

Warwickshire County Council

Strategic Risk Management Framework

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1. Introduction

Document Purpose

The purpose of this document is to introduce Warwickshire County Council's (WCC) Strategic Risk Management Framework (the Framework), assist its communication and understanding and to provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

As a Council, we are accountable for delivering in a complex and changing environment. Managing risk and uncertainty is critical to the successful delivery of the Council's priorities.

The Framework sets out an enhanced and integrated approach that builds on our existing risk management practice. The Framework is intended to support innovation and in the medium term to assist growth and equality across Warwickshire.

It sets out the strategic, holistic and organisation-wide focus on risk, including the ambition and principles that frame our approach.

We are committed to implementing a mature, organisation-wide risk management culture which draws on good practice in the identification, assessment and effective management of risk in respect of current activities and new opportunities.

The Framework is designed to follow the Council's strategy framework. It is also a framework that will influence and interact with core strategies and related frameworks to build a 'One Council' approach and strengthen our strategic core.

In a climate of increased uncertainty alongside the pursuit of opportunities to innovate, this Framework is considered critical to our future direction and progress as an organisation; it provides essential guidance by articulating our risk management objectives and approach.

2. Overview of the Framework

The Framework is the council's policy document guiding our approach and practice. It was originally developed following an independent risk maturity assessment and reflects current national and international good practice

The Framework has been reviewed in 2023 and updated to ensure the content is appropriate and fit for the current environment.

The Framework is made up of three key elements:

Strategic Intent Why	Sets out the objectives for risk management to inform our strategic planning and decision-making and support the achievement of the Council Plan.
What	Sets out the tools and activities that we will use to deliver our objectives and management of risk.
How	Describes how we will implement and govern the Framework through relevant systems, procedures and practices.

3. Strategic intent and objectives

The purpose of the Framework is to enable us to deliver Council priorities and respond to new opportunities that maximise outcomes for the Council. This will be through the anticipation and management of risks to inform the decision making and planning process, acting as a driver for change and sustainable service delivery.

Specifically, we seek to:

- Build our resilience and thrive within an uncertain operating environment by identifying both risks and new opportunities to drive improvement, maximise benefits and positive outcomes for the Council and our residents.
- Act strategically, understand and influence risks holistically by managing cross-cutting, shared and partnership risks, including understanding the aggregate risk level across directorates, services and programmes/projects.
- Embed the consideration of risks and opportunities into all our strategic decision-making processes, including investment decisions, business planning and our change portfolio.
- Manage risk in line with risk appetite and without breaching risk tolerances, ensuring that all necessary controls and processes are in place to anticipate and respond proactively to risks thereby minimising negative impacts.
- Enable a common and consistent approach to risk by ensuring our risk parameters are clearly communicated, understood and that mitigation strategies are joined up across service areas.
- Create visibility by integrating risk management and the consideration of risk and control into assurance and reporting processes.
- Encourage effective risk intelligence sharing and collaboration across and between services, projects and other management of risk disciplines, such as; Health & Safety, Business Continuity Planning, Treasury Management, Internal Audit and the within the management of programmes and projects both revenue and capital.

4. What we will do to manage risks

Our approach will be delivered through the following principles and functional components:

- Risk Principles
- Risk Appetite Statements
- Strategic Risk Register
- Directorate, service, programme and project risk profiles including mitigations
- Partnership risk assurance

Our Risk Principles

Our risk principles provide guidelines by which we align our service and cross cutting risk management processes, allowing freedom for each Directorate whilst encouraging good practice and consistency across the Council as a whole. The following principles have guided the development of and refresh of our framework:

Risk Principle	Guidelines
We are risk aware	<ul style="list-style-type: none"> • WCC's people scan for emerging risks and concerns & take ownership of risks, controls and actions they have responsibility for. • There is evidence of risk management awareness, training & familiarisation. • Colleagues are supported to report on risks, to learn and share information and collaboratively work to manage risk.
We understand our appetite to risk & opportunity	<ul style="list-style-type: none"> • We monitor and manage our risks against risk appetite thresholds to achieve our goals. • Decisions which could expose WCC to risks above acceptable/appetite are impact assessed and escalated. • The escalation and any decisions are documented.
We think about risks & opportunities	<ul style="list-style-type: none"> • Colleagues are encouraged to innovate, collaborate and be entrepreneurial where there are opportunities to be explored to improve and deliver within the risk appetite. • Colleagues are encouraged to continually look for efficiency and effectiveness improvements without impacting front line services helping ensure costs and processes are in line with strategic objectives, budgets and governance arrangements.
We own our risks	<ul style="list-style-type: none"> • Risk, control and action owners are clearly identified and accountable for the effective treatment of risk. • Risks requiring Member or Corporate Board oversight will be promptly presented by the relevant Executive Director / Director / Head of Service supported by the risk team as necessary.

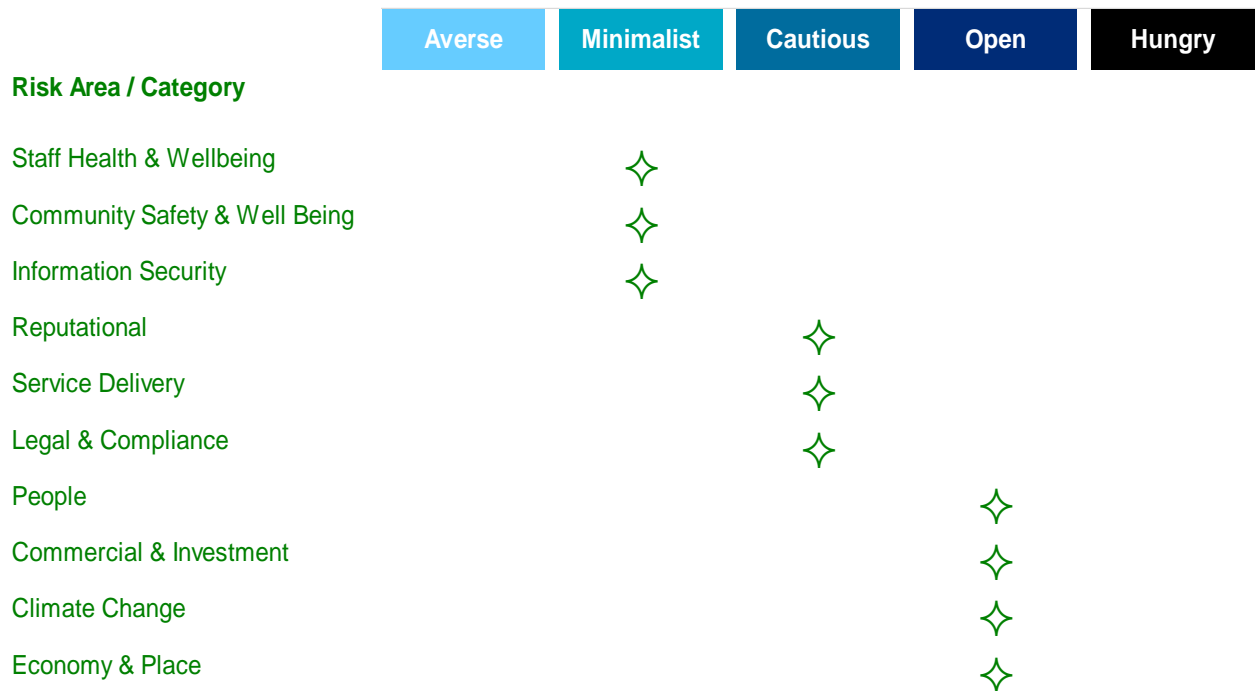
We will respond proportionately.	<ul style="list-style-type: none"> • All directors, managers and colleagues should feel empowered to raise risks, mitigate to an appropriate level and / or de-escalate risks. • We will report openly on risks and be supported as part of a learning culture. • We will encourage informed risk taking, management and learning but will not tolerate behaviours that breach our codes of conduct, governance and regulations.
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Risk Appetite

The Council is committed to ensuring that all risks are identified and mitigated to a level that is consistent with the types and amount of risk we are willing to operate with. To do this, we assess our risk appetite for key risk areas which align to the overall strategy of the Council.

We are willing to bear or retain risks that have been assessed as being within the appetite levels set for each area/category.

Figure 1: Risk appetite levels November 2023



Risk Appetite Statements (Appendix 1) are established for each risk area / category to help the Council achieve its risk management objectives and articulate risk for the benefit of our partners and stakeholders in the pursuit of Council priorities. Risk appetite for each risk area is defined by Corporate Board and considered annually as part of the review of the Framework which will be endorsed by Cabinet.

Risk Appetite Dashboards for each risk area / category will set thresholds for measuring the current level of risk against the appetite. Wherever possible, risk metrics are aligned with Key Business Measures and Key Performance Indicators. Any risks identified as having exposures above agreed appetite levels will have a **risk action plan**. Those risks that cannot be mitigated are communicated through the quarterly Corporate Board risk reports, including appendices, and a highlight included in the performance framework report to Corporate Board and members.

Risk Framework Tools and Activities

The Framework consists of the following functional components. Each component is facilitated and maintained with support from the Risk Management Team and is performance monitored as part of the Council's risk reporting and summarised within the overall performance reporting.

Figure 2: Risk Framework Components and supporting elements

Functional Component	Supporting Elements
Risk Appetite	<ul style="list-style-type: none"> • risk appetite levels and statements • risk appetite dashboards and threshold metrics
Strategic Risk Register	<ul style="list-style-type: none"> • strategic risks assessed by Corporate Board quarterly • the most significant service and cross cutting risks • the most significant programme & project risks
Directorate Risk Profiles	<ul style="list-style-type: none"> • tracking residual risk exposure against risk appetite thresholds across the directorate • residual red service and cross cutting risks (performance)
Service Risk Registers and Risk Control Plans	<ul style="list-style-type: none"> • operational and specific to that service area • owned cross cutting risks • Health & Safety and other regulatory compliance reporting
Programmes, Projects and Change Risks	<ul style="list-style-type: none"> • PMO and change risks and assurance • capital projects in receipt of CIF • commercial initiatives, including the property company • ongoing programme and project risks are recorded
Partnership Risks	<ul style="list-style-type: none"> • partnership board risk and assurances e.g. ICS /ICB • collaboration agreements and risk ownership



How

We will implement the Framework through the following systems, procedures and practices:

- Risk identification, assessment and control
- Risk reporting using profiles and dashboards (with aggregated and cross cutting views for Corporate Board, Directorates, Services, Programmes and Partnerships)
- Including risk in business planning and quarterly performance reviews
- Being part of an integrated approach with strategic planning and performance management.

The application and effectiveness of the Framework will be overseen using the three-line assurance model shown in figures 3 and 4.

Strategic Risk Register

A key component will be to maintain a strategic risk register, as a tool that captures the **most significant risks** in the pursuit of priorities, **controls and actions** at any point in time.

The Strategic Risk Register will be reviewed and updated at least quarterly and more frequently if needed. This will include directorates, services, change programmes, capital projects and partnerships.

Corporate Board will agree quarterly updates to the Strategic Risk Register and a summary will be presented to Cabinet quarterly as part of the performance reporting.

Risk Registers will capture and be able to report on the management of risks in the following ways, depending on the purpose (e.g. review or decision making) and audience:

- as critical themes, where there are similar causes or effects;
- against risk appetite threshold levels;
- against council priorities;
- at Service, Directorate or Strategic Level, including the escalation of risk;
- by Programme and / or project as part of programme and project management activity; and / or
- as Service and Corporate Risk Dashboards.

Risk Assessment Criteria

Risk will be assessed consistently in its impact and likelihood using the risk assessment and evaluation matrix presented at Appendix 2.

We will use descriptions of our most significant areas of risk aligned to our strategic priorities and timeframes, to inform our evaluation of risk. We will be able to measure the effect of the mitigations, controls and actions, on risk impact and likelihood and substantiate these measures through links to risk control evaluations and the three lines of defence assurance model.

Service Risk Registers

Each service will maintain its own service risk register, using the same format, functionality and assessment criteria as the Strategic Risk Register.

Service risk registers will capture:

- risks that may impact on the successful delivery of priorities, delivery and business plans;
- mitigations to stay within risk appetite levels;
- the effectiveness of controls; and
- target levels of risk (based on the risk appetite).

Where risks materialise, they can be managed directly and outside of the Framework.

Risk Actions Plans

Any risks that are not being managed within a risk appetite threshold will have a risk action plan, integrated within the service risk register, that sets out mitigating strategies and specific actions to bring the risk to within tolerance levels.

Reporting Risk - Risk Dashboards and Profiles

Wherever possible we will use risk dashboards and risk profiles to report on the contents of risk registers and the effectiveness of risk management. Risk actions are also considered and included in reports to key audiences and key users of risk information including Cabinet, Corporate Board, Directorate Leadership Teams, Service Leadership Teams and any delivery programme, project and / or partnership boards.

Risk management information will be accessible at all times to risk owners and those accountable for managing risk and providing assurance about the effectiveness of risk management.

Integrated Approach

The Framework builds on our existing risk management good practice and processes and aims to integrate risk management with the following corporate systems:

- strategic planning and Medium-Term Financial Strategy;
- business planning and performance reporting against the Council Plan and delivery plans;
- Programme Management Office governance;
- investment decision making and governance; and
- partnership governance arrangements

Embedding a Risk Aware Culture

The Framework was initially supported by a programme of risk management learning and development opportunities that engaged with services and activities across the Council. This covers all the Risk Principles and aligns with Our People Strategy to develop:

- risk leadership;
- risk awareness as part of innovation and ways of working across the Council; and
- resilience and capability in the face of change and uncertainty.

Further refreshing of that training and raising awareness has taken place in 2023, as necessary, and as part of the monitoring and updating of risk information.

Risk Management Governance

Risk management is recognised as a key component in our Code of Corporate Governance. It is at the heart of the wider corporate assurance framework and a key component of the Council’s three-line assurance model. As such, risk management will continue to respond and evolve to meet governance and assurance requirements.

A clear risk management governance structure along with roles and responsibilities through organisational tiers and across directorates will build ownership and accountability for risk management.

Risk management is delivered through a model of ensuring independent challenge on risk methodology, process and decision making. These can be represented as three levels of assurance, which align to a broader three lines assurance model (Figures 3 and 4).

Figure 3: Risk Management Governance Model

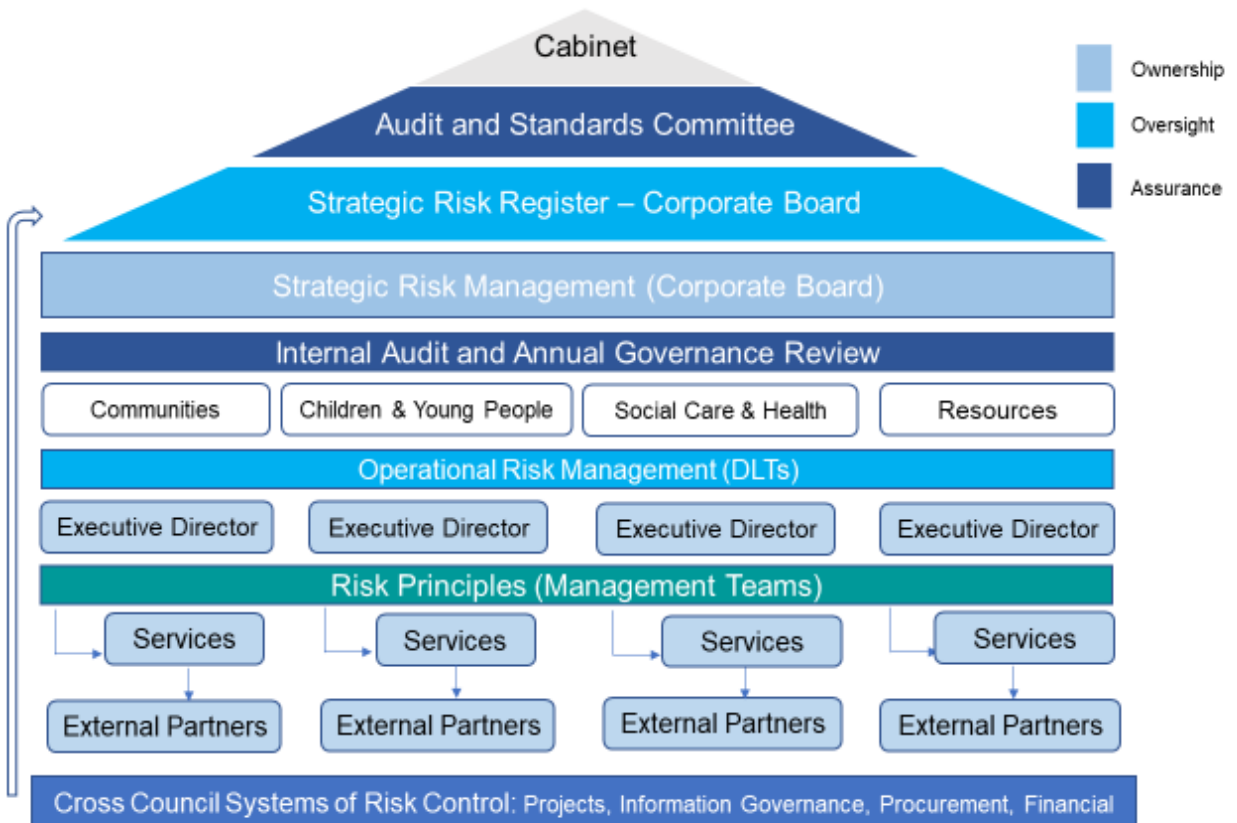


Figure 4 Risk Management Assurance Model and Responsibilities

Ownership (First Line)	Oversight and Challenge (Second Line)	Assurance (Third Line and External)
Directorate Leadership Teams, Service Managers, Programme and Project Managers, Partnership Arrangements	Risk Management, Strategy, Planning & Governance, Finance and Corporate Board	Internal Audit Review / reporting to Audit & Standards Committee, external assessments
<ul style="list-style-type: none"> • Perform service and change activities to fulfil strategic objectives, in line with risk appetite • Accountable for risks incurred in these activities • Manage risks through avoidance, mitigation, transfer or acceptance • Design and operate effective primary controls and procedures in line with frameworks and policies 	<ul style="list-style-type: none"> • Support the establishment of an effective risk management framework and definition of risk appetite • Monitor risk profile and mitigation strategies, escalate or delegate as appropriate • Provide advisory support and challenge to risk owners. 	<ul style="list-style-type: none"> • Independent review of adherence to risk and control standards and guidelines • Provide assurance on adequacy and effectiveness of 1st and 2nd line risk management approaches • Integrates with risk-based audit planning and assurance work

Key Delivery Actions, Monitoring and Review

To progress the further development and delivery of the Framework we are focused on delivering the following priority actions before the next review of the Framework.

- finalising Risk Appetite Dashboards and metrics to measure risk tolerance;
- standardising the use of the integrated Corporate Risk Register tool with services;
- maintaining the Strategic Risk Register, keeping it up to date to reflect the most significant strategic risks to the achievement of priorities, which are owned by Corporate Board members, and further development of reporting processes;
- refreshing project risk tools in Verto (our programme and project management software), which have been aligned to the Framework;
- risk management guidance and e-learning opportunities; and
- communication and engagement through business-as-usual activity to continue to embed risk management across directorates and services.

The Framework will be maintained through regular monitoring, annual review and sign off by Corporate Board in March / April and an in-year check to consider any changes (as determined by Corporate Board in November 2023). Keeping the Framework up to date will ensure it continues to align with good practice and the Council’s planning and business cycle. The Framework will also be endorsed by Cabinet. Additionally, the Audit & Standards Committee will maintain oversight of the Framework including through annual assurance reporting, the Annual Governance Statement and the Internal Audit Annual Report.

5. Related Documents

Additional risk related documents and related sources of information are highlighted below:

- **WCC Risk Appetite Statement:** summary statement providing a high level of description of the organisations risk appetite, and detailed appetite statements for each risk category / area indicating the metrics by which WCC measures and controls exposures;
- **WCC Risk Registers:** the database of risk information to be maintained and regularly reviewed and updated
- **Strategic and Directorate Risk Profiles:** strategic and service risk register content;
- **Change Portfolio programme and project risks:** held within the programmes and projects;
- **Risk assessment and evaluation criteria** (technical appendix): held in the Framework and incorporated into the risk register template;
- **Health & Safety Strategy:** held on the intranet and sets out the Council's policy and approach;
- **Anti-Fraud and Corruption Strategy** (Fraud Risk Assessment); the Strategy is maintained by Internal Audit and accessible via the intranet;
- **Code of Corporate Governance and Annual Governance Statement:** is available on the intranet and sets out the Council's governance principles, approach whilst the Governance Statement reports on how the Council has complied with the Code.

<u>Risk Appetite</u>	<u>Description</u>
Averse	Avoidance of risk and uncertainty is a key organisational objective
Minimalist	Risk is to be avoided unless essential; only prepared to accept the possibility of very limited loss
Cautious	Tolerance for risk taking is limited to those events where there is little chance of any significant downside impact
Open	Tolerance for decisions with potential for significant risk, but with appropriate steps to minimise any exposure and deliver benefits
Hungry	Eager to pursue options offering potentially higher rewards despite greater inherent risk

Risk area	Definition	Appetite level	Commentary
Staff Health & Well Being	The risk of uncertain outcomes relating to harm, injury or illness of WCC staff in the workplace	Minimalist	WCC has very limited appetite when considering the health, safety and well being of our people. We seek to promote health and safety for our people and ensure that we regularly review any activities which may put our colleagues in danger or harm. As an organisation we will do everything possible to prevent serious harm or loss of life to our colleagues and third parties engaged with us. We promote mental health and wellbeing and will always provide our colleagues with the support they need.
Community Safety & Well Being	The risk of uncertain outcomes relating to harm, injury or illness of communities (including children and vulnerable adults)	Minimalist	The safety and well being of the Warwickshire community is of paramount importance to us, therefore WCC has a very limited appetite for this risk. We will continually seek to avoid any activities that present a threat to the safety of the public, and we do everything possible to prevent the loss of life to anyone in the community. We also work with our partners to promote the physical and mental health and wellbeing of our communities. We are responsible for providing care to those who need it most, including children and vulnerable adults, and we endeavour always to provide the support and safety that these individuals require. Alongside this, we operate rigorous safeguarding measures to ensure the health and safety of Warwickshire citizens.
Information Security	The risk of breach of IT systems and/or data	Minimalist	WCC has a minimalist appetite to the risk: breach of data and / or systems and will not compromise our residents', customers' or colleagues' data, ensuring it is stored within our IT and records infrastructure to meet international and UK regulatory standards. We have a strong policy to ensure that sensitive information is stored and used securely, and thorough processes exist for the identification and resolution of incidents that present a threat to information security. However, WCC recognises the wealth of data and information that we hold and the importance of sharing this with our partners to achieve effective service delivery. As such, WCC is more open in its approach to sharing data as we recognise the benefits that this can deliver when managed within a controlled framework.
Reputational	The risk of detriment to WCC's reputation locally and nationally	Cautious	Maintaining trust and confidence in the Council is of paramount importance to us and is a key performance indicator for the organisation, therefore WCC is cautious to the risk of damaging this reputation; both locally and nationally. We seek to ensure that all residents, businesses, service users and partners have a positive experience of our services and identify the Council as a support mechanism for the Warwickshire community. Sustaining our reputation is critical and there are inherent risks associated with aspects of service delivery, therefore we reduce these to the best of our ability through well co-ordinated risk assessments and oversight of delivery and performance.
Service Delivery	The risk of disruption to council service delivery and operations from failed procedures, systems, policies or unsustainable demand	Cautious	The success of the Council depends on effective service delivery. We are towards the open end of cautious in seeking opportunities to innovate and improve our services and their delivery however, we are cautious to potential disruptions and ensure that we do everything possible to minimise disruptions to our service obligations. Our procedures, systems and policies are robust and regularly reviewed for effectiveness. There is sufficient resilience in place so that service users and residents are always able to access our critical services and the information they require. It is important that as an organisation we place importance on developing our own workforce so that WCC has the right skills and capabilities to commission and deliver services effectively.

Risk area	Definition	Appetite level	Commentary
Legal & Compliance	The risk of loss from legal penalties or fines from non-compliance or legal cases	Cautious	We are cautious towards legal and compliance risk and recognise that having a strong culture in managing this risk is fundamental to the way the Council operates. We aim to minimise our exposure to Ombudsman complaints by ensuring that all of our Services provide the highest quality of service. We ensure that all of our staff have undertaken the necessary compliance training where required and periodically seek assurance to test effectiveness. The organisation takes a balanced view of contract risk and understands that our legal and contracting processes should enable fast and timely decision-making to support effective delivery of services.
Commercial & Investment	The risk of financial loss from commercial decisions	Open	WCC is open to accepting a calculated level of risk in order to create positive rates of return and drive value for the Council, Warwickshire citizens, service users and colleagues. Through careful and strategic selection of commercial and investment opportunities that will benefit our service delivery, we will have to accept financial risks and mitigate through strong financial controls. Whilst we are open to innovative opportunities, we recognise the importance of the risk of financial loss and sustaining our financial resilience, therefore we have strong financial controls in place to ensure financial sustainability.
People	The risk of loss of critical colleagues and/or reduction in employee morale	Open	WCC is a people-orientated organisation and our people are one of our key assets, therefore engagement and retention of colleagues is imperative. We will seek to provide our people with appropriate education to promote personal and workforce development and we understand this will also bring benefits to the organisation. We accept an amount of turnover in the organisation because we realise the benefit that new colleagues can provide to the business through original ideas and innovation. We are open to innovation to build workforce capacity and capability and have a tolerance for decisions with potential for risk however, we have strong controls in place to manage this.
Climate Change	The risk of causing an adverse effect on the environment due to business activities	Open	WCC has a strong commitment to tackling Climate Change and is open to seeking out innovative opportunities to control our own emissions and to encourage businesses to also minimise their emissions. We aspire to sustainable levels of waste generated in the community and promote initiatives towards reusing and recycling as part of the wider circular economy. As an organisation we are conscious of the various benefits associated with high levels of biodiversity across the County and we regularly set and review targets to reduce our environmental footprint.
Economy & Place	The risk of detrimental effect on the Warwickshire economy due to external factors	Open	Whilst economic growth is driven by external factors, WCC is open to accepting a calculated level of risk that may drive economic growth within the County. Whilst these decisions may carry greater risk, we closely monitor economic factors to determine their impact upon the County and continually seek to attract economic investment, business growth and talent across the County.

Risk Assessment and Evaluation Matrix

Appendix 2

Purpose: Risks that have been identified need to be assessed so we can prioritise, escalate the highest concerns and measure risk including the effect of mitigations i.e. controls and actions / the risk treatments. We use the risk assessment matrix, set out below, to assist with the evaluation of probability (likelihood) and impact to generate:

- (i) **inherent risk score** - this is before applying any mitigating controls, which are in place already and in operation.
- (ii) **residual (current) risk score** - after applying the controls and before proposed additional actions to be implemented; and
- (iii) **target risk score** the destination of the risk journey. Where the mitigating actions lead to manage the risk within the appetite level.

The inherent, residual and target risk scores will be recorded in all risk registers and used to produce risk profiles and facilitate prioritisation and escalation of risks for reporting.

Risk Score: Likelihood x Impact = Inherent, Residual and Target Risk Scores. We score inherent, residual and target risk using a five-point scale for likelihood and impact using the guides below. Risk profiles are generated from residual scores and displayed in the following heat map:

Impact	Catastrophic	5	10	15	20	25
	Major	4	8	12	16	20
	Moderate	3	6	9	12	15
	Minor	2	4	6	8	10
	Insignificant	1	2	3	4	5
		Highly Unlikely	Unlikely	Possible	Probable	Very Likely
		Likelihood				

Risk Assessment and Evaluation Matrix

Appendix 2

To assist us to evaluate risk from these two perspectives; **likelihood** (probability of the risk occurring) and **impact** (consequence on the council and its objectives should the risk occur), we use the following assessment criteria:

Likelihood Assessment Criteria

Score	Description	Probability of Occurrence	Likelihood of Occurrence
1	Highly Unlikely	The event may occur in only rare circumstances (remote chance)	1 in 8 + years
2	Unlikely	The event may occur in certain circumstances (unlikely chance)	1 in 4-7 years
3	Possible	The event may occur (realistic chance)	1 in 2-3 years
4	Probable	The event will probably occur (significant chance)	1 in 1-2 years
5	Very Likely	The event is expected to occur or occurs regularly	Up to 1 in every year

Impact Assessment Criteria

Score	Financial Impact	Reputational	Safeguarding	Community Health & Well Being	WCC Staff	Service Delivery	Legal & Compliance
1	Insignificant < £250,000 per annum	No public or customer awareness and contained internally within the Council, no complaints received from the Warwickshire community and insignificant impact on relationships with strategic partners.	No impact on the safety and wellbeing of vulnerable children and adults and no intervention required from the Council	No impact on the health and well-being on the Warwickshire community, no individuals are at risk of physical or mental harm and communities are able to thrive	No work-related fatalities and no impact on staff health and wellbeing, insignificant impact to staff morale and engagement, there is a diverse workforce where all staff feel equal and included	No impact to the quality and effectiveness of Service delivery, all demand for Services can be met and can be delivered in a sustainable manner	No legal proceedings brought against the Council and WCC is compliant with all required policies and procedures

Risk Assessment and Evaluation Matrix

Appendix 2

Score	Financial Impact	Reputational	Safeguarding	Community Health & Well Being	WCC Staff	Service Delivery	Legal & Compliance
2	Minor £250,000 - £2,500,000 per annum	Minor public or customer awareness but no local media concern, low level of complaints received from the Warwickshire community and minor impact to some strategic partnerships	Minor impact on the safety and wellbeing of vulnerable children and adults resulting in isolated instances of harm or injury and short-term intervention required	Minor impact on the health and wellbeing of the Warwickshire community, a low level of individuals are at risk of physical or mental harm and communities are largely unaffected	No work-related fatalities however potential impact on staff health and wellbeing (e.g. shorter-term absences / sickness), minor impact to staff morale and engagement, there is a diverse workforce where the majority of staff feel equal and included	Minor impact to the quality and effectiveness of Service delivery however not resulting in any disruptions, minor impact to strategic partnerships, ability to meet nearly all demand for Services and with minimal environmental impact	No legal proceedings brought against the Council however minor breaches to some policies and procedures have occurred
3	Moderate £2,500,000 - £10,000,000 per annum	Limited local public and media concern with 'short lived' local coverage, moderate level of complaints received from the Warwickshire community and some strategic partnerships are moderately impacted	Moderate impact to the safety and wellbeing of vulnerable children and adults resulting in some level of harm or injury and requiring Council intervention	Moderate impact to the health and wellbeing of the Warwickshire community, some individuals are at risk of physical or mental harm and specific communities adversely impacted	No work-related fatalities however significant impact on staff health and wellbeing (e.g. longer term absences / sickness, increased number of vacancies, minor impact to staff morale and engagement, there is a relatively diverse workforce although not all staff feel equal and included	Moderate impact to the quality and effectiveness of Service delivery resulting in short term disruptions limited to a single Service, moderate impact to strategic partnerships, the majority of demand for most Services can be met and delivered with no environmental impact.	The Council is subject to a low number of legal proceedings and some policies and procedures have been breached

Risk Assessment and Evaluation Matrix

Appendix 2

Score	Financial Impact	Reputational	Safeguarding	Community Health & Well Being	WCC Staff	Service Delivery	Legal & Compliance
4	Major £10,000,000 - £20,000,000 per annum	Significant regional public and media concern with the potential to escalate to national coverage, significant level of complaints received from the Warwickshire and regional community and multiple strategic partnerships adversely impacted	Major failure to protect vulnerable children and adults resulting in avoidable injury or fatality and significant intervention required from the Council	Major failure to protect the health and well-being of the Warwickshire community, the physical and mental health of a high number of individuals is impacted and communities are unable to thrive	Potential work-related fatalities or serious injury and significant impact on staff health and well-being, significant impact to staff morale and engagement and short to medium term implications to WCC culture, the workforce lacks diversity and a significant number of staff are made to feel unequal/excluded	Major impact to the quality and effectiveness of multiple Services and long-term disruptions resulting in required standards, including environmental standards, not being met, multiple strategic partnerships affected, demand cannot be met for some key Services (e.g. Social Care), service provision.	The Council is subject to a significant number of legal proceedings which are likely to be successful, a number of policies and procedures have been breached by a significant number of WCC staff

Risk Assessment and Evaluation Matrix

Appendix 2

Score	Financial Impact	Reputational	Safeguarding	Community Health & Well Being	WCC Staff	Service Delivery	Legal & Compliance	
5	Catastroph	> £20,000,000 per annum	Sustained national public and media criticism resulting in long term adverse impacts for the Council, high levels of regional and national complaints and all strategic partnerships experience long term catastrophic impacts	Catastrophic failings to protect vulnerable children and adults resulting in multiple avoidable injuries or fatalities and long-term intervention from the Council required	Catastrophic failings to protect the health and wellbeing of the Warwickshire community, almost all communities experience significant physical or mental harm and communities suffer long term adverse impacts	Work related fatality / fatalities or multiple serious injuries and staff are affected across all Services. Long term impact to staff morale and engagement and sustained impact to WCC culture. The workforce lacks any diversity at all and the majority of staff feel unequal/excluded	Catastrophic impact to the quality and effectiveness of Service delivery for all Services, and key required standards, including environmental standards, are consistently not met, all strategic partnerships are significantly affected with long term adverse impacts, demand cannot be met for Services	The Council is subject to a high number of high profile legal proceedings all of which are likely to be successful, there has been organisational breaches of all major policies and procedures which will in turn likely lead to further legal proceedings.

Reviewing Risk Assessment Criteria:

Risk assessment criteria are informed by Council Plan priorities and risk appetite levels. Likelihood and impact assessment criteria will be reviewed annually along with the Framework, around March / April, and an in-year check carried out. Updating will take place as required to ensure there is continuing alignment to best practice and the Council's planning and business cycle.