

Updates automatically

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Threat Risks																
Risk Title	Risk Description	Key Causes	Key Consequences	Status		Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk		Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
				Open / Closed	Risk Rating			Likelihood	Impact	Risk Level	£k					
Engagement and Communication	Risk that the objectives of the WPL are poorly communicated with employers and employees leading to push back	Lack of resource and or robust Communications Plan	Reputational impact on the council and push back from impacted stakeholders	Open		Reputation	Production of a Communications Plan through Outline Business Case Development identifying key stakeholders, methods and timing of relevant comms	2	5	10	Medium	£0		Cautious	Yes	£0.00
Resources	Insufficient financial and people resources are allocated to the Outline Business Case Work	Cost pressures and/or lack of planning to understand staffing requirements	Poor quality Outline Business Case that is not fit for purpose and/or extended timescales for delivery.	Open		Programme/Project Management	Undertake a costing and resource plan prior to commissioning work to ensure sufficient resources and finance is in place to deliver a high quality Outline Business Case to time and budget	2	3	6	Medium			Open	No	£0.00
Political Support	Lack of political support across parties contributes to delays and/or objections that undermine scheme objectives and/or cancellation of the scheme	Lack of communication with political stakeholders	Ineffective or cancelled scheme	Open		Programme/Project Management	Production of a Communications Plan through Outline Business Case Development that ensures political stakeholders are kept informed of progress at key milestones.	2	5	10	Medium			Open	No	£0.00
Legal/Technical	That the council's Outline Business Case does not provide adequate technical and legal information to progress the scheme	Lack of expertise and/or lack of resource	Poor quality Outline Business Case that is not fit for purpose and/or extended timescales for delivery.	Open		Legal	Ensure that Legal Advice is sought early in the Outline Business Case process and that appropriate external expertise is brought in to support the project.	2	5	10	Medium			Cautious	Yes	£0.00

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Opportunity Risks												
Opportunity Risk Title	Risk Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impact	Risk Rating	Risk Level	£k	
Enhanced Investment in Sustainable Transport	Revenue generated by the WPL scheme will be reinvested into Sustainable Transport Projects	Increased revenue	Improved walking, cycling and public transport infrastructure and services	Open	Financial Loss/Gain	Explore different strategies for re-investing WPL revenue into the network and the potential to use revenues to leverage in further investment	4	3	12	Medium		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00

£0.00

Threat Risks	
Number of Open Risks	4
CRITICAL	0
HIGH	0
MEDIUM	4
LOW	0
Cost Risk Exposure	£0.00
Number of risks exceeding risk appetite	2
Number of risks within risk appetite	2

Opportunity Risks	
Number of Open Risks	1
SIGNIFICANT	0
HIGH	0
MEDIUM	1
LOW	0
Cost Opportunity Exposure	£0.00

LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.