

PLYMOUTH CITY COUNCIL STRATEGIC RISK REGISTER NINETEEN AUG 2014 - Summary by Risk Rating APPENDIX A

ROW NO	RISK REF	POTENTIAL RISKS IDENTIFIED	RESIDUAL RISK RATING			RESIDUAL RISK RATING			RESIDUAL RISK RATING			CURRENT RESIDUAL RISK RATING			CHANGE IN RISK RATING	COMMENTS	RISK OWNER	RISK CHAMPION
			Feb-13			Aug-13			Feb-14			Aug-14						
			*P	*I		*P	*I		*P	*I		*P	*I					
1	21	Medium Term Financial Forecast issues - unable to meet spending reduction targets, negative impact on budgets, loss of reputation, negative impact on front line services and a negative opinion from external audit.	5	5	25	5	5	25	5	5	25	5	5	25	R	COMMENTS FEB 14: A 3 year budget was approved at Full Council at the meeting in February 2014 but risks remain for year 1, 2014/15 where £16m of cost reduction/additional income will be required. Budget papers include a risk register detailing individual assessments and countermeasures. Year 2 and 3 are heavily reliant on our Transformation Programme which itself is covered by individual risk assessments, which are monitored by the Transformation Board. COMMENTS AUG 14: Monitoring for 14/15 has identified risks associated with delivering to budget. Robust challenges are now starting on management solutions and Transformation savings for 15/16 and 16/17 ahead of the next budget setting in February 2015.	Malcolm Coe	Aaron Perrin
2	99	Potential risks resulting from the fragmented clinical and service governance arrangements between ODPH, CCG and NHSE Area Team.							New			5	5	25	R	COMMENTS AUG 14: The Health and Social Care Act 2012 transferred new and substantial health improvement and protection duties to Plymouth City Council in April 2013. In pursuit of this new duty, the Council commissions some services alongside providing a few services to the local population or other commissioners such as the CCG. The ring fenced Public Health grant funding requires that the Council, in commissioning services using funds from the grant, ensures that appropriate clinical governance arrangements are put in place. The public health system presently comprises aspects of public health commissioning and delivery sitting within different organisations such as Local Government, Public Health England, NHS England and CCG. Effective delivery of appropriate clinical governance expectations require high level partnership working and consistency across what is presently a fragmented system as far as public health is concerned. The Council is therefore currently engaged in strengthening its in-house public health departmental governance arrangements and exploring and establishing joint governance arrangements with the NHS England Area Team and the CCG.	Kelechi Nnoaham	Katrina Houghton
3	92	Deterioration of the condition of the City's Highway Network (carriageway and footways)	5	4	20	5	4	20	5	4	20	5	4	20	R	COMMENTS FEB 14: The Council have agreed to purchase a new detailed survey of the network to inform future investment aimed at maximising value for money. The system is the right tool to aid the development of our asset management plan and deliver treatments that meet the new Highway Maintenance Efficiency Programme (HMEP) criteria and associated DfT funding models. The survey work will commence in April 2014 and will be completed by October, enabling the Council to assess what options to move forward with in terms of MTFP. COMMENTS AUG 14: The survey work has continued with the results in the Autumn. Meanwhile the scheduled resurfacing programme continues in line with additional funding of £2m pa approved by Full Council. The Council's Highway Contractor is also introducing new ways of working and equipment in order to achieve further improvements to the condition of the highway network.	Adrian Trim	Gill Peele

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4	95	Transformation Impact on Plymouth City Council Business - PCC is embarking on a large Transformation Programme. The scale of change and the benefit realisation required to achieve the council's plan as a Co-operative Council and address funding/income shortfall by 2016 / 17 carries significant risk on its capability and capacity to achieve this result.				New			4	5	20	4	5	20	R	COMMENTS FEB 14: Each of the 5 Transformation Programme delivery strands link to a Portfolio risk register which is monitored by the Transformation Board. The project is currently at the planning stage and therefore until the projected outcomes and benefits are realised the risk remains a significant one for the Council, particularly with regard to the delivery of the target budget savings. The benefits that the projects need to achieve have been challenged and there is confidence in the robustness of the financial plan for 2014. The budget for 2015/16 and 2016/17 have what are considered achievable figures but are still to go through a budget challenge process as part of building the Full Business Case for each Programme. COMMENTS AUG 14: The Business Architecture Design is in full flight with business cases in many instances now in their third review in increasing detail by Cabinet. Using industry standard Portfolio, Programme and Project methodology there is growing confidence in the capability maturity and the plan to develop and measure that maturity using a Transformation Capability Maturity Model tailored for PCC. There is a plan in draft for supporting the capability maturity and the governance and assurance role of the Portfolio Office is now established with a nearly complete complement of staff. Work is on-going to profile the benefit realisation for 14/15, 15/16 and 16/17. At this point the benefit profile for 14/15 is well understood with a significant amount already banked. During the autumn in line with the budget preparation timeline the Architecture Design and Financial Analysis will prepare the profile for 15/16, 16/17 and 17/18.	David Trussler	Sue Thomas
5	49	Future of Civic Centre and Council House following listed status as not currently fit for purpose.	4	5	20	4	5	20	4	5	20	4	5	20	R	COMMENTS FEB 14: The procurement process has run its course and we continue dialogue with interested parties to take forward a development solution. We have secured new office accommodation at Ballard House, which is cost effective and will increase efficiency. COMMENTS AUG 14: An agreement could not be reached with the preferred developer that satisfied all the Council's criteria under the procurement process and under the timescales we had set out. Dialogue will continue with interested parties to enable this regeneration project to make progress. The Council will now vacate the Civic Centre office tower in the main by March 2015 and occupy alternative office accommodation. We are currently undertaking a twin-track approach which will either lead to the tower being sold to a private sector developer for conversion to non-council use which could include uses such as hotel, office, residential or leisure uses; or failing that the Council will work up a conversion scheme for office and other potential uses with the council occupying the space it requires with the remainder being leased as part of the Council's commercial estate.	David Draffan / David James	Gill Peele
6	72	Significant pressure on Adult Social Care budget	3	4	12	3	4	12	3	4	12	5	4	20	A	COMMENTS FEB 14: Rigorous monitoring is undertaken by ASC Senior Management Team on a fortnightly basis. COMMENTS AUG 14: A significant overspend is projected. ASC budget containment plan is in place. Rigorous monitoring continues to be undertaken by ASC Senior Management team on a fortnightly basis, finance and Business ADs and Director for People meet with Portfolio Holder for Finance on a weekly basis.	Dave Simpkins	Julie Cook

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7	46	The Council not meeting its obligations to keep citizen data secure , or provide and display information in line with statutory requirements. The consequence can be a financial penalty and/or reputational damage resulting in loss of trust in the Council which will affect the ability of the Council to work efficiently and effectively with the public, contractors or partner organisations (formerly Information Governance)	4	4	16	4	4	16	4	4	16	4	4	16	↓ A	COMMENTS FEB 14: The Information Lead Officers Group has an Action Plan which is informed by a recent Internal Audit of Information Governance and in preparation for an external audit of Data Protection Act compliance by the Information Commissioners Office in April 2014. An eLearning package for all computer users 'Data Safe' has just been provided to all computer users. Current key issue is the governance and storage of council records, due to the planned change in the location of council staff and the use of buildings. Risk reduction will be reliant on processes put in place through the Transformation Project. COMMENTS AUG 14: An action plan has been produced following the Information Commissioners Office (ICO) concensual audit which took place in April 2014. A Delivery Group has been established to co-ordinate implementation of the ICO recommendations. The ICO will undertake a desk based follow up of the audit early in 2015. A new post of Information Governance Manager has been created to support the delivery of the action plan.	Mike Hocking	Julie Hosking
8	83	Health Inequalities - not meeting high level partnership target to reduce the gap in life expectancy by at least 10% between the fifth of areas (eight neighbourhoods) with the lowest life expectancy and the population as a whole by 2020	4	4	16	4	4	16	4	4	16	4	4	16	█ A	COMMENTS FEB 14: A quarterly performance report has been developed to go to Caring Scrutiny Panel and Joint Commissioning Partnership. The grant allocation received by the Council to fund its public health work was discussed at the full Council meeting held on 27 January 2014. At this meeting a 'motion on notice' was unanimously agreed. As a result of this a joint letter has been sent to the Health Secretary asking that Plymouth's allocation be reviewed as a matter of urgency. In addition to this, the Council's Chief Executive and Director of Public Health held a teleconference with the Chief Executive of Public Health England to put the case for additional public health resource being directed to the City. If these approaches result in more funding being forthcoming then the Council will be in a stronger position to put programmes of work in place which will, in the longer term, address the gap in life expectancy. COMMENTS AUG 14: A revised approach to health inequalities will be launched in November 14 and will go to Cabinet and subsequently Caring Scrutiny in December. This will be a 10 year plan providing focus on the 4 main causes of health inequalities. Its aim will be to galvanise the work of PCC and partners. The initial stage will focus on working with employers.	Rob Nelder	Katrina Houghton
9	84	Impact of Welfare Reform on Plymouth City Council and our customers	4	4	16	4	4	16	4	4	16	4	4	16	█ A	COMMENTS FEB 14: Progress continues against action plan, including direct contact with those claimants affected, campaigns targeting groups and support for credit unions and ban on advertising of pay day lenders. COMMENTS AUG 14: Groups continue to meet and implement updated action plan. Commissioned services are monitored alongside developments. The Emergency & Welfare fund is under review due to funding cuts. Benefit take up campaigns targeting groups are scheduled and support for credit unions and ban on pay day lending continues.	Peter Aley	Julie Cook
10	33	Ensuring there is adequate capital for Education Infrastructure	4	4	16	4	4	16	4	4	16	4	4	16	█ A	COMMENTS FEB 14: Approval given for new build at Knowle and additional spaces at St Peter's CE Pennycross and Woodfield. Project plans need to be agreed in order that the majority of the work is completed by Sept 2015. COMMENTS AUG 14: Project Plans in place for Knowle, St Matthew's CE Primary and Nursery Academy, expansions at Woodford Primary and Holy Cross RC for September 2015. Pennycross and Woodfield will be future projects. Sufficient places across the city for all pupils requiring statutory education.	Jayne Gorton	Julie Reed






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11	28	Increase in the number of looked after children and those subject to a Child Protection Plan leading to cost pressures on independent placements, staffing and resources	3	4	12	3	4	12	3	4	12	4	4	16	↑ A	COMMENTS FEB 14: The number of in-house Foster Carers has increased as anticipated. They are used effectively, however, the complexity of children's needs means there is still a demand for Independent Fostering Agencies (IFA's). Soft market testing with residential providers was undertaken and it was agreed that further residential provision was not going to be commissioned. COMMENTS AUG 14: The current level of looked after children numbered at 411 exceeds targets. Placement monitoring meetings continue to ensure that only children with a need remain in care, this is monitored through weekly resource panel and quarterly through residential placement monitoring system. Commissioning work with colleagues continues to improve upon placement quality and choice. Work continues to increase level of in-house foster carers, a rigorous monitoring system is in place for pre-birth assessment work and a new family support team has been established.	Alison Botham	Julie Cook
12	86	Strategic Housing Private Sector Housing Intervention - reducing capital resources.	3	4	12	4	4	16	4	4	16	4	4	16	▬ A	COMMENTS FEB 14: The delivery plans have been signed off and regular reports on progress will be given through the Corporate Plan performance monitor and relevant portfolio holder. Private rented sector interventions are under review linked to outcomes of the Fairness Commission - which may require further resources not currently available. COMMENTS AUG 14: Investment has been made through mandatory grants and discretionary loan interventions through Housing Assistance Framework. A prioritisation matrix is under development to ensure that the most vulnerable receive help first. Delivery plans have been revised, progress reports continue to be produced through Corporate Performance monitoring.	Stuart Palmer / Paul Barnard	Julie Cook
13	76	Risk of not getting funding to progress development of Gypsy Sites .							Reinstated			3	5	15	▬ A	COMMENTS AUG 14: This is not a new risk, however was archived during the last monitoring period and has now been reinstated as there has been a delay in the Broadley Park development due to a legal issue around the drawing down of HCA grant funding. There is planned investment in addressing underlying causes of problems to reduce costs and problems associated with unauthorised encampments and developments	Peter Aley	Julie Cook
14	67	Working with partners in the prevention of Violent Extremism .	3	5	15	3	5	15	3	5	15	3	5	15	▬ A	COMMENTS FEB 14: Prevent Action Plan continues to be delivered and Channel process now established in Plymouth - being used to identify, assess and intervene with at-risk individuals. COMMENTS AUG 14: Counter Terrorism Local Profile (CTLP) received and responded to. Prevent Action Plan is being delivered with partners, and Plymouth Channel Panel is active in responding to referrals.	Peter Aley	Julie Cook
15	24	Ensuring processes are in place to protect staff from violent incidents whilst carrying out their duties.	3	5	15	3	5	15	3	5	15	3	5	15	▬ A	COMMENTS FEB 14: CRM upgrade underway, once complete the alerts module can go live. COMMENTS AUG 14: No update received.	Emma Rose	Michelle Chapman

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16	51	Delivery of sustained and accelerated economic and population growth in line with the Council's Corporate Plan and vision for the City.	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS FEB 14: The launch of The Plan for Homes on 1 November with 16 specific initiatives which will help deliver the accelerated population growth that is being planned through the Plymouth Plan. In addition the Transformation Programme now contains the Growth, Assets and Municipal Enterprise programme of activity which will provide further impetus into population growth. A City Deal has been signed which has the potential to deliver 10,000 jobs and will see South Yard transformed along with initiatives to help young people stay in employment and for more businesses to be supported and started up. There has been close work with the LEP to produce an EU Strategic Investment Framework which will shape the allocations of EU monies through to 2020. COMMENTS AUG 14: The Growth and Assets Full Business Case was approved by Cabinet in June. The business case demonstrates a structure in place to accelerate commercial and housing developments and thereby achieving a minimum of £6.7m Growth Dividend. This in turn will enable a pipeline of future developments over the next three years. The latest monthly figures for Job Seeker claimants in Plymouth continue to show a downward trend.	Paul Barnard / David Draffan	Gill Peele
17	59	Financial risk associated with investigation and clean up of contaminated land	3	5	15	3	5	15	3	5	15	3	5	15	A	COMMENTS FEB 14: The funding that was previously available from DEFRA has now been withdrawn and consequently if land is identified as contaminated the Council would have to identify resources to comply with the statutory duties. COMMENTS AUG 14: As sites are identified remediation work is completed. Last site identified was Lipson Vale and a grant was obtained from DEFRA to complete the work.	Simon Dale / Robin Carton	Katrina Houghton
18	68	Failure to reach recycling targets and divert waste from landfill	3	4	12	3	4	12	3	4	12	3	4	12	A	COMMENTS FEB 14: Recycling rates have improved 0.5% to end of Q3 in 2013/14 compared to previous year against a regional/national trend of decline but rates remain below PFI Final Business Case (FBC) projections. PCC's last formal initiative declared in PFI FBC is to deliver a city-wide kerbside glass collection service and this is programmed for 2014. A PFI grant condition risk remains hence PCC must continue with its drive to deliver the FBC initiatives and improve recycling rates. A review of waste strategy is underway to consider future options. COMMENTS AUG 14: Out-turn recycling rates for 2013/14 show continuing improvement and the kerbside glass collection scheme which is the last formal PCC initiative noted in the PFI Financial Business Case (FBC) has been launched which should provide further improvement. However these schemes are not delivering the recycling rate improvements forecast in the FBC and hence a condition risk remains that Defra may request further action. Notwithstanding the PFI Efficiency from Waste project is scheduled to come on line at the end of 2014 and the PFI to commence at that point.	Simon Dale / Mark Turner	Gill Peele
19	93	Failure to deliver the range of housing to meet Plymouth's need	New			3	4	12	3	4	12	3	4	12	A	COMMENTS FEB 14: The Get Plymouth Building programme continues to deliver increased momentum. This has been supplemented with the launch of The Plan for Homes on 1 November 2013 which aims to deliver 1,000 homes per annum. COMMENTS AUG 14: The Growth and Assets Business Case approved by Cabinet in June 2014 demonstrates the infrastructure in place funded by the Growth Dividend, to support the growth in housing. Progress is reviewed regularly.	Paul Barnard	Gill Peele

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20	94	Delivering the Early Intervention and Prevention Strategy				New			4	3	12	4	3	12		COMMENTS FEB 14: The Early Intervention & Prevention Strategy is now embedded and the action plan is being refreshed. Risks are that the Strategy fails to deliver on multi-agency outcomes to reduce the number of referrals into Social Care. COMMENTS AUG 14: Transformation Team have captured this into the business process for development and presentation to Cabinet Planning in November.	Alison Botham / Judith Harwood	Julie Reed
21	88	Failure to secure Government funding through new process to deliver sufficient Major Transport Schemes (MTS)	4	4	16	4	4	16	4	4	16	3	4	12		COMMENTS FEB 14: The decisions made by the LTB in July 2013 still stand regarding giving the go ahead in principle to the Derriford Roundabout scheme and having first call on the HotSW LEP Single Local Growth Fund when announced in July 2014 to cover the remaining £4.4m required. The HotSW Strategic Economic Plan is being prepared for submission on 31 March which will include outline business cases for Forder Valley Link Road and Pomphlett Roundabout to the Ride in addition to the long list of schemes already prioritised by the LTB in 2013. This will determine how much the HotSW LEP will be allocated for Capital Schemes including Major Transport Schemes through a 6 year Growth Deal. COMMENTS AUG 14: The 2015 & 16 Growth Deal was announced in July 2014 and PCC has provisionally been allocated funding schemes, subject to approved business cases; Derriford Transport Scheme; Northern Corridor Signals; Eastern Corridor Strategic Cycle Network and Exeter Street Viaduct/Charles Cross improvement Scheme. Discussions surrounding the 2016 & 17 Growth Deal will commence in September 2014 and it is anticipated that an announcement on the successful Growth Deal Schemes will be made in Spring 2015. PCC will be looking to include the Forder Valley Link Road in the 2016 & 17 Growth	Philip Heseltine	Gill Peele
22	96	Implementation of the Care Bill and the Dilnot cap on care costs - financial risk associated with additional assessment activity, managing care accounts and earlier funding of care costs				New			3	3	9	3	4	12		COMMENTS FEB 14: New Strategic risk in respect of changes to the Care Bill sets out key proposals for reforming the way adult social care is funded from April 2016. COMMENTS AUG 14: Most significant change in ASC legislation in a generation. Major policy reforms required. Care Act is part of Integrated Health & Wellbeing Transformation Programme. Work is underway on a peninsula basis to consider the potential for economies of scale through collaborative working on some key issues.	Dave Simpkins	Julie Cook
23	73	Employee Relations	3	4	12	3	3	9	3	4	12	3	4	12		COMMENTS FEB 14: Negotiations about to commence for 2014/15. COMMENTS AUG 14: No update received.	Chris Squire	Michelle Chapman
24	82	Potential legislative non-compliance of PCC buildings due to fragmented ownership and responsibility	2	5	10	2	5	10	2	5	10	2	5	10		COMMENTS FEB 14: A Health and Safety audit will be completed Feb 2014 and issues identified will be addressed to ensure compliance with H&S legislation. COMMENTS AUG 14: The recommendations of the audit are being worked through. Gaps identified, particularly around competency of responsible persons, will be addressed through forthcoming restructures.	Chris Trevitt	Aaron Perrin

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25	30	ICT Resilience - Ensuring there is adequate disaster recovery in place to deal with the unavailability of ICT.	2	5	10	2	5	10	2	5	10	2	5	10	G	COMMENTS FEB 14: Project scope changed to bring forward replacement of legacy equipment in Civic to avoid duplication of work and minimise business disruption and risk. The majority of services are now running from the new infrastructure in the Civic increasing resilience. Final migration to Windsor is planned for completion during Q1 14/15 once a full DR test is completed for the site. COMMENTS AUG 14: The majority of key services are now migrated to Windsor House and there are failover arrangements in place for key systems. Business Continuity Plans (BCP) are maintained by each of the business areas and co-ordinated by the Civil Protection Unit. These would need to be invoked if there was a total failure of ICT.	John Kenny	Helen Cocks
26	08	Ensuring the Council has a robust Business continuity planning strategy in place to facilitate resumption of normal business activities should a serious incident occur	2	5	10	2	5	10	2	5	10	2	5	10	G	COMMENTS FEB 14: A revised Departmental Recovery Plan has been created to make the process easier to understand and ensure that plans are constantly kept up to date. The strategy group continues to monitor potential incidents and lead corporately in building resilience. COMMENTS AUG 14: Departmental Recovery Plans are reviewed on a six monthly basis and a selection will be subject to scrutiny during the National Exercise, Exercise Cygnus in October 2014. The strategy group continues to lead corporately in responding to and providing mitigation from threats that have the potential to disrupt the authorities service delivery.	Jamie Whitford-Robson	Katrina Houghton
27	98	Risk of suspension of access to key public health data due to organisational non compliance with the Information Governance Toolkit for Department of Health e.g. access to Health & Social Care Information Centre data.							New			2	5	10	G	COMMENTS AUG 14: Loss of access to this key base population data for the city will prevent accurate intelligence to both the CCG and PCC to support decision making as part of the mandated function of the local public health team. Business Support Managers to work jointly in a sub group of the Information Lead Officer Group ahead of 2015 compliance in order to compile evidence and refresh on a rolling program	Kelechi Nnoaham	Katrina Houghton
28	97	Integration of ASC and Community Health under the Integration Health & Wellbeing Transformation Programme							New			3	3	9	G	COMMENTS AUG 14: Delegation of the LA functions to a Social Enterprise. Integrated Health & Wellbeing Transformation Programme and Integrated Project Board.	Dave Simpkins	Julie Cook
29	60	The impact on Revenue budget of Treasury Management activity (formerly Economic downturn affecting treasury management)	3	4	12	3	4	12	3	4	12	3	3	9	G	COMMENTS FEB 14: Revised Treasury Measurement strategy to be presented to Audit Committee in January 2014 and Full Council in February 2014 which will allow more delegated authority to the Treasury Management board and broader remit on borrowing and loan arrangements to maximise interest return/minimise borrowing costs. Monthly strategic TM board meetings now minuted and actions logged. Attended by Finance lead for both elected parties. COMMENTS AUG 14: Monthly board meetings are now in place and setting the strategic direction cross-party for short and long term outlook. Banks are more secure and Icelandic banks are now not significant. Monitoring will continue as part of MTF.	Malcolm Coe	Aaron Perrin
30	100	Transformation of Youth Service.							New			2	4	8	G	COMMENTS AUG 14: A reduction of £480,000 over 3 years. Completed rationalisation of business support and management. Next is remodelling of frontline delivery. The main risk is disruption to frontline service and ensuring business continuity. It is also key to ensure the new model (Community development model) process is kept in line with, and keeps pace with, the budget reduction	John Miller	Julie Cook

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31	91	Failure to keep abreast of and track new and emerging legislation as part of the powers following Localism Act (regulations)	3	4	12	3	4	12	3	4	12	2	4	8		COMMENTS FEB 14: When we have secured a permanent Contracts Lawyer to the vacant post that person will be designated to undertake the tracking of new and emerging legislation. It is hoped that this situation will be resolved early in the new financial year. COMMENTS AUG 14: Lawyer appointed and legislation being tracked as business as usual.	Dave Shepperd	Cheryl Spear
32	14	Ensuring robust systems are in place to combat fraud and protect Council assets	2	5	10	3	5	15	3	5	15	Delete				COMMENTS FEB 14: Devon Audit Partnership are continuing to work with the Council in reviewing its strategy and policies surrounding fraud and corruption. The Council have taken steps to address particular service areas susceptible to fraud such as Single Person Discount within Council Tax, with the appointment of Capita Local Government Services to carry out a comprehensive review of this area and identify those claiming discount to which they are not entitled. In addition, the Council have conducted high profile exercises to tackle blue badge fraud, taking action against those found to be misusing blue badges as well as working in partnership with other Local Authorities and Registered Housing Providers across Devon to tackle Social Housing Fraud. Plymouth is taking the lead in this project to identify and investigate cases of potential social housing fraud and sanction when appropriate. The Council continues to work on addressing housing benefit and council tax support fraud. COMMENTS AUG 14: In the absence of any hard evidence of actual increase in detected fraud the risk will no longer be included in the Strategic Risk Register and the issue will therefore now be managed going forward as part of the Finance Operational Risk Register.	Dominic Measures	Aaron Perrin
33	81	Impact of trading services and loss of local authority funding through academy status	3	4	12	3	4	12	2	5	10	Delete				COMMENTS FEB 14: Changes to schools funding does not appear to have impacted greatly on services bought back. Services are fit for purpose and reviewed regularly. COMMENTS AUG 14: No longer a strategic risk.	Jayne Gorton	Julie Reed
* P = Probability Rating (1 = Low, 5 = High) * I = Impact Rating (1 = Low, 5 = High) Maximum Score 5 x 5 = 25 NB. Risks scored 12 or above will be the subject of priority monitoring																		