

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

PAPER
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Report of	CHIEF CONSTABLE
Subject	RISK REGISTER
Date	MONDAY 2 ND FEBRUARY 2015 – 1.00 P.M.
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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 9th October 2014 and was chaired by DCC Edens. At this board the OPCC was represented by Stuart Fraser, the JARAP was unrepresented.
4. The OPCC risks are overseen by its 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 rating, which is expressed as a 'RAG' rating.

Priority Rating	'RAG' Rating	Review
9 - 16	High	Monthly
5 - 8	Medium	3 Monthly
1 - 4	Low	3 Monthly

Risk status

7. *Controlled* – this risk is in the ideal state. Circumstances or time may change this state.

Controls Tasked – when additional controls have been identified. These additional controls will have an owner tasked to complete them and a target completion date. Within the Orchid risk register the term ‘Awaiting Control’ is used to describe this status.

Overdue Control – when the completion date for additional controls has passed.

Managed – when no further controls have been identified at that time to reduce the risk further, however, the risk is not acceptably controlled.

Awaiting Review – a managed risk which requires a review. It may also be a new risk prior to first review or a risk transferred to a new ‘Responsible Officer’.

Strategic risks

8. On the corporate risk register there are 44 police strategic risks and 8 OPCC strategic risks.

The overall risk rating grid for the corporate risk register is shown below.

Corporate Risk Rating Grid		Likelihood			
		Very High	High	Medium	Low
Impact	Very High	0	2	0	1
	High	0	3	8	8
	Medium	2	2	5	12
	Low	0	0	1	0

The 5 high priority risks, 2 risks of note and 2 new risks are outlined within Appendix A. The full corporate risk register is attached as Appendix B.

Implications

Financial

STR1844 – Failure to transition to the ESN. Costs incurred by the infrastructure upgrade and purchase of new equipment. In addition, costs associated to the possible extension of the Airwave contract.

STR1329 – Transforming services risk. This revolves around providing services with the reduced budget.

STR1823 – Forensic and healthcare services, financial risk to force. The provision of service is novating to NHS England in 2015. The cost of a new contract is likely to exceed the amount forecast for the existing contract.

STR127 – Unauthorised use/misuse of IT systems, loss of information. There can be financial penalties levied by the Information Commissioner for breaches of the Data Protection Act and Privacy and Electronic Communications Regulations. A new protective monitoring system has now been installed.

STR473 – Organisational risk of not complying with the ACPO National Vetting Policy. The staffing resilience has been increased to meet the requirement.

Equality impact assessment

STR430 – Disability related harassment risk. The police 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.

Appendices

Appendix A: Strategic Risks
Appendix B: Corporate Risk Register
Appendix C: Risk Matrix

Persons to contact

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Appendix A – Strategic Risks

1. High priority risks

STR1844		Failure to transition to the Emergency Services Network (ESN).	
Responsible Officer	Tom Reynolds Communications System Manager	Impact/Likelihood	Very High/High
Date Recorded	15/08/14	Current Rating	High (12)
Category	Information Systems/Technology	Previous Rating	High (12)
Information	Leicestershire Police use Airwave for radio voice communications; however, the contract is due to expire in 2017. The government are driving the procurement process as every emergency service will move to mobile communications and connect to the ESN.		
Impact	This risk is concerned with the impact of not transitioning to the ESN within the timescales, however, there are a number of associated risks:- Financial; upgrading our infrastructure to ensure connectivity, possibility of extending our contract with Airwave, purchase of new handsets. Operational; abstractions caused by equipment being fitted to cars and training in the use of new equipment.		
Existing Controls	<ul style="list-style-type: none"> Regional Airwave user group. Monitoring of Airwave performance. National project team. COT oversight. Local impact assessment of transition plan. Creation of ESMCP Project Board. Close contact with national police project team. 		
Additional Controls	<ul style="list-style-type: none"> ICCS infrastructure upgrade. Appointment of a project manager locally. 		
Update	<p>07/01/15 – Tom Reynolds:- The impact assessment of the transition plan has identified the need for an early appointment into the role of project manager in force. The IT Programme Manager has been temporarily appointed into this role. Work continues with the ICCS infrastructure upgrade. There have been some issues with the upgraded system in terms of connectivity – this is being separately managed and monitored under a separate risk. Current status: controls tasked.</p>		

STR1329		Transforming services - fit for 2017.	
Responsible Officer	Rob Nixon Head of the Change Team	Impact/Likelihood	Very High/High
Date Recorded	23/02/12	Current Rating	High (12)
Category	Operational/Performance	Previous Rating	High (12)
Information	There is a budget deficit of £20 million until 2017 against previously anticipated funding. There has already been considerable work around efficiency savings, however, further savings are required.		
Impact	These savings have the potential to have a substantial effect on service delivery for the force. The force will need to transform its services and its culture to deliver in the future.		
Existing Controls	<ul style="list-style-type: none"> Governance through the Change Programme/Board and Change Team. Workforce modernisation: ongoing and voluntary redundancy scheme. Force restructure: BCU's, directorates and services. One year plan (2014/15) agreement: agreed July 2013. 2014/15 progress reporting: to the Change Board. External support - KPMG, continuous Improvement and objective based budgeting. Project Edison. HMIC inspection. 		

Update	<p>06/01/15 – Rob Nixon:- Project Edison is now in the final stages of implementation. KPMG are back in the force to assist in final checking before go live on 9th February. It is recognised this will not deliver the full extent of savings and there is a shortfall for 2017 with additional reductions expected up to 2020. The previous ideas are now being reviewed along with discussions with partners over the developments of joint services to bridge the gap. Current status: managed.</p>
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STR127	Unauthorised use/misuse of IT systems, loss of information.		
Responsible Officer	Jim Holyoak Head of Professional Standards Department	Impact/Likelihood	High/High
Date Recorded	22/09/08	Current Rating	High (9)
Category	Information Systems/Technology	Previous Rating	High (9)
Information	Reputational and operational risk together with the probable impact on public, government and partners' confidence as a result of unauthorised loss or misuse of data, loss of data from data storage devices or other misuse of force IT systems.		
Impact	Legal implications/loss of confidence/operational compromise.		
Existing Controls	<ul style="list-style-type: none"> • National vetting procedure adhered to – (please refer to STR473). • Systems auditing – conducted across most IT systems. • Identified systems owners – responsible for security. • Effective internal investigation/sanctions. • System passwords/encryption. • HR to manage with IT the potential for misuse from staff put at risk. • Force Information Officer in post and aware. • Comprehensive suite of policies and procedures. • Communication strategy – for key messages with Corp Comms. 		
Additional Controls	<ul style="list-style-type: none"> • Protective monitoring system. 		
Update	<p>05/01/15 – Jim Holyoak:- Training is due to be delivered in the use of the protective monitoring system in January 2015. Once training is complete, the intention is to commence targeted proactive use as part of our overall integrity plan in fulfilment of an HMIC recommendation, in respect of proactive intelligence gathering as well as routine auditing. Current status: controls tasked.</p>		

STR1679	Missed opportunities: failure to accurately record crime.		
Responsible Officer	Stuart Prior Head of Crime and Intelligence	Impact/Likelihood	High/High
Date Recorded	12/06/13	Current Rating	High (9)
Category	Operational/Performance	Previous Rating	High (9)
Information	The 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 during 2013/14.		
Impact	Operational: crimes not being recorded. Reputational: loss of confidence in published figures and in the police as a whole.		
Existing Controls	<ul style="list-style-type: none"> • Audit of 'STORM' incidents within CMD – staff check to ensure compliance. • Audit schedule – conducted by the Service Improvement Unit. • Task and finish groups – part of Get it Right 1st Time (previously Op Enigma). • Communication plan – as part of Get it Right 1st Time. 		

	<ul style="list-style-type: none"> • Get it Right 1st Time – Gold Group. • HMIC inspection.
Additional Controls	<ul style="list-style-type: none"> • Get it Right 1st Time delivery plan.
Update	<p>02/01/15 – Caroline Barker, Force Crime Registrar:- The findings within the HMIC’s report on their Crime Data Integrity Inspection of Leicestershire will form part of a full review of this risk once the report has been circulated. This is further supported by the recent HMIC PEEL inspection. Current status: controls tasked.</p>

2. Risks of note

Risk increase from low to medium:

STR1801	Ability to meet mandatory training requirements.		
Responsible Officer	Alison Naylor HR Director	Impact/Likelihood	Medium/High
Date Recorded	12/06/14	Current Rating	Medium (6)
Category	Operational/Performance	Previous Rating	Low (4)
Information	Ability of the organisation to meet mandatory training requirements such as NCALT e-learning package generated by the College of Policing and standards set out by statutory bodies such as the HSE.		
Impact	The threats associated to not complying with the requirements are; the impact on operational performance and the reputational risk as a result. In addition, the training of staff causes abstractions to frontline staff which can have implications on operational performance.		
Existing Controls	<ul style="list-style-type: none"> • Resource Planning consultation. • Identified subject matter experts in place to review training packages. • Operational leads in place to inform requirements. • Training Priorities Panel. 		
Update	<p>16/12/14 – Alison Naylor:- The risks associated to training have increased across the board due to the impact of Niche training and the Edison implementation period. The risk is being overseen and managed by the chief officer team. Current status: controlled.</p>		

Risk increase from low to medium:

STR11	Potential for industrial action affecting our service.		
Responsible Officer	Alison Naylor HR Director	Impact/Likelihood	Medium/High
Date Recorded	09/10/07	Current Rating	Medium (6)
Category	Operational/Performance	Previous Rating	Low (3)
Information	Identification of any emerging issues that may result in industrial action being taken by members of staff across the force, partnership agencies and other organisations.		
Impact	Industrial action taken by members of staff could impact upon the force being able to deliver front line and support services, particularly if action is undertaken by people in specialist roles or a role hat supports the most critical functions.		
Existing Controls	<ul style="list-style-type: none"> • Horizon scanning. • Liaison with senior management. • Additional articles on latest news. • Manager advice issued. • Review protocols. 		

	<ul style="list-style-type: none"> • Engaged legal advice. • Business continuity measures. • Liaison with the trade unions. • Consultation with staff associations. • Restriction of information.
Update	<p>16/12/14 – Alison Naylor:- A pay dispute has been registered by the trade unions following rejection of the 1% pay offer for police staff. Unison have announced that they intend to strike for 24 hours on Monday 22nd December 2014. A gold group has been established under the command of ACC Kay. A leave restriction has been put in place and an exemption document has been developed to ensure continuity of the most critical roles. Strike cancelled on 22nd December & a further date was scheduled for 23rd January which was also cancelled. A national agreement was reached on 19th January, 2015. Current status: controlled.</p>

3. New risks

STR1874	Failure of DS3000 ICCS platform in CMD.		
Responsible Officer	Tom Reynolds Communications System Manager	Impact/Likelihood	High/High
Date Recorded	10/12/14	Current Rating	High (9)
Category	Information Systems/Technology	Previous Rating	New Risk
Information	The current ICCS platform (DS2000) is nearing end of life. As such it has been necessary to undertake an upgrade of the ICCS platform to DS3000. The initial installation presented issues with connectivity and on some occasions contact between Call Management and officers via Airwave was compromised.		
Impact	The ICCS platform supports the connectivity between the touch screen monitors used within the call management department and Airwave in use operationally. A failure in connectivity could compromise officer safety and the effective dealing of incidents.		
Existing Controls	<ul style="list-style-type: none"> • IT Comms implementation plan. • Procurement and support contract with supplier CAPITA. • CMD IT & IT Comms meetings. • Contingency plan for DS3000 failure. • Migration of 6 ICCS positions to DS2000. • Despatchers have Airwave terminals readily available. • A quick restart option for failed DS3000 Op PC's. • Daily progress meetings with Capita. 		
Additional Controls	<ul style="list-style-type: none"> • Reinstallation of previous version DS2000. • Modification to Windows 7 time policy settings. 		
Update	<p>13/01/15 – Tom Reynolds:- Due to the issues experienced some computers have had DS2000 reinstalled. The option remains to fully reinstall DS2000, however, it is hoped that CAPITA will identify a fix to continue with DS3000. They have adjusted the time policy settings within Windows 7 on two test machines and this has eliminated the network outages. A quick restart option for failed DS3000 PCs is now in place to reduce the boot up time following system failure and at despatcher change overs. Current status: controls tasked.</p>		

STR1875		Increased number of subject to vetting contracts issued.	
Responsible Officer	Alison Coulton Senior HR Business Partner	Impact/Likelihood	Medium/Medium
Date Recorded	16/12/14	Current Rating	Low (4)
Category	People (staff & community)	Previous Rating	New Risk
Information	Due to delays with vetting at a national level, it has been necessary to issue an increased number of "subject to vetting contracts" to new starters. This includes both staff and officers. It is not unusual to issue such contracts but they are normally minimal in number. Local vetting procedures have been completed but naturally a percentage of those that pass the local checks will not pass the national checks for whatever reason.		
Impact	There is a risk that staff who are not fully vetted may have access to computer systems containing sensitive information, which if misused could compromise operational activity and contravene data protection. In addition, there is a reputational risk to employing staff who are not fully vetted.		
Existing Controls	<ul style="list-style-type: none"> • Client liaison meetings. • Protective monitoring system. • Risk assessment process. • Local vetting checks. • Other force checks. • PSD aware. • Increased supervision. • Information to new starters. 		
Update	<p>16/12/14 – Alison Coulton:- Regular client liaison meetings are held with Derbyshire who undertake the recruitment process. Local vetting is carried out in Leicestershire and this continues to inform the risk assessment as to the issuing of the contracts. Current status: controlled.</p>		

Appendix B		Corporate Risk Register				13 th January 2015			
Ref	Owner	Title	Impact	Likelihood	Status	Recorded	Last review	Priority	Previous rating
STR 1329	Rob Nixon Head of the Change Team	Transforming services - fit for 2017.	Very High	High	Managed	February 2012	06/01/15	12	12
STR 1844	Tom Reynolds Communications System	Failure to transition to the ESN.	Very High	High	Controls Tasked	August 2014	07/01/15	12	12
STR 1679	Stuart Prior Head of Crime and	Missed opportunities: failure to accurately record crime.	High	High	Controls Tasked	June 2013	02/01/15	9	9
STR 127	Jim Holyoak Head of Professional	Unauthorised use/misuse of IT systems, loss of	High	High	Controls Tasked	September 2008	05/01/15	9	9
STR 1874	Tom Reynolds Communications System	Failure of DS3000 ICCS platform in CMD.	High	High	Controls Tasked	December 2014	13/01/15	9	New Risk
STR 1823	Chris Cockerill Operations Lead Criminal	Forensic and healthcare services – financial risk to	Medium	Very High	Controls Tasked	July 2014	13/11/14	8	8
STR 473	Simon Hurst Anti-Corruption Lead	Organisational risk of not complying with the ACPO	Medium	Very High	Controls Tasked	March 2010	02/12/14	8	8
STR 1796	Adam Streets Operational	Absence of accurate mental health statistical	High	Medium	Controlled	May 2014	05/12/14	6	6
STR 1764	Tim Glover Head of IT	Accreditation for the use of the PSN.	High	Medium	Controlled	January 2014	08/12/14	6	6
STR 420	Peter Coogan Head of Health and Safety	Energy use - environmental and financial risk.	High	Medium	Controls Tasked	February 2010	18/12/14	6	6
STR 1608	Steph Pandit Head of Corporate Services	Governance of partnership working arrangements.	High	Medium	Controls Tasked	January 2013	16/12/14	6	6
STR 1475	Martyn Ball Strategic Partnerships	Limited ability to collate ASB incidents onto	High	Medium	Controls Tasked	May 2012	13/11/14	6	6
STR 1768	Fiona Linton Information Security	Microsoft XP reaching 'end of life'.	High	Medium	Managed	February 2014	08/12/14	6	6
STR 1519	Paul Hooseman Information Manager	RMADS management for information security.	High	Medium	Controls Tasked	June 2012	15/12/14	6	6
OPC C17	Paul Stock Chief Executive Officer	Failure to maintain relationships with key	High	Medium	Controls Tasked	July 2013	08/01/15	6	6

STR 2	Tim Glover Head of IT	Impact of Loss of IT and/or communications infrastructure.	High	Medium	Managed	September 2007	08/01/15	6	6
STR 1801	Alison Naylor HR Director	Ability to meet mandatory training requirements.	Medium	High	Controlled	June 2014	16/12/14	6	4
STR 11	Alison Naylor HR Director	Potential for industrial action affecting our service.	Medium	High	Controlled	October 2007	16/12/14	6	3
OPC C16 90	Paul Stock Chief Executive Officer	Failure to consult and engage sufficiently with the public.	Medium	Medium	Controls Tasked	July 2013	09/12/14	4	4
STR 1521	Jim Holyoak Head of Professional Standards	Criminal behaviour/impropriety by staff.	Medium	Medium	Controls Tasked	July 2012	02/12/14	4	4
STR 1648	Stuart Prior Head of Crime and Intelligence	Failure to manage the licensing and holding of firearms within the force area.	Very High	Low	Controls Tasked	March 2013	26/11/14	4	4
STR 508	Steph Pandit Head of Corporate Services	Failure to meet requirements of the Police and Crime Plan.	Medium	Medium	Controlled	April 2010	16/12/14	4	4
STR 1875	Alison Coulton Senior HR Business Partner	Increased number of subject to vetting contracts issued.	Medium	Medium	Controlled	December 2014	13/01/15	4	New Risk
STR 1706	Alison Naylor HR Director	Loss/absence/churn of key personnel.	Medium	Medium	Controlled	August 2013	05/01/15	4	4
STR 533	Steph Pandit Head of Corporate Services	The fair and effective use of stop and search to promote confidence.	Medium	Medium	Controls Tasked	June 2010	16/12/14	4	4
OPC C16 95	Paul Stock Chief Executive Officer	Failure to deliver Police and Crime Plan during period of reducing funding.	Medium	Medium	Controls Tasked	July 2013	09/12/14	4	4

OPC C16 94	Paul Stock Chief Executive Officer	Lack of resource and capacity available to OPCC.	High	Low	Controls Tasked	July 2013	09/12/14	3	3
OPC C16 98	Paul Stock Chief Executive Officer	Failure to provide governance to all East Midlands police collaboration projects.	High	Low	Controls Tasked	July 2013	09/12/14	3	3
STR 564	David Sandall Head of Serious Crime	Management of MFH enquiries.	High	Low	Controlled	August 2010	11/12/14	3	3
STR 1571	David Sandall Head of Serious Crime	Genie/DASH not being used correctly resulting in incorrect risk assessments.	High	Low	Managed	September 2012	11/12/14	3	3
STR 458	David Sandall Head of Serious Crime	Failure to protect vulnerable persons.	High	Low	Controlled	March 2010	11/12/14	3	3
STR 310	Stuart Prior Head of Crime and Intelligence	Failure to recognise and respond to critical incidents and 'learn lessons'.	High	Low	Controlled	November 2009	03/11/14	3	3
STR 459	Martyn Ball Strategic Partnerships Lead	Failure to respond to ASB.	High	Low	Managed	March 2010	13/11/14	3	3
STR 520	Steph Pandit Head of Corporate Services	Governance of collaborative arrangements.	High	Low	Managed	May 2010	16/12/14	3	3
STR 253	Tim Glover Head of IT	High risk of virus introduction and data loss.	High	Low	Controls Tasked	July 2009	12/11/14	3	3
STR 537	Martyn Ball Strategic Partnerships Lead	Risk of reduced service delivery if public confidence reduces.	High	Low	Managed	June 2010	13/11/14	3	3
STR 325	Tim Glover Head of IT	IT strategy at risk if each department requirement is not captured.	Medium	Low	Controlled	November 2009	03/12/14	2	4

STR 1765	Chris Haward Head of EMOpSS	Regional operational support command structure.	Medium	Low	Controlled	February 2014	27/10/14	2	2
STR 1818	Paul Hooseman Information Manager	Government Security Classification (GSC) implementation.	Medium	Low	Controls Tasked	June 2014	15/12/14	2	2
STR 1680	Luke Russell Contact Management	Shortage of accredited CMD inspectors to cover the 24/7 requirement.	Medium	Low	Controlled	April 2013	13/11/14	2	2
STR 430	Lynne Woodward Head of Equalities	Inquiry into disability related harassment.	Medium	Low	Managed	March 2010	19/11/14	2	2
STR 380	Alex Stacey-Midgley Senior HR Business Partner	Current JES unlikely to meet Equal Opportunities Commission (EOC) criteria.	Medium	Low	Controls Tasked	January 2010	24/11/14	2	2
STR 1709	Stephen Potter Leicestershire EMOpSS lead	EMA policing provision - failure to sign PSA.	Low	Medium	Managed	August 2013	09/12/14	2	2
STR 1705	Steph Pandit Head of Corporate Services	OPCC stage 2 transfers.	Medium	Low	Controls Tasked	August 2013	16/12/14	2	2
STR 1623	Matt Hewson Head of Force Intelligence Bureau	Preparing for new and emerging communities.	Medium	Low	Controlled	February 2013	18/12/14	2	2
STR 1163	Stephen Potter Leicestershire EMOpSS lead	Risk to the force to deal with spontaneous or pre-planned widespread protest.	Medium	Low	Controls Tasked	September 2011	09/12/14	2	2
STR 1335	Steph Pandit Head of Corporate Services	Shift pattern review.	Medium	Low	Controlled	February 2012	16/12/14	2	2
STR 1861	Fiona Linton Information Security Manager	Risk to redacted information.	Medium	Low	Controls Tasked	September 2014	02/12/14	2	2

STR 1871	Kerry McLernon Head of Contact Management	Failure of IVR to effectively handles contact as expected.	Medium	Low	Controlled	October 2014	08/12/14	2	2
OPC C18 64	Paul Stock Chief Executive Officer	Impact of changes in legislation on the PCC.	Medium	Low	Controls Tasked	October 2014	09/12/14	2	2
OPC C16 99	Paul Stock Chief Executive Officer	Failure to produce and maintain a commissioning framework.	Medium	Low	Controls Tasked	July 2013	12/12/14	2	2
OPC C16 96	Helen King Chief Finance Officer	Poor data quality leads to inefficient decision making and use of resources.	Low	Low	Controls Tasked	July 2013	09/01/15	1	1

Risk of Note
New Risk

Risk Scoring Matrix

Impact							
	Score	Performance/ Service Delivery	Finance/ Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction
Very High	4	Major disruption to service delivery.	Force >1,000,000	Major stakeholder/investigations/ longer lasting community concerns.	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.
		Major impact on performance indicators noticeable by stakeholders.	Business area >150,000	Major reputational damage; adverse national media coverage > 7 days.			
High	3	Serious disruption to service delivery.	Force 251,000-1,000,000	Serious stakeholder/investigations/ prolonged specific section of community concerns.	An injury requiring over 24 hours hospitalisation and/or more than 3 days off work or a major injury as defined by the RIDDOR regulations.	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected).	Serious impact on the ability to fulfil strategic objective.
		Serious impact on performance indicators noticeable by stakeholders.	Business area 41,000-150,000	Serious reputational damage; adverse national media coverage < 7 days.			
Medium	2	Significant disruption to service delivery.	Force 51,000-250,000	Significant investigations/specific section of community concerns.	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.
		Noticeable impact on performance indicators.	Business area 11,000-40,000	Significant reputational damage; adverse local media coverage.			

Low	1	Minor disruption to service delivery.	Force <50,000	Complaints from individuals.	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.
		Minor impact on performance indicators.	Business area <10,000	Minor impact on a specific section of the community.			

Likelihood			
Score			
Very High	4	>75% chance of occurrence	Almost certain to occur
High	3	51-75% chance of occurrence not	More likely to occur than
Medium	2	25-50% chance of occurrence	Fairly likely to occur
Low	1	<25% chance of occurrence	Unlikely to occur

Overall Risk Rating: Impact x Likelihood
9 - 16 = High
5 - 8 = Medium
1 - 4 = Low

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