Rochford District
Council

REPORT TITLE:	Risk Management Update
REPORT OF:	Tim Willis, Interim Resources Director

INFORMATION REPORT

REPORT SUMMARY

This report updates members of the Audit Committee on the status of the Council's 2023/24 Strategic Risk Register.

The number of very high risks remains at two since the last report to the committee.

1.0   BACKGROUND INFORMATION

1.1   A risk management report and register is considered quarterly by the Corporate Leadership Team (CLT), to ensure that strategic risks are updated to reflect ongoing changes to the internal and external environment. In addition to this, the Risk & Insurance Manager liaises with service heads on an ongoing basis to maintain active management of risks, including strategic, operational and project risks.

1.2   Appendix A sets out the strategic risks, each of which is the responsibility of a risk owner. Each risk is scored (out of five) for both likelihood and impact, with a combined score arrived at by multiplying one by the other. Guidance on scoring is set out in the risk ranking table in Appendix B.

1.3   Each quarterly risk report will highlight and explain the very high risks, any changes to risk scores and any new risks or risks that have been removed from the strategic risk register. Even if a risk is not included in the strategic risk register, it does not mean that it is not being managed – only that it does not require the intervention of CLT to help manage it. The last report to Audit Committee was on 4 January 2024.

1.4   Very high risks

- Risk 18 (Cyber Threat). The Council is actively involved in the Essex-wide LA cyber partnership, with response framework, sharing intelligence and good practice. It is also a member of regional WARP (Warning, Advice and Reporting Point) to share and receive up-to-date advice on information security threats, incidents and solutions. This risk score is relatively high and is likely to remain so, despite mitigations. Given the continued threat and adverse impact of a successful cyber-attack, officers will strive to put in place defensive measures that minimise the likelihood. These measures will be proportionate to balancing the needs of the Council to deliver public services and its commitment to transparency.
- Risk 17 (Asset Delivery Programme partnership). The Council is in the process of reviewing its partnership and is utilising external support to derisk the asset development to the Council.

1.5   Change to risk scores.

- Risk 2 (There is a failure to ensure the safeguarding of our children and adults in the district). This risk has reduced from a score of 6 to a score of 4 as a new Safeguarding Policy & Procedure has been put in place with training for staff being delivered in 2024. Training for Members has already been undertaken.
- Risk 4 (There is a serious Health & Safety incident for which the Council is culpable/liable). This risk has been reduced from a score of 6 to a score of 4. In January the Executive approved the One Team Health and Safety Strategy, quarterly Health and Safety meetings have been established and IOSH training completed by officers throughout the Council.

1.6   New/removed risks.

- None.

2.0   OTHER OPTIONS CONSIDERED

2.1   None.

3.0   RELEVANT RISKS

3.1   The report itself is in relation to strategic risks.

4.0   ENGAGEMENT/CONSULTATION

4.1   None.

5.0   FINANCIAL IMPLICATIONS

5.1   None arising specifically from this report, but some risks include financial risks and some control measures identified in the risk register could have financial implications.

6.0   LEGAL IMPLICATIONS

6.1   Effective risk management provides a means of identifying, managing and reducing the likelihood of legal claims or regulatory challenges against the Council.

7.0   ECONOMIC IMPLICATIONS

7.1   The economic implications are included within this report and identified in risk registers.

8.0   EQUALITY & HEALTH IMPLICAT

8.1   None.

9.0   ENVIRONMENTAL & CLIMATE IMPLICATIONS

9.1   Environmental and climate implications are contained within the report and identified in risk registers.

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APPENDICES

Appendix A: Strategic Risk Register

Appendix B: Risk ranking table

ROCHFORD DISTRICT COUNCIL STRATEGIC RISK REGISTER

Risk No.	Risk Owner	Corporate Objective	Risk	Risk Category	Controls and Mitigations	Out of 5 Current Score September 2023			Further Planned Actions	Out of 5 Current Score January 2024					Further Planned Actions
						L	I	S		L	I	S			
Risk 1	Director, Policy & Delivery	Being Financially Sustainable	We fail to deliver the objectives of the Council's Business Plan in terms of measurable outcomes.	Reputation Effects on Service People	Business Plan agreed and supported by Medium Term Financial Strategy (MTFS) Key programmes of work defined Plans identify key priorities for service delivery Agreed budgets for work programmes and projects Project plans and progress monitoring tools External project management resource supporting key Connect and #OneTeam Transformation processes	2	3	MEDIUM	Objectives from Business Plan 2020 -2023 still in place Work beginning on new plan to replace present Business Plan Plan in place to deliver One Team New programme and project management team in place monitoring Rochford projects with services and reporting lines in place through to Exec	2	3	MEDIUM	0	7.80	Work continues with MOU Group to create the new Business Plan for 2024 - 2030. This will identify new themes of work that will feed into the Programme and Project Management Teams work. The Programme & Project Team will monitor, meaassure and report back to the appropriate groups and committee so issues are kept on top of and the new business plan will remain on track to succeed
Risk 2	Director, Communities & Health	Early Intervention	There is a failure to ensure the safeguarding of our children and adults in the district (whether or not ordinarily resident here) who: (a) have needs for care and support (whether or not the authority is meeting any of those needs), (b) Is experiencing, or is at risk of, abuse or neglect, and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.	People Reputation Legal/Compliance	Safeguarding Policy and Procedures DBS checks in recruitment processes Attendance at safeguarding lead officers' network Attendance at multi-agency South Essex Stay Safe Group Designated person(s) for safeguarding issues Staff and Member training programmes Compliance with guidance from Essex Safeguarding Children Board (ESCB) and Essex Safeguarding Adults Board (ESAB)	2	3	MEDIUM	A new Safeguarding Policy and Procedures was agreed by Members in 2023. Safeguarding Training was delivered to BBC/RDC and Castlepoint Members in November 2023	2	2	LOW	0	4.80	Staff training to be developed as part of the online training package and refresher training for new members of staff and elected members.
Risk 3	Director, Communities & Health	Early Intervention	There is a serious Food, Environmental or other incident for which the Council is culpable / liable.	Reputation Effects on Service Financial & Resources	Premises inspections and actions under Annual Food Safety Service Plan Procedures for response to Food and Environmental complaints and reports	2	4	MEDIUM	Continuation of food inspection programme in line with the Food Standards Agencies requirements and time scales. A new food officer starts in the team on the 1 November this will provide additional resource to meet our statutory functions.	2	4	MEDIUM	0	11.20	A new food officer was appointed in November 2023. This officer is newly qualified and as such is limited to the work they are permitted to carry out. They are in process of completing the Chartered Institute of Environmental Health development portfolio. Once completed they will be able to undertake higher risk inspections. It is estimated that this will be completed by July 2024. in the meantime we are using a contractor to carry out some of the food inspections. We also have a vacant post in Environmental Protection that would help cover noise nuisance complaints and air quality, that we plan to advertise next financial year.
Risk 4	Director Assets and Investments	Early Intervention	There is a serious Health and Safety incident for which the Council is culpable / liable.	Reputation Effects on Service Legal/Compliance	Health & Safety Co-ordinators (HSCs) / Fire Marshals (FMs) and First Aiders in place Risk Assessments (for staff and contractors) and Safety Procedures Regular Corporate Health and Safety Assessment Health and Safety Policy – Annual Review Improvements to building security for RDC offices. Contract Monitoring to review Health and Safety Compliance of Contractors, Partners and/or anyone working for/on behalf of Rochford District Council.	2	3	MEDIUM	The first H&S committee under the one team partnership has been held, with updates scheduled to be presented to audit and scrutiny. The programme of training has been rolled out with officers enrolling on training to prevent H&S incidents.	2	2	LOW	0	4.80	The One Team Health and Safety Strategy was approved by the Executive January 2024. This has enabled a streamline of underpinning policies to be refreshed and streamlined. Officers throughout the Council have completed their IOSH training and there is a training programme being developed to ensure staff stay up to date and are able to manage any incident.
				People	Cloud based systems for IT and remote working established				A One Team set of Emergency Plans is being prepared to support CLT in an Emergency. Once agreed it will replace the seperate plans						A One Team set of Emergency Plans is being prepared to support CLT in an

7.4

Risk	Owner	Priority	Risk Description	Category	Controls	L	I	Rating	Update	L	I	Rating		Score	Further Update
Risk 5	Director, Communities & Health	Early Intervention	We fail to respond to, or provide, relevant services in the event of an incident or disaster	Reputation / Effects on Service	Attendance at Essex Resilience Forum. Emergency Plans – regularly tested and reviewed. Business Continuity Plans – regularly tested and reviewed. Out of hours (OOH) response arrangements. Prepare staff to assist in emergencies. Essex Countrywide Traveller Committee Partnership Agreement. Review of building security	2	3	MEDIUM	and training will take place. A One Team Business Continuity Plan has been agreed and work is underway to support this with Service BC Plans. Once finalised the plan will be tested. Proposals are under discussion to recruit and train Emergency Officers. RDC now use the BBC CCTV Room for out of hours calls and a One Team approach developed for dealing with calls. The Essex Resilience Forum has received additional resource.	2	3	MEDIUM	0	7.80	Emergency. Once agreed it will replace two plans and training will take place. A One Team Business Continuity Plan has been agreed and work is underway to support this with Service BC Plans. Once finalised the plan will be tested. Proposals are under discussion to recruit and train Emergency Officers. RDC will use the BBC CCTV Room for out of hours calls and a One Team approach developed for dealing with calls. The Essex Resilience Forum has received additional resource.
Risk 6	Joint Acting Director of People & Governance	Maximise our Assets	Council held data is lost, disclosed, or misused to detriment of individuals or organisations as result of inadequate protection	Reputation / Effects on Service / Financial & Resources	Data Protection measures including ICT and Information Security Policies & Procedures. Data sharing protocols are in place where information is shared between parties. Annual review of systems and software required to ensure the necessary compliance by Government Connect Code of Connection (CoCo) (or necessary compliance levels?). Freedom of information (FOI) and Subject Access Request (SAR) procedures are in place. A data breach was experienced by the Revenues & Benefits software provider, Capita. The breach did not include sensitive personal data of Rochford residents but officers are working closely with Capita and the LGA (as other councils were also affected). The breach has been reported to the Information Commissioner.	3	3	MEDIUM					0	0.00	
Risk 7	Director Policy & Delivery	Enable Communities	Failure to engage with stakeholders to understand and communicate what the Council should be trying to achieve	Reputation / People / Financial & Resources	Consultation programmes involve Members, Residents, Businesses, Service Users, Parishes, Partners, and Staff. Communications initiatives including RDC website. Networking meetings with partners organisations and businesses. Equality and diversity impact assessments of service changes and other proposals	2	4	MEDIUM	Working on a combined Engagement Strategy, this will set out across the organisation the method to engage with stakeholders and what processes need to be followed. This will create a consistent approach. An initial consultation on the Budget has been loaded onto Engagement HQ our new engagement platform. We are monitoring this consultation to see how well it is received and where improvements can be made. We now have a schedule of consultations for the year	2	4	MEDIUM	0	11.20	Engagement Strategy continues to be developed. This strategy is in draft form, has information and drraft guidance and will be scrutinised by lead member for Communications. Engagement and how we consult with stakeholders has been requested to be investigated by a member. This will go before the O & S Cttee for approaval as a piece of work. This will involve the scrutiny of the emerging engagement strategy. Will go to Committee in March and work on the Strategy and its srutiny will be complete by June 2024
Risk 8	Director, Customer & Data Insight	Being Financially Sustainable	We fail to innovate and develop new ways of meeting customer needs and expectations.	Reputation / Effects on Service / Legal/Compliance	Monitoring of Government announcements on public spending levels. Staff involvement in cultural change e.g., Key Change Champions, staff consultation and innovation workshops, Connect Programme and #OneTeam Project Team. #One Team is now the new Transformation Programme for both organisations. "Connect" Programme Rochford's transformation programme. #One Team is now the new Transformation Programme for both organisations. Communications of savings and consequences to Members staff residents and clients/service users. Equality Impact Assessments. Budgetary controls. Customer Feedback	2	4	MEDIUM	One Team Service Reviews continue which provide the opportunity to review how services are delivered. PMO implemented to register and monitor delivery of new projects to ensure benefits are realised - continuing to embed this corporately. Joint Service Manager for Customer Services starting 1st November 2023	2	4	MEDIUM	0	11.20	One Team roadmaps to be implemented to review how services are delivered. PMO implemented to register and monitor delivery of new projects to ensure benefits are realised and. Joint Corporate Managers appointed for Customer Services and IT and Digital.
Risk 9	Director Resources (Section 151 Officer)	Being Financially Sustainable	Failure to ensure financial sustainability for the Council. This includes the requirement to set a balanced budget and Medium Term Financial Strategy (MTFS) to allow for the successful delivery of the Council's priorities as set out in its Business Plan, ensuring robust financial controls are in place to keep the budget on track in-year, and delivery of the Council's Capital Programme.	Reputation / Effects on Service / Financial & Resources	Robust budgetary monitoring & control is exercised by regular reporting and challenge with budget holders. Quarterly budget monitoring reports are presented to committee. Policy ideas and savings proposals are communicated with stakeholders via the appropriate forums, including the budget survey and Member briefings. The Medium Term Financial Strategy reflects corporate priorities, in the context of Government funding announcements for future financial planning. Active treasury management and cash flow management ensure cash is managed with a view to security, liquidity and yield. Adequate reserves and balances are maintained to manage	2	5	HIGH	A review of reserves brought forward in light of 2022/23 outturn, as well as the 2023/24 budget position, will inform the ability to resource any changed corporate priorities in light of the change in Administration as the MTFS is developed. (No new corporate priorities approved)	2	5	HIGH	0	15.00	The 2024/25 Budget and 2024 - 29 MTFS approved 20 February 2024. This will enable the production of detailed budgets for distribution to budget holders. A meeting of Extended Leadership Team is scheduled for 19 March 2024 to provide a briefing on the Budget and its implications, as well as planned actions over the medium term to ensure delivery of the MTFS.
				Legal/Compliance	People Plan - Organisational Development Plan. Recruitment policy and procedures. Probationary periods			MEDIUM	Supporting the reviews across both Councils to ensure job roles and			MEDIUM			

7.5

Risk	Owner	Strategy	Description	Category	Controls / Assurances	L	I	Rating	Current Status	L	I	Rating		Score	Update / Action
Risk 10	Joint Acting Director of People & Governance	Maximise our Assets	Inability to recruit, retain, develop, and manage appropriately skilled staff to deliver the Council's priority outcomes	Reputation / Effects on Service	Induction, Training and Development plans; Performance Reviews Appraisals; OHS referrals; Digitalised Procedure notes to be made available to appropriate officers in event of manager or other experienced officers' absence / non-availability; Flexible retirement policy and procedure	1	4	MEDIUM	Supporting the reviews across both Councils to ensure job roles and career pathways are in place. New Values roled out need to embed behaviours. Review of reward and recognition packages, new website for careers. Introduction of OneYou conversations, digital exit questionnaire to be introduced.	1	4	MEDIUM	0	5.60	New People & Culture Strategy to be launched with a focus on retention and succesion planning within services. Reruitment and Selection policy being reviewed as well as process to ensure these are effective when recruiting and onboarding to roles.
Risk 11	~~Director Communities and Health and all Assistant Directors with contract responsibilities~~	~~Being Financially Sustainable~~	~~Failure to enter into and manage effective contractual relationships and partnerships for the delivery of services and outcomes.~~	~~Reputation / Effects on Service / Financial & Resources~~	~~Clear partnership agreements – covering legal, financial, and operational arrangements; Sustainable Commissioning and Procurement Strategy; Contract Procedure Rules; Specific Contract procedures to prevent risk of challenge to the council and ensure compliance with regulations and relevant law; Specific risk analysis for each major contract; Contract Terms and Conditions (including Performance Bonds) to prevent risk of challenge to the council and ensure contractor compliance; Purchase Order / Quotation Terms and Conditions; Clear specification of contract requirements; Clear specification of tender award and bid marking criteria; Monitoring processes and meetings; Equality and diversity impact assessments of contract or~~				**Removed from Risk Register**				0	0.00	
Risk 12	Director Resources (Section 151 Officer)	Being Financially Sustainable	The Council could fail to provide consistent Value for Money (VFM) across its existing services, or when procuring new services	Reputation / Effects on Service / Financial & Resources	Value for money is ensured through the Sustainable Commissioning and Procurement Strategy; Contract Procedure Rules (CPR) and Purchase ordering rules. Benchmarking, VFM and best practice case studies form part of Business Plan support activities. External Audit produce an annual report to Audit Committee on value for money. Internal Audit Reports consider value for money as part of most audits.	2	4	MEDIUM	The consultation phase of the OneTeam review of Procurement is in progress.	2	4	MEDIUM	0	11.20	The Procurement OneTeam review is complete and implemented. A newly arising vacancy in one of the two Senior Procurement Officer posts is subject to recruitment in March 2024. The Contract Procedure Rules are subject to review in early 2024/25.
Risk 13	Joint Acting Director of People & Governance	Being Financially Sustainable	Failure to ensure good governance of the Council's activities and delivery of its priorities.	Reputation / Financial & Resources / People	Business Plans / Medium Term Financial Strategy; The Local Code of Corporate Governance; Council Constitution, Financial Regulations and Contract Procedure Rules; Codes of Conduct and Registers of Interests for Officers and Members; Council, Executive and Committee, LT reports, minutes, and records of decisions; Internal Audit Programme; Annual Governance Statement (AGS) and allied assurance framework; Purchasing procedures; Legally compliant tendering procedures; Anti-Fraud and Corruption Policy; Whistle Blowing Policy & Procedure; National Fraud Initiative; Anti-Money Laundering Procedures; Project Plans, business cases and risk registers for each project; Performance management system and reports; Consultation documents and responses to consultation; Community Right to Challenge process; Regulation of investigatory Powers Act (RIPA) monitoring procedures and reports; Compliance with new and updated legislation expected of Local Government	2	4	MEDIUM	The Council has resolved to move to a committee style of governance from May 2024. The Constitution Working Group will consider the committee structure and terms of reference alongside the Monitoring Officer to ensure that the governance arrangements are sound.				0	0.00	
				Reputation	ICT Infrastructure Roadmap; Digital Roadmap; Contract and Performance Monitoring processes; Lead Officer responsible for ICT; Software and Hardware fully understood and managed by key officer(s) within RDC; ICT decisions consider council wide issues and support RDC				Knowledge based articles continue to grow across the technical estate						

Risk	Owner	Category	Risk Description	Impact Type	Controls	L	I	Rating	L	I	Rating	Score	Score	Actions
Risk 14	Director Customer and Data Insight	Maximise our Assets	Rochford's ICT Estate does not fully support the achievement of the Business Objectives	Effects on Service / Financial & Resources	ICT decisions consider council wide issues and support RDC service delivery; ICT assets are prioritised based on core functions and maintained; Physical security of ICT assets protected; Cyber Security controls in place; Data loss controls (including Records and Retentions Policy Information Management Policy); Defined procedures in the event of the loss of access; Supporting ICT policies and procedures in place; Onsite and remote support procedures; Partnership with Brentwood BC to provide additional skills and resilience; External parties engaged to provide specialist services i.e. Cloud infrastructure, security	2	4	MEDIUM	2	4	MEDIUM	0	11.20	Joint helpdesk is live and further adoption of ITIL Framework is intended to include Incident, Problem, Change & Project management. Performance dashboard in development to report suite of data produced by the helpdesk. Continue to streamline processes across BBC & RDC IT teams, offering support and resilience, and increasing officer skills through shared knowledge and collaboration. Following Corporate Management review we are conducting a deeper review into processes, resorces and contracts to align these to Business Objectives. Greater Knowledge sharing across the partnership, and further investment in IT training. Peer challenges in approaches, and better leveraging technology investments.
Risk 15	Director, Customer & Data Insight	Maximise our Assets	The Council fails to ensure compliance with the General Data Protection Regulations (GDPR) and is unable to demonstrate consistent application of information standards, controls, and statutory compliance.	Reputation / Financial & Resources	Relevant Policies and Procedures; Roles and Responsibility Training; 'Opt In' Consent fully detailed on all relevant paperwork. Internal Compliance Audits	2	4	MEDIUM	2	4	MEDIUM	0	11.20	Joint DPO from Evalian has been appointed to cover the Data Protection Officer over both Councils. Continue to embed the Joint DPO service, raising further awareness of the service and look for efficiencies on process
Risk 16	Chief Executive Officer at Brentwood Borough and Rochford District Council	Being Financially Sustainable	The partnership between Rochford District Council and Brentwood Borough Council fails to bring about the project benefits.	Reputation / Effects on Service / Financial & Resources	Programme appropriately resourced to delivery outcomes; Effective governance and monitoring in place; Programme delivered within resource skill set; Cross Council/services working produces successful delivery of programme; Engaged key stakeholders with understanding of the programme, its goals/achievements and good working relationships with external partners at an operational and strategic level; Personal/sensitive data appropriately between both Councils; Managed change in Senior Responsible Officer (SRO)	2	4	MEDIUM	2	4	MEDIUM	0	11.20	Ongoing and continual review of the progress of the service reviews. Review Financial outcomes against expected outcomeSeeking Peer Review to gain an insightful view of the partnership and how it works for both organisation. Continuing Quarterly reports to both Councils providing updates on performance of the transfrmation project. Financial montoring in place and this is beinmg reported as part of the MTFS. Benefits tracker in place and reported to the Programme Board where the leaders and deptuy leaders fo both organisations sit. Provides both financial and non financial benefits. Report to One Team Programme Board seeking to move into a further phase of the Transformation programme and implement Road Maps as an alternative to service reviews in order to drive out the required benfits of some of the more difficult services
Risk 17	Director Assets and Investments	Being Financially Sustainable	The Asset Delivery Programme partnership fails to bring about the project benefits	Reputation / Effects on Service / People	Programme appropriately resourced to deliver outcomes; Effective governance and monitoring in place; Programme delivered within resource skill set; Engaged key stakeholders with understanding of the programme, its goals/achievements and good working relationships with external partners at an operational and strategic level; Agreed programme review points; Managed change in Senior Responsible Officer (SRO); Managed response to partner withdrawing from partnership	3	5	VERY HIGH	3	5	VERY HIGH	0	22.50	The Council is reviewing its partnership.
Risk 18	Director (Customer & Data Insight)	Maximise our Assets	There is a threat of loss of data or access to network due to cyber attack that may result in digital disruption with a loss of productivity and service provision to residents.	Effects on Service / Financial & Resources	We have a Managed Security Service that includes a Security Operations Centre to monitor cyber threats. Immediate response plans are in place for critical threats, and regular investigation review are held, along with Account contract meetings. Most recent extensive cyber audit provided moderate assurance.	3	5	VERY HIGH	3	5	VERY HIGH	0	22.50	Annual Pen test conducted 11th – 15th September & separate IT Security review completed with Audit & Security team at Basildon. Cyber Security Courses booked for ICT team in 2023/2024. Conitnue to adopt best practice, working alongside BBC, EDP & NCSC. Cyber roadshows being delivered by Essex Police October 2023. Backup storage solutions to be prioritised on completion of. Actively involved in Essex-wide LA cyber partnership, with response framework, sharing intelligence and good pratice. Member of regional WARP (Warning, Advice and Reporting Point) to share and receive up-to-date advice on information security threats, incidents and solutions.

7.7

			Reputation	Sept 2023 - implementation of a secondary Palo Alto backup Firewall & the introduction of the Janet network resolver service (JNRS) offering an additional light touch web filtering service for malicious content websites. Geo Blocker for remote access in place.			backup storage solutions to be prioritised on completion of Sharepoint Migration in Sept 2023. Immutable solutions will be favoured ensuring that data cannot be altered in any way. This is an additional measure that will protect against ransomware attacks or other data loss. Q2 phishing campaign conducted				Improving policies to direct operational resources. Working with commercial partners to continually improve cyber defences
Risk 19										0	0.00	

Likelihood				1	2	3	4	5
	Almost Certain	99% likely to happen or has happened on a regular basis over the last 12 months	5	Low	Medium	High	Very High	Very High
	Likely	75% likely to happen or has happened at least once or twice in the last 12 months	4	Low	Medium	High	Very High	Very High
	Moderate	50% likely to happen or has happened once or twice in the last 24 months	3	Low	Medium	Medium	High	Very High
	Unlikely	20% likely to happen or has happened once or twice in the last 5 years	2	Low	Low	Medium	Medium	High
	Rare	5% likely to happen or hasn't happened within the last 5 years	1	Low	Low	Low	Medium	Medium

Risk Ranking Table			1	2	3	4	5
			Minor slippage	Minor	Moderate	Major	Catastrophic
			Impact				
	Financial		Loss / overspend under £10K	Loss / overspend £10K - £100K	Loss / overspend £100K – £300K	Loss £300K - £1M	Loss over £1M
	Service		Marginal disruption to service capacity	Short term disruption to service	Short term disruption to one service area. Objectives of one department not met	Short term loss of service or significant reduction to service. Service objective not met.	Medium/longer term loss of service. Failure to deliver at least one corporate objective
			Unlikely to cause complaint	Low potential for complaint	High potential for complaint with possible litigation	High potential for complaint with probable litigation	Litigation almost certain
	Reputation		No adverse publicity	Minor adverse publicity	Signification adverse local publicity	Adverse national publicity / significant adverse local publicity	Significant adverse national publicity
	Legal / Regulatory		No legal implication	Breach of regulations / standards resulting in possible legal action	Breach of regulations / standards resulting in probable legal action	Breaches of law punishable by fines	Breaches of law punishable by imprisonment
	Health & Safety		'First Aid' level injury	Medical treatment required – short term injury	Medical treatment required – long term injury	Extensive permanent injury – long term absence	Fatality
	Effect on project objectives		Minimal impact to project. Minor slippage	Adverse effect to project. Slippage requires review of finances / short term programme	Important impact on project or most of expected benefits. Considerable slippage. Possible impact on overall finances / programme	Extreme delay	Complete failure of project

7.9