Date risk	Relation to	Risk	<del>-</del>	Risk description (there is a	Consequence (which could/would	Eactors affecting likelihood	Gross	Gross	Gros	Mitigation measures - reduce impact or likelihood	Target dates	Action owner /	Posidual	Posidual	Residual	ual Comment	
added	Corporate Plan	domain	ž s	risk that)	result in)	ractors affecting likelihood							likelihoo		score	Comment	
added	Corporate Fian	most	Risk	nok thatiny	result iii,		d of risk		scor		lor miligation	LACCULITE FICUA	d	mpace	500.0		
		impactful						risk					_				
		on rating															
2022	Excellence and	Health and	CR1	There is a risk that a member	Which could result in serious	The Council regularly undertakes work	3	4	1 1	Risk assessments in place for all appropriate activities	Ongoing (as	All Exec Heads	2	4	8		
	Customer Service	Safety		of staff or a Council	injury, ill health or loss of life and	which can be dangerous without proper				and appropriate measures put in place;	part of	Corporate Health					
				contractor is involved in an	could result in financial loss and	training and application e.g. refuse				New starters are required to attend corporate induction	Corporate	and Safety Group					
						collection and the operation of large				training which includes health and safety in the	Induction);	Premises					
					Council. This risk is most	machinery				workplace.	Risk	Managers					
					significant in Operational and					All staff complete appropriate training related to health	assessments						
					Technical Services (depot, refuse					and safety in the workplace	are ongoing.						
					collection)					Corporate Health & Safety Policies in place, including	Managara						
										Accident, Occupational Health, Near Miss, Dangerous Occurrence Reporting Procedure; Corporate	Managers health and						
										Construction Design & Management Policy; Corporate	safety						
										Contractor Activity Control Procedure; Fire Safety;	refresher						
										Legionella Control and Asbestos;	courses to be						
										Lone working & violence at work policy	re-launched in						
										Fire Drills	November						
										Corporate Health and Safety Group							
										Revised Guide for Managers published 25 September							
										and link circulated to all staff.							
										Managers' Health and Safety refresher course to be re-							
										launched.							
							1										
2022	Evenlings and	Financial	CR10	Thoroic a rick of handsmant	Which could result in service	Economic conditions	1 2	, ,		9 Full due diligance process when processing	Ongoing	Evec Head of Lac-1	2	3			
2022	Excellence and	Financiai	CKIU	There is a risk of bankruptcy	Which could result in service	Economic conditions	3	3	3	9 Full due diligence process when procuring	Ongoing	Exec Head of Legal	2	3	Ь		
	Customer Service			of a supplier of a major	failure, increased demand in					Suitable legal clause in contracts		and Democratic					
				contract	other service areas, bringing services back in-house which					Critical contracts register in place where identified contractors are subject to Financial monitoring		Services - Susan Sale, Exec Head of					
					could lead to a significant					contractors are subject to Financial monitoring		Finance - Richard					
					escalation of costs or loss of							Bates,					
					income							Procurement Lead					
												Specialist - Adrian					
												Swift, Finance					
												Lead Specialist -					
												Victoria Worsfold					
2022	Homes and Jobs	Financial	CR11	There is a risk that the	· ·	Government's Levelling-Up Agenda and	4	1 3	<b>1</b>	Regular relationship management meetings with funding	Ongoing	Exec Head of	3	3	9		
				Council will be unable to		priorities for investment				bodies to promote GBC schemes		Regeneration and					
					1	High national debt, national recession,				Consider alternative funding mechanisms where possible		Planning Policy -					
				certain areas as a result of	_	Projects not meeting milestones in				Grant agreements in place with LEP and HE. Fair funding		Abi Lewis					
				being unable to access	services	funding agreements				review / levelling up. Close project monitoring. Horizon		Exec Head of					
				certain funding, for example						scanning of funding changes.		Finance - Richard					
				for infrastructure from LEP, Homes England etc			1					Bates					
2022	Excellence and	Financial	CR12		Which would result in being	Political will	4	1 3	3 1	12 Robust budget forecast and discipline, savings strategy	Ongoing	Exec Head of	3	3	g		
	Customer Service			Council will be unable to	unable to achieve the Medium		1			and effective decision-making. More thorough		Finance - Richard					
					Term Financial Plan (MTFP) and					interrogation on assumptions when budgeting, monthly		Bates, Lead					
					the issuing of a s114 notice					updates to Finance on forecasted spend for the year		Specialist - Finance	:				
					(leading to government							- Victoria Worsfold					
					intervention)		1										
2022	Excellence and	Financial	CR13	There is a risk that the	Which would result in the budget	Economic conditions	1	1 3	2 1	12 Sensitivity analysis. Financial monitoring. Reserves	Ongoing	Exec Head of	1	2	0		
1 2022	Customer Service	rindiludi	CUID		being insufficient or incorrect and		4	] 3	1	Sensitivity analysis. Financial monitoring. Reserves	Oligoling	Finance - Richard	4		8		
	Customer service			income from local income	_	population behavourial changes and	1					Bates, Lead	1				
				streams e.g. fees and charges		working patterns	1					Specialist - Finance	.]				
						Cost of living may impact on residents'	1					- Victoria Worsfold					
				1 1 1		ability to pay council tax, rent etc.	1					Victoria vvoi siola					
						Business changes e.g. downsizing and											
						office space	1						1				
						Reduction in Govt funding	1						1				
						Reduction in demand;	1						1				
						Income streams haven't fully recovered											
						to pre-covid19 levels											
						Planning applications involving land	1										
						where income is generated (ie car parks)	) [										

Data viale	Deletien to	Diele	<b>4</b>	Diele description (there is a	Canage of which aculd for aculd	Factors officialized likelihood	Cross	Cuasa	C===	Balaination management and the liberal	Tavast datas	Action owner /	Dasidual	Desidual	Dasidual	Commont
Date risk added	Relation to Corporate Plan	Risk domain		Risk description (there is a risk that)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihoo	imnac	Gros		Target dates for mitigation	Action owner / Executive Head	likelihoo		score	Comment
	·	most impactful on rating	Ë	iisk tiidt;	result iii)		d of risk		score	e	ioi mitigation	LACCULIVE HEAD	d	impact	Score	
2022	2 Excellence and Customer Service	Financial	CR14	There is a risk that the Council experiences increased costs		Economic conditions; Higher demand for some services Reduction in demand for discretionary services will increase costs for the Council Increased regulation and compliance Income streams may not fully recover to pre-covid levels Long-term behaviours in working patterns; Increase in price of fuel, salaries, energy, repairs etc Increase in construction costs if projects slip	6	4	. 24	4 Sensitivity analysis. Financial monitoring. Reserves Inter-authority agreement for Guildford/Waverley collaboration Review of service provision, financial prioritisation	Ongoing	Exec Head of Finance - Richard Bates, Lead Specialist - Finance - Victoria Worsfold	1	4	24	
2022	Excellence and Customer Service	Financial	CR15	There is a risk that financial fraud is committed by a resident, staff member, contractor or service user	Which could result in loss/misapplication of public money or property, potential investigation into the Council's operating procedures and a compromised democratic process	Internal control weakness	3	2		Anti-fraud and corruption policy Procurement process asks for declaration on grounds for mandatory exclusion to include bribery, corruption, conspiracy, terrorism, fraud and money laundering		B Exec Head of Finance - Richard Bates, Lead Specialist - Finance - Victoria Worsfold	1	4		Risk Management Group to review mitigation measures for this risk.
2022	Excellence and Customer Service	Legal/regul atory		Council experiences a major data breach	personal data being leaked and could result in associated legal governance and potentially reputational (and/or financial) damage to the Council	Human error, failure to observe policy, failure to attend training, technical faults Lack of agreed data sharing process between the two councils Information Security Officer post is vacant	3	4	12	GDPR training included as part of the corporate induction programme Egress System - secure email; Information Risk Group and Action Plan; Data Protection Training Adequate technical measures	Ongoing	Exec Head of Legal and Democratic Services - Susan Sale	2	4	8	
2022	2 Excellence and Customer Service	Legal/regul atory	CR17		amount of service users' or employees' data being shared with the wrong person and could result in financial payment	Council-wide restructure across two organisations requiring managers to access staff records within a different organisation. Human error, failure to observe policy, failure to attend training, technical faults Lack of agreed data sharing process between the two councils Information Security Officer post is vacant	5	1		GDPR training included as part of the corporate induction programme Egress System - secure email Close working between HR and ICT and development of structure in Business World. Being considered in discussion re staff sharing	Ongoing	Exec Head of Legal and Democratic Services - Susan Sale Exec Head of Organisational Development - Robin Taylor Executive Head of Communications and Customer Service - Nicola Haymes	4	1	4	Addition to Mitigation Measures
2022	Excellence and Customer Service	Legal/regul atory			Which could result in a failure to meet our statutory duties and/or legal challenge	l *	4	1		Robust monitoring of performance to ensure compliance with target of 90% of responses within legal timeframe	Ongoing	Exec Head of Customer and Communications Nicola Haymes  Exec Head of Legal & Democratic Services - Susan Sale	3	1	3	Change of responsibility for FOIs
2022	Excellence and Customer Service	Legal/regul atory		or staff breach their codes of	Which could result in poor, or lack of, decision-making and/or acting unlawfully which may have an adverse impact on the Council's reputation		4	1		4 New Councillor Induction programme; Councillor training; Staff Induction programme; Training Programme; Councillors ICT Policy; Councillor Code of Conduct; Staff Code of Conduct; Monitoring Officer	Ongoing	Monitoring Officer Susan Sale Exec Head of Organisational Development - Robin Taylor, Lead Specialist HR - Francesca Chapman	. 3	1	3	

Date risk added		Risk domain most impactful	Risk description (there is a risk that)	Consequence (which could/would result in)	Factors affecting likelihood	Gross likelihoo d of risk	impac			Target dates for mitigation	Action owner / Executive Head	Residual likelihoo d	Residual impact	Residual score	Comment
2022	Excellence and Customer Service	on rating Health and Safety	There is a risk that the public is involved in an incident or accident relating to the Council's work or services carried out by a contractor or partner delivered on the Council's behalf, including the Freedom Leisure and Glive contracts		The Council regularly undertakes and contracts work and activities within its facilities which can be dangerous without proper management, training and application and monitoring e.g. refuse collection and the operation of large machinery, sports and leisure venues.	3	4	12	corporate Health and Safety Group. Corporate Health & Safety Policies in place, including Accident, Occupational Health, Near Miss, Dangerous Occurrence Reporting Procedure; Corporate Construction Design & Management Policy; Corporate Contractor Activity Control Procedure; Fire Safety; Legionella Control and Asbestos; Revised Guide for Managers published 25 September	Risk assessments are ongoing.  Managers health and safety refresher courses to be re-launched in November	All Exec Heads Corporate Health and Safety Group	2	4		Scoring to be reviewed by Risk Management Group in light of additional facilities included in Risk Description
2022	Excellence and Customer Service	Legal/regul atory	There is a risk that the Council fails to make lawful decisions and follow governance procedures	Which could result in legal challenge, reputational damage and costs to the Council		3	3	9	Regular review of constitution and training for decision- makers; Decision making processes in place / role of Monitoring Officer	Ongoing	Monitoring Officer Susan Sale Exec Head of Organisational Development - Robin Taylor, Lead Specialist HR - Francesca Chapman	. 2	3	6	
2022	Environment	Reputation al	Council fails to meet its target of becoming net carbon zero by 2030 for the	Which would result in a missed opportunity to fully reduce the Council's impact on the environment and reputational damage	The delivery of this priority is impacted by competing objectives and important income generation streams (e.g. car parking revenue)	5	3	15	Action plan adopted to provide clear pathway to net zero carbon. A revised carbon reduction trajectory report has been commissioned and is expected later this year, allowing the Council to better forecast its success at reaching the target.	Q2 2022/23	All Exec Heads	5	3		Draft scoring, mitigations and Target Dates to be reviewed and agreed by RMG in consultation with the Climate Change Officer
2022	Excellence and Customer Service	Health and Safety	There is a risk that a member of the public suffers injury or loss of life at a Council property or premises	Which could result in financial loss and reputational impact to the Council.		2	4	8	Occurrence Reporting Procedure; risk assessments completed where/when appropriate Revised Guide for Managers published 25 September and link circulated to all staff.	Managers health and safety refresher courses to be re-launched in November	All Exec Heads Corporate Health and Safety Group Premises Managers	2	4	8	
2022	Excellence and Customer Service	Service delivery		Which could result in disruption to service delivery, reputational damage and financial implications	Industrial action being taken across the country. Low level of union membership	2	2	4	Monitor likelihood and impact	Ongoing	Executive Head of Organisational Development - Robin Taylor and HR Lead Specialist - Francesca Chapman	-	2	4	
2022	Excellence and Customer Service	Financial	There is a risk that the Council does not achieve the most efficiency and value of key IT (service specific) systems for example Business World, Virgin, Salesforce modules	optimal value for money	Not all modules from key systems are currently not being purchased or not utilised	6	2	12	Paper to CMB containing context and options for resolution Addition of this risk in relevant service risk registers	TBC	All Exec Heads	6	2	12	
2022	Homes and Jobs	Financial		being unable to mitigate costs related to time, quality and budget slippage on capital	Scale, complexity and variety of projects and programmes being undertaken by the Council	6	4	24	Improved financial planning at project and programme level and continue to work with Executive Heads and programme/project managers to support them in following governance processes including Enterprise Portfolio Board and Major Projects Board.	Apr-23	Executive Head of Organisational Development - Robin Taylor S151 Officer	4	. 4	16	
2022	Excellence and Customer Service	Financial		Which could result in overspend, service failure or unsustainable services	Economic circumstances, financial challenges	6	4	24	Budget reviews, service challenge process, development of clear mandates.  Select priorities through conversations with lead councillors.  Review of service provision.  Prioritisation of projects and programmes, committee decisions scheduled on biggest projects and programmes, escalation of projects and programmes, escalation of projects and programme to EPB	Ongoing	Executive, JMT	4	4	16	

Date risk added	Corporate Plan	Risk domain most impactful		Risk description (there is a risk that)	Consequence (which could/would result in)		likelihoo	impac			Target dates for mitigation	Action owner / Executive Head	Residual likelihoo d		Residual score	Comment
22.12.2022		on rating Financial	CR27	There is a risk that the operating case model isn't applied consistently and effectively across services	Which would result in confusion, inefficiency and inconsistency of outcomes	Current issue in Finance service risk register	4	2	8	Review and undertake outstanding actions with specific services implemented through FG to support case model.		JMT; Executive Head of Communications & Customer Services	3	2	6	
25.01.23	Homes and Jobs	Financial	CR28 (was CR29)	There is a risk that the Council does not spend sufficient RTB receipts	Which would result in having to repay money and reputational damage	Occurred in 2021 Resource/capacity challenges	3	4	12	Project monitoring and delivery of programme	Ongoing	Executive Head of Housing S151 Officer	3	4	12	
202	22 Excellence and Customer Service	Health and Safety	CR3		Which would result in harm to those vulnerable adults and children and the inability to meet statutory duties which could result in associated legal challenge and potentially reputational damage to the Council		3	4	12	Safeguarding policy and procedures are reviewed regularly and included in the corporate induction training.  DBS checks carried out for all key roles	Ongoing (as part of Corporate Induction)	Exec Head of Community Services, Sam Hutchison	2	4	8	
02.02.23	Excellence and Customer Service	Service delivery	CR30		Which would result in impact on the collaboration and/or BAU for the IT team	Current model not sufficient. IT vital enabler to collaboration	6	3		Review of governance processes for establishing and approving business priorities taking place autumn/winter 2023  New resource was approved and is in the process of being implemented  IT prioritisation workshop 23 March  Growth bid submitted		Executive Head of Communications and Customer Service, Nicola Haymes	5	3	15	Mitigations reviewed and Residual Risks scored
06.02.23	Excellence and Customer Service	Financial	CR31	There is a risk that procurement processes are not being adhered to across the Council	Which would result in reduced value for money and lack of financial and legal control	WUV audit findings on lack of proper procurement processes. Projects moving ahead without consulting and fully involving Procurement Finance resources and linked to services	4	4		Implementation of Council's project and programme methodology (PPM framework) Financial alignment with PPM framework Enforcement of frameworks and processes		Executive Head of Finance, Richard Bates Executive Head of Regeneration & Planning Policy, Abi Lewis	3	4	12	
18.05.23	Environment	Service delivery	CR32	There is a risk of designation by the Secretary of State for failing to determine the required number of applications within the required timeframes	Reputational damage Retention of Staff Unable to determine our own planning applications Political decision taken away - loss of power/autonomy Council would only be required to issue decisions if made by Govt, and applicant would lose right of appeal Financial uncertainty in future years which would reduce the ability to plan for future years	Difficulty in recruiting permanent planning staff. Reliance on agency staff. Time taken to validate applications.	3	3	9	Quarterly performance monitoring reports to CMB, Executive Briefing and O&S Cttee.  Maintaining staff levels.  New Planning Development Improvement Board established in response to delegation threat.	Ongoing	Executive Head of Planning Development	2	3	6	Risk reviewed, updated and scored
202		Service delivery	CR4	There is a risk that the Council suffers a loss of premises, operational property, facilities and/or equipment across some or all of its properties	Which could result in the disruption of key services and activities for customers.		2	4		The Council completes an keeps up to date a corporate business continuity plan and all services complete and update their own service business continuity plans	01/04/2022 for completion with ongoing updates	Exec Head of Organisational Development, Robin Taylor	2	3	6	
202	22 Excellence and Customer Service	Service delivery	CR5	There is a risk that the Council experiences a loss of IT systems or data, from example as a result of a cyber security incident	Which would result in the Council being unable to operate as normal and disruption to services	International political unrest and conflict (eg, Ukraine) - hostile state actors seeking to disrupt workings of western governments. Multiple databases contained within Salesforce as a single platform	3	4	12	The Council completes and keeps up to date a corporate business continuity plan and all services complete and update their own service business continuity plans.  The Council conducts regular PEN tests and reduces reliance on older systems with less security		All Exec Heads Exec Head of Customer and Communications - Nicola Haymes, IT Lead Specialist James Beach Exec Head of Organisational Development - Robin Taylor	2	3	6	
202		Service delivery	CR6	There is a risk that the Council is unable to recruit and retain staff, including as a result of the Guildford/Waverley collaboration	Which could result in reduced capacity to deliver, compromise service delivery and quality, redirection of resources and increased spend on consultants and agency staff.	The Council is currently experiencing these issues. Various key vacant posts in Planning (Case Services). The Waverley/Guildford collaboration may make this more likely Some posts are especially difficult to fill-senior planning officers, surveyors and caseworkers	6	3	18	Agency recruitment through Comensura or procurement exemption Acting up of junior officers to fulfill these roles Considering 'grow your own' training programmes Consider fundamental review or recruitment and retention Annual pay negotiations Making use of potential collaboration opportunities	Ongoing	Exec Head of Organisational Development - Robin Taylor, Lead Specialist - HR - Francesca Chapman	6	2	12	

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Date risk added	Relation to Corporate Plan	Risk domain	k re	Risk description (there is a risk that)	Consequence (which could/would result in)		Gross likelihoo		l .		Target dates for mitigation	Action owner / Executive Head	likelihoo		score	Comment
auueu	Corporate Fian	most	Risk	iisk tiidtj	lesuit iii)		d of risk	1 ' 1	score		ioi iiitigatioii	Executive neau	q	iiipact	SCOLE	
		impactful					u oi iisk	risk	30010							
		on rating														
2022	Excellence and	Service	CR7	There is a risk that external	Which would result in disruption		3	4	12	Covid group meeting regularly*	Ongoing	Exec Head of	3	3	9	
	Customer Service	delivery		events cause major	to service delivery and redirection					Business Continuity and Recovery Plans in place		Organisational				
				_	of resources/temporary reduction							Development -				
				the borough (such as	or loss of staff, loss of							Robin Taylor				
				flooding, fire, terrorism,	income/increased costs							Exec Head of				
				climate change, pandemic/new variant of								Regulatory Services - Richard				
				Covid-19)								Homewood				
				-								Homewood				
2022	Excellence and	Financial		The a risk that the Guildford-		Need for robust business cases and	4	3		1 7	Ongoing	Joint Chief	3	2	6	
	Customer Service			Waverley collaboration does	I .	strategic direction				Comprehensive risk register in place for collaboration		Executive - Tom				
				not meet its objectives.		Some teams are already reporting being				Council's Constitution;		Horwood				
					cause resources to be redirected; the Council being unable to	under-resourced, changes to staffing structure may result in a reduction in				Financial Procedure Rules; High-level financial feasibiliity study by local partners;						
					_	capacity.				riigii-level iliialiciai leasibiliity study by local partilers,						
					reputational damage;	capacity.										
					disruption to service delivery											
					,											
2022	Excellence and	Financial	CR9	There is a risk that capital	Which could result in the Council	1	6	4			Ongoing	Exec Head of	5	4		RMG and Risk Owners will be reviewing the
	Customer Service			programmes and projects	not achieving its priorities,	management system) being				Regular monitoring through Major Projects programme		Regeneration and				scoring definitions, to include major capital
				l '	reputational damage and financial					board and regular financial reporting to CMT Enterprise		Planning Policy -				projects as their financial thresholds will be
				time, quality or budget	difficulty through an increase in costs/major overspend (e.g in	projects at present Loss of project managers				Portfolio Board Comprehensive oversight of forthcoming procurement of		Abi Lewis Exec Head of				significantly higher than a BAU function/project.
					construction)	Inadequate business cases				projects and programmes		Finance - Richard				
						Existing slippage on major projects and				Consideration of best route to market to deliver value for		Bates				
						programmes				money						
						Economic climate (inflation)				Build relationships with contractors						
						Council's poor visibility within										
						construction market										
-									0						0	
					Impact	I			0	*					0	
			Small	Significant	Critical	Devastating			0	0					0	
			1	2	3	4			0	0					0	
	Very high	6	6	12	18	24										
ه	High Medium	5	5	10	15	20										
, elhot	Low	3	3	6	9	12										
lik.	Very low	2	2	4	6	8										
	Almost impossible	1	1	2	3	4										
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Score	Likelihood	Indicators		•	T			Impact		ators						
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<u> </u>				of occurring			1	_	_	s <£100k						
2	Vendeu	Has happe	ened rarely,	never before			1		Trivia	ial breach or non-compliance						
2	Very low	Has happe	ened rarely, ange of occi	never before urring			1		Trivia Insig	ial breach or non-compliance gnificant injury (first aid)						
2	Very low	Has happe 1-10% cha Only likely	ened rarely, ange of occu to happen	never before urring once in three or more year	ars		1		Trivia Insign Negli	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users						
		Has happe 1-10% cha Only likely May have	ened rarely, ange of occu to happen happened	never before urring once in three or more yes in the past	ars				Trivia Insign Negli Insign	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage						
	Very low	Has happed 1-10% characteristics only likely May haved 10-20% characteristics.	ened rarely, ange of occu to happen happened nance of occ	Inever before  urring  once in three or more yea in the past  curring				Signific	Trivia Insign Negli Insign Loss	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k						
		Has happe 1-10% cha Only likely May have 10-20% ch Reasonab	ened rarely, ange of occu to happen happened nance of occu le possibilit	never before  urring  once in three or more yea in the past  curring y it will happen in the next				Signific	Trivia Insign Negli Insign Loss Isola	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach						
3	Low	Has happed 1-10% characteristics of the chara	ened rarely, ange of occu to happen happened nance of occu le possibilit ened in the	Inever before  Jurring  Jurrin				Signific	Trivia Insign Negli Insign Loss Isola Mino	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention)						
3		Has happu 1-10% cha Only likely May have 10-20% ch Reasonab Has happu 20-50% ch	ened rarely, ange of occu to happen happened nance of occu le possibilit ened in the nance of occu	Inever before  Jurring  Once in three or more year  In the past  Curring  In the in the next  Year in the next  Curring  Year in the next  Curring  Curring  Curring	three years			Signific	Insign Negli Insign Loss Isola Mino Smal	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service						
3	Low	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happen happened hance of occur le possibilit ened in the hance of occur happen at so	Inever before  Jurring	three years		2	Signific	Insign Negli Insign Loss Isolar Mino Smal One-	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k lated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service lated legal adverse local publicity						
3	Low	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happen happened hance of occur le possibilit ened in the hance of occur appen at so nces occasi	Inever before  Jurring  Jurrin	three years		2	Signific	Insign Negli Insign Loss Isola Mino Smal One- Loss	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service e-off adverse local publicity s >£250k - £500k						
3	Low	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happen happened hance of occur le possibilit ened in the hance of occur happen at so nces occasi hance of occur	Inever before  Jurring	two years		2	Signific	Insign Negli Insign Loss Isola Mino Smal One- Loss Susta	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) full disruption/inconvenience to service e-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine						
3	Low	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happen happened hance of occur le possibilit ened in the hance of occur happen at so noces occasi hance of occur train to hap	Inever before  Jurring	two years		2	Signific	Trivia Insign Negli Insign Loss Isola Mino Smal One- Loss Susta Serio	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) full disruption/inconvenience to service e-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine ous injury (not life threatening)						
4 5	Low Medium High	Has happy 1-10% cha Only likely May have 10-20% cl Reasonab Has happy 20-50% cl Likely to h Circumsta 50-80% cl Almost ce Regular o	ened rarely, ange of occur to happen happened hance of occur le possibilit ened in the hance of occur happen at so noces occasi hance of occur train to hap occurrences	Inever before  Jurring  Jurrin	two years		2	Signific	Trivia Insign Negli Insign Loss Isolar Mino Small One- Loss Susta Serio Subs	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage 5 from £100k - £250k ated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service e-off adverse local publicity 5 >£250k - £500k tained legal action or (limited) regulatory fine ous injury (not life threatening) stantial, short-term disruption/inconvenience to ser	rvice					
4 5	Low	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happened happened hance of occur ened in the hance of occurappen at some occasion ance of occurrain to happened hance of occurrences occasion contain to happened to hap	Inever before  Jurring  Jurrin	two years		3	Signific	Insignosis Negli Insignosis Isolar Minocons Small One-Loss Susta Serio Substantial Short	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service t-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine ous injury (not life threatening) stantial, short-term disruption/inconvenience to service- rt-term, but wide reaching adverse publicity	rvice					
4 5	Low Medium High	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happened happened hance of occur ened in the hance of occurappen at so noces occasionance of occurrain to happened hance of occurrences occurren	Inever before  Jurring  Jurrin	two years		3	Signific	Insignation Insign	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) all disruption/inconvenience to service s-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine ous injury (not life threatening) stantial, short-term disruption/inconvenience to ser rt-term, but wide reaching adverse publicity s>£500k	rvice					
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3 4 5	Low Medium High	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happened happened hance of occur ened in the hance of occurappen at so noces occasionance of occurrain to happened hance of occurrences occurren	Inever before  Jurring  Jurrin	two years		3	Signific	Trivia Insign Negli Insign Loss Isola Mino Small One- Loss Susta Serio Subst Short Loss Majo Deat	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) full disruption/inconvenience to service e-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine fous injury (not life threatening) stantial, short-term disruption/inconvenience to service rt-term, but wide reaching adverse publicity s>£500k or legal action or regulatory sanction th(s) or multiple serious injuries						
4 5	Low Medium High	Has happed 1-10% characteristics of the control of	ened rarely, ange of occur to happened happened hance of occur ened in the hance of occurappen at so noces occasionance of occurrain to happened hance of occurrences occurren	Inever before  Jurring  Jurrin	two years		3	Signific	Trivia Insign Negli Insign Loss Isola Mino Small One- Loss Serio Subsi Shori Loss Majo Deat Majo	ial breach or non-compliance gnificant injury (first aid) ligible disruption/unnoticed by service users gnificant damage s from £100k - £250k ated legal action or regulatory breach or injury (medical attention) full disruption/inconvenience to service e-off adverse local publicity s>£250k - £500k tained legal action or (limited) regulatory fine ous injury (not life threatening) stantial, short-term disruption/inconvenience to service rt-term, but wide reaching adverse publicity s>£500k or legal action or regulatory sanction						