

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

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| Report of | OFFICES OF CHIEF CONSTABLE & POLICE AND CRIME COMMISSIONER |
| Subject | RISK REGISTER |
| Date | TUESDAY 3 DECEMBER 2013 – 1.00PM |
| Author : | INSPECTOR DUNCAN MALLOY |

Purpose of Report

1. This report provides JARAP with information about the Corporate Risk Register; highlighting high priority, newly registered and risks of note.

Recommendation

2. The Panel is asked to discuss the contents of this report and note the current state of risk arrangements.

Summary

3. The Force Strategic Organisational Risk Board (SORB) oversees and directs the strategic risks facing the Force. This Board last met on 7th November 2013 and was chaired by DCC Edens. At this Board the OPCC was represented by Robert Vickers and the JARAP by Ian Prince. This Board ratified the Force Risk Policy and Procedure. Next review date November 2016.
4. The OPCC risks are overseen by the Chief Executive and presented to the Senior Management Team within the Office of the Police and Crime Commissioner.

Risk

5. The Corporate Risk Register identifies the key strategic risks. In the main these risks represent long-term issues, and typically remain on the register for long periods.
6. All risks are scored on an ascending scale of 1-4 in terms of impact and likelihood. Multiplication of these two figures leads to a risk priority which is expressed as a "RAG" rating:

| Priority Rating | "RAG" Rating | Review |
|-----------------|--------------|---------------------------|
| 9-16 | Red | At least monthly review |
| 5-8 | Amber | At least 3 monthly review |
| 1-4 | Green | At least 3 monthly review |

Risk Status

7. A "controlled" risk is in the ideal state: Circumstances or time may change this state.
8. A risk is "awaiting control" when additional controls have been identified to control it. These additional controls will have an owner and completion date.
9. A risk is "overdue control" when the completion date for additional controls has passed.
10. A risk is "managed" when no further controls have been identified, at that time to reduce the risk further, but the risk is not acceptably controlled.
11. Awaiting Review: A managed risk which requires a review (may also be a new risk prior to 1st review or a risk transferred to a new Responsible Officer).
12. The risk assessment matrix is attached as appendix B

Strategic risks

13. On the Corporate risk register, there are 47 Police strategic risks and 8 OPCC risks. The overall risk rating grid is shown below for the Corporate Risk Register.

| Corporate Risk Rating Grid | | Likelihood | | | |
|----------------------------|-----------|------------|------|--------|-----|
| | | Very high | High | Medium | Low |
| Impact | Very High | 1 | 1 | 1 | 1 |
| | High | 1 | 3 | 9 | 10 |
| | Medium | 1 | 1 | 12 | 8 |
| | Low | 1 | 0 | 1 | 4 |

High Priority Risks

| STR430 | Inquiry into Disability Related Harassment | | |
|---------------------|--|---------------------|-----------------|
| Responsible Officer | Lynne Woodward | Impact / Likelihood | V.High / V.High |
| Date Recorded | 02-March-10 | Residual Rating | High |
| Category | Stakeholders/Reputation | Inherent Rating | High |
| Risk Controls | EHRC Coordinating Group ACPO full response to the inquiry submitted by 30/6/12 deadline Our evidence sent with the response to the EHRC December 2012 National Gold/Silver groups | | |

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| | Media Strategy Strategic Equality & Confidence Board Meeting of key internal stakeholders (Held 31/7/13) Gold Group |
| Additional Controls | |
| Information | The HMIC carried out an ASB inspection in 2012, which suggested that the Force still faces difficulties in identifying repeat and vulnerable callers. On 23rd October 2012 the Chief Constable received a letter from the EHRC requesting further information on how Leicestershire Police were meeting their equalities duties. This response was sent to the EHRC by December 2012. |
| Impact | The risk to the Force is reputational if disability groups express view that we have let them down or that we do not share information or work well with partners. |
| Update | 19-October-13 -: the EHRC can issue a Section 23 enforcement letter. <i>(an agreement that they will not investigate or issue unlawful act notice provided that we undertake not to commit an unlawful act and take specified actions.)</i> However as a consequence of a conversation the DCC had with the EHRC, they are conducting a further review. Still awaiting a response from the EHRC. |

| STR1679 | | Missed opportunities: Failure to accurately record crime | |
|---------------------|---|---|---------------|
| Responsible Officer | Stuart Prior | Impact / Likelihood | High / V.high |
| Date Recorded | 12-June-2013 | Residual Rating | High |
| Category | Operational/Performance | Inherent Rating | High |
| Risk Controls | Audit of "STORM" incidents within CMD Audit Schedule Task and Finish Groups Communication Plan Op Enigma - Gold Group ACPO Lead | | |
| Additional Controls | Delivery Plan – Op Enigma Caroline Barker- 30-November-13 | | |
| Information | The Forces Service Improvement Unit have carried out a number of audits under the heading "Missed opportunities" which have identified issues with the accuracy of our crime recording, both on initial contact and in relation to classification of crime. HMIC have announced plans to carry out visits to examine crime data within forces in 2013/14. | | |
| Impact | Operational: Crimes not being recorded - Reputational: Reported crime figures have been falling, loss of confidence in published figures and in the Police as a whole. | | |
| Update | 15-October-13. This is on-going work, but the most recent audit of "no crimes" has shown compliance has risen to 96%. | | |

| STR1329 | | Transforming Services - Fit For 2017 | |
|---------------------|---|---|---------------|
| Responsible Officer | C/Supt Swann | Impact / Likelihood | V.High / High |
| Date Recorded | 23-February-12 | Residual Rating | High (12) |
| Category | Operational/Performance | Inherent Rating | High (16) |
| Risk Controls | Workforce Modernisation Change Board - Monthly Executive Board Change Programme Regular review – Agenda item at Executive Boards and COT Force Restructure Change Team Agreement of one year plan – 14/15 | | |
| Additional Controls | No | | |
| Information | In response to the Comprehensive Spending Review the Force budget has been reduced, requiring us to transform the way we protect our Communities, whilst | | |

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| | delivering over £20M in revenue savings by 2017 |
| Impact | These savings have the potential to have a substantial effect on Service Delivery for the Force. |
| Update | 31-October-13 The October Change Board agreed £1.8M of savings |

| STR1672 | | Failure of Custody CCTV | |
|---------------------|---|--------------------------------|-------------|
| Responsible Officer | Pete Jackson | Impact / Likelihood | High / High |
| Date Recorded | 28-May-2013 | Residual Rating | High |
| Category | Information Systems/Technology | Inherent Rating | Medium |
| Risk Controls | CK/CU CCTV ordered. Money Allocated. Awaiting acceptance of decision making log by OPCC Business case and outline of the new system agreed by the Change Board Design New system Existing CCTV System | | |
| Additional Controls | Review of custody provision – Pete Jackson | | |
| Information | Safer Detention Guidance recommends that CCTV systems are installed within Custody Suites. The current systems are ageing leading to intermittent losses of recording | | |
| Impact | Critical incidents and evidence may not be captured compromising investigation | | |
| Update | 23-October-13:- CCTV ordered for Euston Street and Keyham Lane; to be installed before Christmas 2013. Monies set aside for Beaumont Leys but awaiting result of custody review. | | |

| STR1479 | | New version of DMS for HR Regionalisation | |
|---------------------|--|--|-------------|
| Responsible Officer | Carol Hever | Impact / Likelihood | High / High |
| Date Recorded | 28-May-2012 | Residual Rating | High |
| Category | Operational/Performance | Inherent Rating | Medium |
| Risk Controls | DMS Steering Group Business Continuity Plan Dedicated Project Manager Governance of the Project Project Board Lessons Learnt Local IT Lead | | |
| Additional Controls | Action Plan for Project - Duncan Malloy 18-March-14 | | |
| Information | HR Services are to be delivered collaboratively with Leicestershire Police providing the Service with Nottingham and Derbyshire, through a joint HR computer system; DMS. The system upgrades require the system to be taken down for 2 periods of 7+days – February and April 2014. | | |
| Impact | Possible inability to manage staff / shifts, capture sickness and accident recording. Issues with stability of the DMS system. | | |
| Update | 4-November-13. Meeting of Regional HR Transactional Service Centre Implementation team raised the rating of this risk to high. There is a project team overseeing this with regular updates and meetings. | | |

| STR127 | | Unauthorised use/misuse of IT systems, loss of information | |
|---------------------|--------------------------------|---|-------------|
| Responsible Officer | Supt Jim Holyoak | Impact / Likelihood | High / High |
| Date Recorded | 22-September-08 | Residual Rating | High |
| Category | Information Systems/Technology | Inherent Rating | Medium |

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| Risk Controls | National vetting procedure Systems auditing Identified Systems Owners Op Chequers Effective internal investigation/sanctions System passwords/encryption HR to manage with IT the potential for misuse from staff who are put at risk Self-Assessment Force Information Officer in post comprehensive suite of policies and procedures Internal communication |
| Additional Controls | Protective Monitoring System - Simon Preston – 2-June-14 |
| Information | The Force has multiple IT systems, many holding personal information. This information is vulnerable to both external attack and internal misuse of systems. |
| Impact | Loss of confidence, criminal conduct, loss of IT systems. |
| Update | 27-October-13. Risk transferred to new responsible officer and likelihood increased to high:- re misuse of systems: The Force is in the process of establishing which protective monitoring system is most suitable. |

New Risk

14. Since the last JARAP, 1 strategic risk has been added to the strategic risk list:

| STR1680 | Shortage of accredited CMD Inspectors for 24/7 requirement | | |
|---------------------|--|--|-----------------|
| Responsible Officer | Insp Luke Russell | Impact / Likelihood | Medium / Medium |
| Date Recorded | 25-October-13 | Residual Rating | Low |
| Category | Operational/Performance | Inherent Rating | Low |
| Risk Controls | Force Establishment Meeting Tasking APPSTRA CMD SMT Tasking SMT Backfilling Ops Support SMT Designate the CMD Inspector Post as a specialism Additional pre-served inspectors identified CMD Establishment Meeting CMD DMM Cover by accredited Ch Insp in CMD as a contingency | | |
| Additional Controls | Absence Management Force Inspector Establishment Meeting Force Firearms Commanders Meeting | Alistair Roe Alistair Roe Luke Russell | |
| Information | The CMD requires 24/7 Insp cover by accredited Officers. Recent enforced staff changes has led to a shortage of accredited inspectors. Previously trained staff are utilised to provide cover, but their accreditation will lapse and they have commitments elsewhere. | | |
| Impact | Unaccredited staff may have to be utilised in this critical role. | | |
| Update | October -13. This was converted from a departmental to strategic risk. A new staff member is currently going through the training process and the Department is awaiting the return of staff from the sick however until at least January -14 this is a risk. | | |

Shared Force / OPCC Risk

| STR1705 | OPCC Stage 2 Transfers | | |
|---------------------|---|---------------------|-----------------|
| Responsible Officer | C/Supt Steph Pandit | Impact / Likelihood | Medium / Medium |
| Date Recorded | 16-August-13 | Residual Rating | Low |
| Category | People (Staff / Community) | Inherent Rating | Medium |
| Risk Controls | Development of Management Information Pack Review of Corporate Services H.O Process and guidelines Timetable for process Regional Meetings OPCC National engagement Ongoing dialogue between PCC and Chief Constable | | |
| Additional Controls | Discussion with staff associations - Ali Naylor MofU and SLA for services - Steph Pandit | | |
| Information | Following PCC implementation all Police assets and liabilities were transferred to them. Stage 2 concerns the transfer of staff/properties and rights back to the CC. This transfer should be completed by April 2014 | | |
| Impact | Staff and staff association consultation needs to be carried out and the proposals delivered to the Home Secretary by September 2013. Failure to deliver proposals may mean the Home Secretary making a decision on the transfers. The transfer itself has resource implication for HR, Finance, etc. | | |
| Update | 23-October-13. The proposals have been submitted to the Home Office within the timescales and a decision is awaited. Reduced to medium. There is on-going work with the OPCC including an independent review of Corporate Communications arrangements. | | |

OPCC Risks - Risks of note

| OPCC1695 | Failure to deliver Police and Crime Plan during a period of reducing funding | | |
|---------------------|--|--------------------|---------------|
| Strategic Lead | Paul Stock | Impact/ Likelihood | High / Medium |
| Date Recorded | 19 July 2013 | Residual Rating | Medium |
| Category | Operational / Performance | Inherent Rating | High |
| Risk Controls | Crisis Management - both formal and informal arrangements On-going review of effectiveness of partner delivery Balanced budget set for 2013/14 along with intention to deliver a balanced Medium Term Financial Strategy (MTFS) Well-developed regional collaborative arrangements that supports best use of resources. East Midlands PCC Board established to oversee collaboration in the region Pursue rigorously the Change Programme with the Force in order to deliver a balanced MTFS (with regards savings and impact on service quality) including appropriate measures. | | |
| Additional Controls | Ensure clarity over roles and responsibilities for Crisis Management between PCC, CC and partners. Clarity is to be sought with the CC and Partners to establish appropriate arrangements for Crisis Management. Helen King – 31 March 2014 Develop an on-going collaboration audit and assurance plan. Helen King – 31 December 2013 Develop a Performance Management Framework. To monitor delivery of Plan by Chief Constable and Partners. Suzanne Houlihan – 31 March 2014. | | |
| Information | The PCC is the recipient of all funding for policing, whilst the OCC and OPCC | | |

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| | are separate legal entities there is a single pot of money that funds both bodies. Therefore the level of funding received by the PCC directly impacts on the Chief's (and, if applicable, commissioned agencies) ability to deliver the objectives within the Police and Crime Plan. |
| Impact | <p>A reduction in funding could have a detrimental impact on the Chief's ability to deliver policing and, specifically within this, the objectives set in the Police and Crime Plan. The impact of such a reduction will depend on the timescales of when it will take place from, the shorter the notice given the greater the likely impact since there is less time to plan and make provision.</p> <p>Equally if strategic objectives are to be changed then the timescales required for their delivery are greater in times of austerity than they might be otherwise.</p> <p>Any failure to by the Chief Constable also has potential reputational risks for the PCC.</p> |
| Update | 18-November-13. Potential deterioration of wider performance levels coupled with potential for additional reductions in funding have been identified. |

Implications

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| Financial : | Risk STR430, there may be financial penalties levied. Risk STR1329 revolves around providing services with the reduced budget. |
| Legal : | Risk STR430 the Force may face legal action if a finding is made against us. |
| Equality Impact Assessment : | In risk STR 430 our reputation for providing a fair and equitable service may be damaged. |
| Risks and Impact : | As per the tables above |
| Link to Police and Crime Plan | As per report |

List of Appendices

Appendix A: Corporate Risks List.
Appendix B: Risk Matrix.

Background Papers

None

Persons to Contact

DCC Simon Edens – Tel (0116 248) 2005
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Insp Duncan Malloy - Tel 0116 248 2994
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| Appendix A | | OCC and OPCC Corporate Risk Register | | | | 18-Nov-13 |
|------------|----------------|---|-----------|------------|----------|---|
| Reference | Responsible | Title | Impact | Likelihood | Priority | Status |
| STR430 | Lynne Woodward | Inquiry into Disability Related Harassment | Very High | Very High | 16 | Managed |
| STR1679 | Stuart Prior | Missed opportunities: Failure to accurately record crime | High | Very High | 12 | Awaiting Control |
| STR1329 | Rachel Swann | Transforming Services - Fit For 2017 | Very High | High | 12 | Managed |
| STR1672 | Stuart Prior | Failure of Custody CCTV | High | High | 9 | Awaiting Control |
| STR1479 | Carol Hever | New version of DMS for HR Regionalisation. | High | High | 9 | Awaiting Control |
| STR127 | Jim Holyoak | Unauthorised use/misuse of IT systems, loss of information | High | High | 9 | Awaiting Control |
| STR1521 | Jim Holyoak | Criminal Behaviour/Impropriety by staff, | Medium | Very High | 8 | Awaiting Control |
| OPCC1700 | Paul Stock | Failure to maintain relationships with key partners | Very High | Medium | 8 | Awaiting Control |
| STR459 | Martyn Ball | Failure to respond to ASB | High | Medium | 6 | Overdue Review (new responsible person) |
| STR420 | Peter Coogan | Energy Use. Environmental & financial risk. | High | Medium | 6 | Awaiting Control |
| STR1651 | Alison Naylor | BC for HR Transactional Work | Medium | High | 6 | Managed |
| STR1650 | David Sandall | Adverse impact of implementing new ACPO definition of missing/absent person | High | Medium | 6 | Awaiting Control |
| STR1608 | Steph Pandit | Governance of partnership working arrangements | High | Medium | 6 | Awaiting Control |
| STR1571 | David Sandall | Genie / DASH not being used correctly results incorrect risk assessment | High | Medium | 6 | Managed |
| STR1519 | Paul Hooseman | RMADS management for Information Security. | High | Medium | 6 | Awaiting Control |
| STR1475 | Martyn Ball | Limited ability to collate ASB incidents onto Sentinel | High | Medium | 6 | Awaiting Control |
| OPCC1698 | Paul Stock | Failure to provide governance to all E.Mids Police collaboration projects | High | Medium | 6 | Managed |
| OPCC1695 | Paul Stock | Failure to deliver Police and Crime Plan during period of reducing funding | High | Medium | 6 | Awaiting Control |
| STR893 | Wendy Campion | Impact of Winsor / Hutton Reforms | Medium | Medium | 4 | Managed |

| | | | | | | |
|----------|-----------------|---|-----------|-----------|---|--|
| STR537 | Martyn Ball | Risk of reduced service delivery if public confidence reduces | Medium | Medium | 4 | Overdue Review (new responsible person) |
| STR533 | Chris Haward | The FAIR and EFFECTIVE use of stop and search to promote confidence | Medium | Medium | 4 | Awaiting Control |
| STR508 | Steph Pandit | Failure to meet requirements of the Police & Crime Plan. | Medium | Medium | 4 | Controlled |
| STR473 | Simon Preston | Organisational risk of not complying with the ACPO National Vetting Policy | Medium | Medium | 4 | Awaiting Control |
| STR325 | Tim Glover | IT Strategy at risk if each department requirement is not captured | Medium | Medium | 4 | Controlled |
| STR1706 | Alison Naylor | Loss// absence/ churn of key personnel | Medium | Medium | 4 | Controlled |
| STR1705 | Steph Pandit | OPCC Stage 2 Transfers | Medium | Medium | 4 | Awaiting Control |
| STR1680 | Luke Russell | Shortage of accredited CMD Inspectors to cover the 24/7 requirement | Medium | Medium | 4 | Awaiting Control |
| STR1648 | Stuart Prior | Failure to manage the licensing and holding of firearms within Force Area | Very High | Low | 4 | Awaiting Control |
| STR1552 | Thomas Reynolds | New patrol vehicles without fitted MDT's | Low | Very High | 4 | Awaiting Control |
| STR1224 | Simon Hurst | Inability to assess GENIE2 search information in a timely fashion | Medium | Medium | 4 | Awaiting Control |
| STR1163 | Duncan Cullen | Risk to the force to deal with spontaneous or preplanned widespread protest | Medium | Medium | 4 | Awaiting Control |
| OPCC1690 | Paul Stock | Failure to consult and engage sufficiently with public | Medium | Medium | 4 | Awaiting Control |
| STR564 | David Sandall | Management of MFH enquiries | High | Low | 3 | Controlled |
| STR520 | Simon Edens | Governance of collaborative arrangements | High | Low | 3 | Managed |
| STR458 | David Sandall | Failure to protect vulnerable persons | High | Low | 3 | Controlled |
| STR310 | Stuart Prior | Failure to recognise & respond to critical incidents & "learn lessons" | High | Low | 3 | Controlled |
| STR253 | Tim Glover | High risk of virus introduction and data loss | High | Low | 3 | Awaiting Control |
| STR2 | Tim Glover | Impact of Loss of I.T. and/or Communications Infrastructure | High | Low | 3 | Awaiting Control |
| STR1660 | Simon Hurst | Partnership funding withdrawal for ICSB analysts | High | Low | 3 | Controlled |
| STR11 | Alison Naylor | Potential for industrial Action Affecting our Service | High | Low | 3 | Controlled |

| | | | | | | |
|----------|---------------------|---|--------|--------|---|------------------|
| OPCC1694 | Paul Stock | Lack of resource and capacity available to OPCC | High | Low | 3 | Awaiting Control |
| OPCC1693 | Paul Stock | Failure in accountability of PCC during early stages of office | High | Low | 3 | Managed |
| STR380 | Alex Stacey-Midgley | Current JES unlikely to meet EOC (Equal Opportunities Commission) criteria | Medium | Low | 2 | Controlled |
| STR187 | Paul Hooseman | Implementation of the Police National Database (PND) | Medium | Low | 2 | Awaiting Control |
| STR1709 | Stephen Potter | EMA Policing Provision- Fail to sign PSA | Low | Medium | 2 | Controlled |
| STR1623 | Simon Hurst | Preparing for New and Emerging Communities | Medium | Low | 2 | Awaiting Control |
| STR1537 | Simon Preston | Persons working on Police premises without security vetting | Medium | Low | 2 | Controlled |
| STR1335 | Steph Pandit | Shift Pattern Review | Medium | Low | 2 | Controlled |
| STR1172 | Jim Holyoak | Publication of HMIC Integrity report | Medium | Low | 2 | Controlled |
| STR1164 | Peter Coogan | Risk to Health & Safety management. | Medium | Low | 2 | Controlled |
| OPCC1699 | Paul Stock | Failure to produce and maintain a commissioning framework | Medium | Low | 2 | Managed |
| STR613 | Carol Hever | Key people may leave the Force to protect their pensions | Low | Low | 1 | Controlled |
| STR612 | Carol Hever | Changes to Pensions - 2012 | Low | Low | 1 | Controlled |
| STR1522 | Steph Pandit | APP implementation. | Low | Low | 1 | Controlled |
| OPCC1696 | Helen King | Poor data quality leads to inefficient decision making and use of resources | Low | Low | 1 | Awaiting Control |

Risk Status

Description

| | |
|------------------|---|
| Managed | A risk is identified, no further controls are identified and it is not yet controlled |
| Overdue Review | A managed risk, which requires a review (may also be a new risk prior to 1st review). |
| Awaiting Control | Controls have been identified, with an owner and completion date |
| Overdue Control | A control completion date is overdue |
| Controlled | The ideal state for a risk. May change over time or with circumstances |

Appendix B

RISK SCORING MATRIX

Overall “RAG” Risk Rating = Impact x Likelihood

IMPACT

| | Score | Performance/ Service Delivery | Finance /Efficiency £ | Confidence/ Reputation | Health & Safety | Environment | Strategic Direction |
|------------------|----------|---|---|---|---|--|---|
| Very High | 4 | Major disruption to service delivery Major impact on performance indicators noticeable by stakeholders | Force >1,000,000 Business Area >150,000 | Major stakeholder/investigations/longer lasting community concerns Major reputational damage adverse national media coverage > 7 days | Death or a life changing injury | Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected) | Major impact on the ability to fulfil strategic objective |
| High | 3 | Serious disruption to service delivery Serious impact on performance indicators noticeable by stakeholders | Force 251,000-1,000,000 Business Area 41,000-150,000 | Serious stakeholder/investigations/prolonged specific section of community concerns Serious reputational damage adverse national media coverage < 7 days | An injury requiring over 24-hours hospitalisation and /or more than 3 days off work or a major injury as defined by the RIDDOR Regs | High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected) | Serious impact on the ability to fulfil strategic objective |
| Medium | 2 | Significant disruption to service delivery Noticeable impact on performance indicators | Force 51,000-250,000 Business Area 11,000-40,000 | Significant investigations/specific section of community concerns Significant reputational damage adverse local media coverage | An injury requiring hospital / professional medical attention and/or between one day and three days off work with full recovery | Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected) | Significant impact on the ability to fulfil strategic objective |
| Low | 1 | Minor disruption to service delivery Minor impact on performance indicators | Force <50,000 Business Area <10,000 | Complaints from individuals Minor impact on a specific section of the community | An injury involving no treatment or minor first aid with no time off work | Low negative environmental impact (limited amount of natural resources used, pollution produced, biodiversity affected) | Minor impact on the ability to fulfil strategic objective |

| Likelihood | | | | Overall Risk Rating: = Impact x Likelihood |
|-------------------|----------|------------------------------|--------------------------------|---|
| Score | | | | |
| Very High | 4 | >75% chance of occurrence | Almost certain to occur | |
| High | 3 | 51-75% chance of occurrence. | More likely to occur than not. | |
| Medium | 2 | 25-50% chance of occurrence. | Fairly likely to occur. | |
| Low | 1 | <25% chance of occurrence. | Unlikely to occur. | |
| | | | | High - 9-16 |
| | | | | Medium - 5-8 |
| | | | | Low - 1-4 |

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED