internal audit function (undertaken by Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.**

**5 Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:**

- **the Authority's policies are put into practice;**
- **the organisation's values are met;**
- **laws and regulations are complied with;**
- **required processes are adhered to;**
- **financial statements and other published information is accurate and reliable; and**
- **human, financial and other resources are managed efficiently and effectively.**

**6 The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register, was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.**

**7 Since this time Members have consistently (and in depth) reviewed the Corporate Risk Register and revised the strategy, format, and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012 Paper AUD/30/12). The strategy was reviewed by officers and Members as part of a Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18). Subsequent to this workshop, a further workshop was held in March 2022 and an invitation to attend was extended to all Members and the**

strategy, format and content was reviewed again and was formally approved by the Audit Committee in Jun 2022 (Paper AUD/126/22).

## REVIEW OF THE STRATEGIC RISK REGISTER

- 8 The current Strategic Risk Register is reviewed by officers and Members on an ongoing basis and signed off at each Audit Committee.
- 9 Members last considered the risk register at the Audit Committee in June 2022 (Paper AUD/126/22).
- 10 Since the June Committee, officers have incorporated approved Member revisions, reviewed the register, considered and added potential new risks and updated the scoring. The two sub risk registers (LSC Contract Retender and Covid-19 Pandemic) have been closed with the remaining risks subsumed within the Corporate Risk Register.

The table below sets out the movement in managing the residual risks and sets out a summary of the total notional score.

Risk	Residual Risks 25 February 2021	Residual Risks 24 June 2021	Residual Risks 23 September 2021	Residual Risks 24 February 2022	Residual Risks 24 June 2022	Residual Risks 22 September 2022
	4	3	2	0	0	1
	10	10	12	15	18	21
	8	9	9	8	8	10
Total Risks	22	22	23	23	26	32
Notional Score	602	566	547	512	591	759

- 12 The key point to note since the last review of the Authority Strategic Risk Register is the overall increase in the corporate risk register residual notional score. This is due to the addition of the risks previously sitting within the sub-Risk Registers. Several of the original inherent risks have shown a reduction and additional risks that had been added to the risk register as a result of the Covid-19 situation have been reduced.
- 13 Energy prices continue to rise, which will increase risk around utility costs. The Authority purchases utilities through Laser, a consortium managed by Kent County Council, which purchases from the wholesale market and ensures public sector customers achieve best value. Whilst the Authority is not a big consumer of gas and electricity, it has a shared risk position for utility pricing at the Leisure Services Contract (LSC) venues (for the first 2 years only), with Greenwich Leisure Limited (GLL) taking the risk for utility consumption for the entirety of the contract. In line with our signed contracts for accessing the 2020-2024 Laser framework, our initial contract period was secured with fixed prices. We agreed to this fixed cost for 24 months, so the market price movements of wholesale electricity and gas prices will only affect us from October 2022. Officers from both the Authority and GLL are liaising with Laser as to what the utility unit costs will be from October, although we are still awaiting a central government announcement on the level of direct support to businesses to help with the significant increases.

- 14 Decisions taken to mitigate these risks will be approved by full Authority and monitoring of these risks is taking place at Executive Committee, along with the Senior Management Team and Heads of Service level.
- 15 As a further safeguard, Risk Management has been audited by Mazars, with a Member discussion included as part of the process. The result of the audit will form part of the annual review produced by Mazars, but any recommendation that will improve the management of risks will be immediately actioned.
- 16 A verbal update will be presented at the meeting to advise Members regarding the changes to the register which are in red font to indicate changes since the last Audit Committee risk register paper.

#### **ENVIRONMENTAL IMPLICATIONS**

- 17 There are no environmental implications arising directly from the recommendations in this report.

#### **EQUALITY IMPLICATIONS**

- 18 There are no equality implications arising directly from the recommendations in this report.

#### **FINANCIAL IMPLICATIONS**

- 19 Revision of the Strategic Risk Register is a key element of this Authority's system of internal control that contributes to safeguarding the assets of the Authority and its reputation for sound financial management of public funds. This is reflected in the Authority's Annual Governance Statement published within the annual accounts and approved by this Committee.
- 20 Where actions require additional resources these will be identified and approved through the normal budget setting/service planning and management processes in accordance with Financial Regulations.
- 21 Utility costs are a significant risk that will have a material impact on the Authority's revenue outturn position. Officers will report the anticipated impact to Members in the Q2 revenue monitoring report by which time the new unit rates from Laser will be known and updates on government support should be announced.

#### **HUMAN RESOURCE IMPLICATIONS**

- 22 The additional human resource implications arising directly from this report have been outlined within the risk register and sub risk register actions and can be met from existing employee resources.

#### **LEGAL IMPLICATIONS**

- 23 There are no legal implications arising directly from the recommendations in this report.

#### **RISK MANAGEMENT IMPLICATIONS**

- 24 These are dealt with through the main body of the report and through the revised register. The Ice Centre redevelopment; the Picketts Lock

development; the Leisure Services Contract and the Land & Property Strategy are recognised as the highest corporate risks facing the organisation at present. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the Strategic Risk Register as set out in Appendix A to this report and primarily through implementing and delivering a Corporate Work Programme for 2022/23 followed by the revised approved Business Plan and Business Plan Objective list. In addition, the Authority will review the National Risk Register (2020) to consider any relevant implications that could impact on the business of the Authority as a whole.

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## BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2018

## PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Risk Management Workshop			24 March 2022
Audit Committee	AUD/124/22	Risk Register 2021/22	24 February 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Risk Workshop			07 June 2018

## APPENDICES ATTACHED

Appendix A	2021/22 Corporate Risk Register – Authority
Appendix B	Risk Scoring Criteria (extract from the approved risk management strategy (June 2022)).

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STRATEGIC RISK REGISTER AS AT 22 SEPTEMBER 2022

Ref	Description of Risk	Strategic Risk	Impact	Frequency	Control	Residual Risk	Score	Priority	Control	Frequency	Score	Control	Frequency	Score
SRL1	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	1	6	High	Individuals: Process and monitoring of statutory changes	Quarterly	DCED	Individuals: Process and monitoring of statutory changes	Quarterly	DCED
SRL2	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	2	24	High	Annual Internal Audit & H&S Audit Plan addressed.	Tolerate	(SMA)	Annual Internal Audit & H&S Audit Plan addressed.	Tolerate	(SMA)
SRL3	Failure to accept a primary financial services licence or to provide financial services long term liability on the Authority	Financial Services	High	Annual	4	2	26	High	Quarterly risk assessment review for specific projects	Tolerate	Quarterly	Quarterly risk assessment review for specific projects	Tolerate	Quarterly
SRL4	Contractors, governing bodies, or 11th Party Operator submitting a bid to the Authority	Contractors	High	Annual	7	2	32	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL5	Management of facilities: Contracts & failure to maintain assets to a good H&S and operational standard	Facilities	High	Annual	3	7	21	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL6	Contractor ability affected by external influence or unauthorised/unofficial conditions prevailing at the time	Contractors	High	Annual	3	7	21	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL7	Insufficient compliance testing for contracts	Contracts	High	Annual	3	28	31	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL8	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	3	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL9	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	4	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL10	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	3	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL11	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	4	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL12	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	3	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL13	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	4	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL14	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	3	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL15	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	4	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL16	Failure to comply with the 2020 Part A Act and other statutory requirements.	Part A Act	High	Annual	6	3	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)
SRL17	Failure to comply with Health & Safety legislation	Health & Safety	High	Annual	7	4	28	High	Quarterly Contract monitoring	Tolerate	(SMA)	Quarterly Contract monitoring	Quarterly Contract monitoring	(SMA)

STRATEGIC RISK REGISTER AS AT 22 SEPTEMBER 2022

Risk ID	Risk Description	Impact	Probability	Severity	Current Status	Responsible Party	Start Date	End Date	Frequency	Control Measures	Review Date	Notes
SR1	Management of Financial Contingencies & Risk to assets due to a poor RBS and operational readiness	High	High	High	Yellow	DCDO	5	3	15	Threat	Review	DCDO agreed with plans, CDSB system implementation, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR2	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR3	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR4	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR5	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR6	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR7	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR8	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR9	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR10	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR11	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR12	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR13	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR14	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR15	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR16	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR17	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR18	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR19	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.
SR20	IT Infrastructure above and beyond RBS	High	High	High	Yellow	NAF	5	3	26	Threat	NAF	IT Infrastructure above and beyond RBS, monthly reporting to the Board, DCDO system implementation, monthly reporting to the Board.



STRATEGIC RISK REGISTER AS AT 22 SEPTEMBER 2022

Risk ID	Risk Description	Impact	Category	Score	Frequency	Current Status	Responsible Party	Key Actions	Timeline	Review Date	Notes
SMS-1	Failure of GIL to achieve 50% of business revenue in Year 1, resulting in re-competition of Year 2 MTP	High	9	6	64	High	J/My Authority Strategic Group M Dec Monthly MTP Weekly Meeting J/My Authority	Review meetings with GIL Quarterly Performance Reporting	15/10/2022	15/10/2022	MA To apply quarterly performance monitoring which the Strategic Group will discuss with GIL, or regularly, when necessary. Officers will prepare a report to the Strategic Group in Year 1 to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.
SMS-2	Lack of a clear corporate direction	CEO	9	2	36	Medium	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	31/03/2022	31/03/2022	MA The intention is to bring business plan to J/My Authority and will regularly be updated to 2025. The intention is to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.
SMS-3	Impact on the Authority's powers to raise the levy with evidence from many constituent councils	CEO	9	1	9	Low	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	Quarterly Meeting 31/03/2022	Quarterly Meeting 31/03/2022	CEO Increase generally benchmarked to a long term assessment of the levy. Officers will regularly update the levy assessment to reflect changes in the levy. Officers will regularly update the levy assessment to reflect changes in the levy.
SMS-4	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships	HMC	6	3	36	Medium	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	Quarterly Meeting 31/03/2022	Quarterly Meeting 31/03/2022	HMC The intention is to bring business plan to J/My Authority and will regularly be updated to 2025. The intention is to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.
SMS-5	Review of Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships	HMC	6	3	36	Medium	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	Quarterly Meeting 31/03/2022	Quarterly Meeting 31/03/2022	HMC The intention is to bring business plan to J/My Authority and will regularly be updated to 2025. The intention is to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.
SMS-6	Emergency Action Planning	CEO	6	5	30	Medium	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	Quarterly Meeting 31/03/2022	Quarterly Meeting 31/03/2022	CEO The intention is to bring business plan to J/My Authority and will regularly be updated to 2025. The intention is to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.
SMS-7	Emergency Action Planning	CEO	6	5	30	Medium	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	J/My Authority Meetings M Dec Monthly MTP Weekly Meeting J/My Authority	Quarterly Meeting 31/03/2022	Quarterly Meeting 31/03/2022	CEO The intention is to bring business plan to J/My Authority and will regularly be updated to 2025. The intention is to provide a clear view of the business performance in Year 1. This will be used to inform the re-competition of Year 2 MTP if required.



## Risk Appetite

Risks are currently assessed using a 1-9 scale for both impact and likelihood. The Authority's risk appetite is then defined using the scoring matrix below.

Impact	9	9	18	27	36	45	54	63	72	81
	8	8	16	24	32	40	48	56	64	72
	7	7	14	21	28	35	42	49	56	63
	6	6	12	18	24	30	36	42	48	54
	5	5	10	15	20	25	30	35	40	45
	4	4	8	12	16	20	24	28	32	36
	3	3	6	9	12	15	18	21	24	27
	2	2	4	6	8	10	12	14	16	18
	1	1	2	3	4	5	6	7	8	9
		1	2	3	4	5	6	7	8	9
		Likelihood								

Those risks with a residual score in the green zone are generally considered to be managed to an acceptable level and hence limited or no further actions would be expected.

For those risks with a residual score in the amber zone, the exposure is considered to be partially acceptable. Further actions would be needed to lower this into the green zone, although a decision has to be made as to whether this is cost effective, given that resources are constrained.

Those risks with a residual score in the red zone are considered to have an exposure that is at an unacceptable level and hence further actions are needed to lower this.

On some occasions a decision may be made to accept a higher level of residual risk, although this will be subject to ongoing review and consideration at both Senior Management Team and Member level.

## Scoring Criteria

Each risk is scored on the basis of the following criteria for impact and likelihood, both for inherent and residual risk. Whilst the assessment remains subjective, these criteria serve as a guide and are used to help ensure consistency in scoring across each of the risks identified.

	<b>Impact</b>	<b>Likelihood</b>
<b>1</b>	No impact	<1% likely to occur in next 12 months
<b>2</b>	Financial loss up to £1,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
<b>3</b>	Financial loss between £1,000 and £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
<b>4</b>	Financial loss between £10,000 and £25,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
<b>5</b>	Financial loss between £25,000 and £50,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
<b>6</b>	Financial loss between £50,000 to £250,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
<b>7</b>	Financial loss between £250,000 to 500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
<b>8</b>	Financial loss between £500,000 to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
<b>9</b>	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months