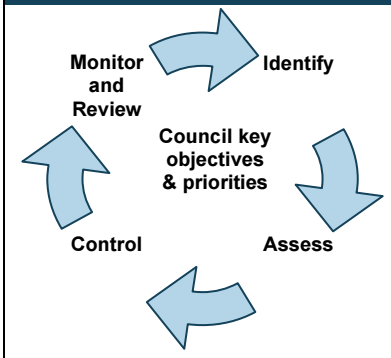
APPENDIX: A

Risk-on-a-page!

PROCESS OVERVIEW



- Identify key Strategic or Service objectives and priorities.
- Manage threats that may hinder delivery of priorities.
- Maximise opportunities that will help to deliver them.
- Monitor progress and impact of actions
- Process is a continuous cycle.

1. Identify Key Objectives and Priorities

- What could go wrong?
- Ensure risks are structured
- What type of risk is it?
- What category is it?

- Use available sources/documents, e.g. corporate plan, service plan objectives to identify priorities etc.
- E.g., "If we do not review and manage our budget, then there is a risk that we will overspend."
- Corporate, operational, service, project or partnership?
- Financial, political, economic, reputation, customer/citizen, social, technological, performance, legislative, regulatory, environmental, competitive, partnership.

2. Assess and Quantify Threats and Opportunities

- How likely is it to happen?
- What would the impact be?
- Likelihood x Impact = Risk rating

Key: 1-6 = Low
6-12 = Medium
15-25 = High

Likelihood	No impact (1)	Minor (2)	Significant (3)	Serious (4)	Breakdown of Service (5)
Very Likely (5)	Low (5)	Medium (10)	High (15)	High (20)	High (25)
Likely (4)	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
Possible (3)	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
Very Unlikely (1)	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

Impact

3. Identify Additional Control Measures

- What should be done to reduce the risk?
- Who owns the risk?
- What else do you need to do about it?

Level of Risk	Level of Concern	Recommended review pattern	Approach option(s) available	Other actions required
High	Very concerned	1 – 2 months	Terminate Transfer Treat	Report to MT and P& G.
Medium	Concerned Tolerate (6)	3 – 4 months 5 – 6 months	Terminate Transfer Treat Tolerate (6)	Report to MT and P&G If accepted, must have contingency plans in place. Review at 1:1 with line manager.
Low	Content	12 - months	Tolerate	Treat, only if cost effective

4. Monitor and Review

- Are the controls effective? → If Yes, no need for further immediate action. If No consider additional controls
- Has the risk changed? → If Yes, determine whether existing controls are appropriate or sufficient
- Is there something new? → If Yes, risk assess new aspects and re-rate risk levels