Appendix 1

Corporate Risk Register
Corporate Risk Map – Current Risk Assessment

![Risk Assessment Diagram]

- ERDF projects
- Information governance
- GLL
- Managing Performance at BWUH
- Waste management
- H&S
- Physical Investment Programme
- Asset maintenance
- Agreement / delivery of Community Plan
- Change management
- Strategic Planning / Corporate frameworks
- Local development plan
- City Centre regeneration strategy
- Leisure estates programme
- Financial position of the Council
- Safeguard all ages
Corporate Risk Map – Target Risk Assessment

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>ERDF projects</td>
</tr>
<tr>
<td>2</td>
<td>Information governance</td>
</tr>
<tr>
<td>3</td>
<td>GLL</td>
</tr>
<tr>
<td>4</td>
<td>Managing Performance at BWUH</td>
</tr>
<tr>
<td>5</td>
<td>Waste management</td>
</tr>
<tr>
<td>6</td>
<td>H&amp;S</td>
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<tr>
<td>7</td>
<td>Physical Investment Programme</td>
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<tr>
<td>8</td>
<td>Asset maintenance</td>
</tr>
<tr>
<td>9</td>
<td>Agreement / delivery of Community Plan</td>
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<tr>
<td>10</td>
<td>Change management</td>
</tr>
<tr>
<td>11</td>
<td>Strategic Planning / Corporate frameworks</td>
</tr>
<tr>
<td>12</td>
<td>Local development plan</td>
</tr>
<tr>
<td>13</td>
<td>City Centre regeneration strategy</td>
</tr>
<tr>
<td>14</td>
<td>Leisure estates programme</td>
</tr>
<tr>
<td>15</td>
<td>Financial position of the Council</td>
</tr>
<tr>
<td>16</td>
<td>Safeguard all ages</td>
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</tbody>
</table>
## Risk Assessment Guidance

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Objectives / Service Delivery</td>
<td>The risk will not substantively impede the achievement of the objective.</td>
<td>Some impact on objectives resulting in slight but redeemable deviation.</td>
<td>The risk will cause some elements of the objective to be delayed or not be achieved.</td>
<td>The risk will cause several elements of the objective to be delayed or not achieved.</td>
<td>The risk will cause the objective to not be achieved</td>
</tr>
<tr>
<td>Financial</td>
<td>Minimal financial implications (e.g. within agreed year-end budget variance tolerance levels for Departments of 2% underspend and 0.5% overspend)</td>
<td>Minor financial implications (e.g. within agreed in-year budget variance tolerance levels of 2% underspend and 1% overspend)</td>
<td>Moderate financial implications (e.g. outside the agreed budget variance tolerance levels by up to 5%)</td>
<td>Major financial implications (e.g. outside the agreed budget variance tolerance levels by more than 5%)</td>
<td></td>
</tr>
<tr>
<td>H&amp;S</td>
<td>Minimal injury requiring no/minimal intervention; informal investigation; very low level impact on staffing / service delivery impact; minimal financial loss; potential for rumours / public concern</td>
<td>Minor injury / illness requiring medical intervention and little time off; low level impact on staffing / service delivery; risk of short term loss of public confidence; small financial loss</td>
<td>Moderate injury requiring medical intervention and time off; formal complaint and investigation likely; moderate impact on staff / service delivery; local public / media interest; moderate financial loss</td>
<td>Major injury leading to longer term incapacity / disability; multiple complaints / external agency investigation; major impact on staffing and service delivery; national public / media interest; major financial loss</td>
<td>Major injuries leading to death and irreversible health effects; high profile investigation and enforcement; significant impact on staff and service delivery; sustained national public / media interest; significant financial losses</td>
</tr>
<tr>
<td>Reputation</td>
<td>Little interest</td>
<td>Some interest possible but likely to be localised and short term</td>
<td>Adverse coverage, probably on a one off basis</td>
<td>Significant adverse coverage, likely to recur on several occasions</td>
<td>Very significant adverse coverage, sustained over a considerable period.</td>
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<tbody>
<tr>
<td>&lt;5%</td>
<td>5% - 20%</td>
<td>20%-50%</td>
<td>50%-75%</td>
<td>&gt;75%</td>
<td>Significantly more likely to occur than not occur</td>
</tr>
<tr>
<td>Has not occurred before or has happened rarely.</td>
<td>Although unlikely, there is a chance that the risk may materialise.</td>
<td>The outcome is in the balance, and is almost as likely to occur as not</td>
<td>More likely to occur than not occur</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Likelihood Scale

- **Very Low**: Has not occurred before or has happened rarely.
- **Low**: Although unlikely, there is a chance that the risk may materialise.
- **Possible**: The outcome is in the balance, and is almost as likely to occur as not.
- **Likely**: More likely to occur than not occur.
- **Almost Certain**: Significantly more likely to occur than not occur.

### Impact Scale

- **Insignificant**: The risk will not substantively impede the achievement of the objective.
- **Minor**: Some impact on objectives resulting in slight but redeemable deviation.
- **Moderate**: The risk will cause some elements of the objective to be delayed or not be achieved.
- **Major**: The risk will cause several elements of the objective to be delayed or not achieved.
- **Severe**: The risk will cause the objective to not be achieved.