

Threat Risks											Updates automatically		Updates automatically	
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
							Likelihood	Impact	Risk Rating	Risk Level				
<i>Example - Risk that the decision will lead to a financial loss to the council</i>	<i>EXAMPLE - There is a risk that the council will suffer financial loss if the decision taken is unsuccessful in its aims or objectives</i>	<i>Inflation Workforce capacity Unforeseen cost increases</i>	<i>Financial loss</i>	<i>Open</i>	<i>Financial Loss/Gain</i>	<i>Guidance oTreat – Implementing controls: Contingency plans, Procedures, Monitoring, Detection, Training, Provision of Information, Policies, New Systems. oTolerate – Accept risk without mitigating. Still monitor and consider fall back plans. oTerminate – Avoid the risk by no longer pursuing the objective oTransfer – Share the risk with another party: Insurance, Contractual Transfer, Partnerships, Ventures/Outsourcing Services</i>	<i>4</i>	<i>5</i>	<i>20</i>	<i>High</i>	<i>£100,000</i>	<i>Cautious</i>	<i>Yes</i>	<i>£87,500.00</i>
Lack of certainty leading to under delivery against HRA energy efficiency targets	Failing to agree a strategy and associated delegated authority will mean officers and delivery partners don't have the certainty needed to deliver an ambitious programme of improvements	failue to agree the HRA EE strategy and associated delegated authority	Fuel poverty, inefficient homes, higher carbon emissions, increased damp and mould	Open	Environmental	Agree the approach outlined in the HRA EE strategy			<i>0</i>	<i>FALSE</i>		<i>Cautious</i>	<i>No</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>
									<i>0</i>	<i>FALSE</i>		<i>FALSE</i>	<i>#N/A</i>	<i>£0.00</i>

£0.00

Opportunity Risks												Updates Automatically	Updates Automatically
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		
<i>Example - Opportunity that new ways of working causes efficiency cost savings</i>	<i>EXAMPLE - There is an opportunity risk that the successful implementation of the proposed new way of working leads to significant cost savings</i>	<i>Implementation of new way of working</i>	<i>Improved ways of working could lead to efficiencies and cost savings</i>	<i>Open</i>	<i>Financial Loss/Gain</i>	<i>Guidance: Enhance: Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit. Ignore: Minor opportunities can be ignored, by adopting a reactive approach without taking any explicit actions. Share: Find a partner/stakeholder to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits Exploit: Find a way to make the opportunity definitely happen. Aggressive measures to ensure the benefits from the opportunity are realised.</i>	<i>4</i>	<i>5</i>	<i>20</i>	<i>High</i>	<i>£100,000</i>	<i>£87,500.00</i>	
Opportunity that agreeing an ambitious programme of energy efficiency works will reduce fuel poverty and improve health and wellbeing outcomes for BCC residents	By improving the energy performance of our homes we will improve the health and wellbeing of our residents	Agreeing the programme of works in the EE strategy	See column C	Open	Communities	n/a			0	FALSE		£0.00	
Reduced carbon emissions	By endorsing an ambitious approach to energy efficiency we can reduce the carbon emissions associated with heating and powering bCC homes	Agreeing the programme of works in the EE strategy	Cleaner air, more progress towards city-wide emissions targets	Open	Environmental	n/a			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	FALSE		£0.00	

Threat Risks	
Number of Open Risks	1
CRITICAL	0
HIGH	0
MEDIUM	0
LOW	0
Cost Risk Exposure	£0.00
Number of risks exceeding risk appetite	0
Number of risks within risk appetite	1

Opportunity Risks	
Number of Open Risks	2
SIGNIFICANT	0
HIGH	0
MEDIUM	0
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.