

Effect	Risk Category	Impacts	Score	
		<p><b>Please note</b>  <b>When drafting a risk description always describe the cause and effect i.e If... then ...</b></p>		
Negligible (1% - 20%)	Financial	Risk (<£50K Capital) or (Revenue <£25K p.a.) Define the value and period, in relation to revenue.	1	
	Employee	Low morale is contained within team and managed.		
	Capacity	Short term capacity issue not affecting service delivery.		
	VFM	Negligible impact on value for money. (Revenue <£25K p.a.)		
	H&S wellbeing	Risk to personal health & safety and general wellbeing.		
	Business continuity	Brief interruption of service provision.		
	Contractual Governance	Minor breakdown of shared services or contracts.		
	Reputation	Negligible media coverage/minor complaints.		
	Customer satisfaction	Minimal impact on delivery customer needs.		
	Governance	Poor governance/Internal/ control but zero impact on outcomes.		
	Performance	Targets are missed with no impact on objectives/outcomes.		
	<b>Risks to Corporate Strategy</b>			
	Environmental outcome	Negligible impact on our environmental outcome - Cheltenham's environmental quality and heritage is protected, maintained and enhanced		
	Economic outcome	Negligible impact on our economic outcome - Sustain and grow Cheltenham's economic and cultural vitality		
Community outcome	Negligible impact on our community economy - People live in strong, safe and healthy communities			
Business transformation outcome	Negligible impact on our business transformation outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents			
Low (20% - 40%)	Finance	Risk (£50K to £200K Capital) or (Revenue £25K to £50K p.a.) Define the value and period, in relation to revenue.	2	
	Employee	Some hostility from staff and minor non-cooperation.		
	Capacity	Short term capacity issue affecting service provision (define term with risk description).		
	VFM	Low impact on value for money. (Revenue £25K to £50K p.a.)		
	H&S and wellbeing	Risk to personal health & safety may result in broken bones and short term illnesses.		
	Business Continuity	Slightly reduced service provision with marginal disruption.		
	Contractual Governance	Some breakdown or shared services or contracts with disruption.		
	Reputation	Adverse local media/negative local opinion/formal complaints.		
	Customer satisfaction	Some customer needs or expectations may not be met either in time or quality.		
	Governance	Governance/Internal/ control has been missed/misunderstood/not up to date resulting in poor decision making.		
	Performance	Targets are missed with low impact on objectives/outcomes.		
	<b>Risks to Corporate Strategy</b>			
	Environmental outcome	Low impact on our environmental outcome - Cheltenham's environmental quality and heritage is protected, maintained and enhanced		
	Economic outcome	Low impact on our economic outcome - Sustain and grow Cheltenham's economic and cultural vitality		
Community outcome	Low impact on our community economy - People live in strong, safe and healthy communities			
Business transformation outcome	Low impact on our business transformation outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents			

Moderate (40% - 60%)	Finance	Risk (£200K to £1M Capital) or (Revenue £50K to £200K p.a.) Define the value and period, in relation to revenue.	3
	Employee	Industrial action in the short term/staff leaving.	
	Capacity	Medium term capacity issues affecting service (define term within risk description).	
	VFM	Moderate impact on value for money. (Revenue £50K to £200K p.a.)	
	H&S and wellbeing	Risk to personal health & safety includes sustained or major illness of 1 or more people.	
	Business Continuity	Services suspended in short term with noticeable disruption.	
	Contractual Governance	Collapse of at least one aspect of shared service or contract with moderate disruption or temporary suspended service.	
	Reputation	Adverse local & media/members questioned.	
	Customer satisfaction	Key customer needs or expectations may not be met either in time or quality.	
	Governance	Governance/Internal/ control arrangements failed leading to non-compliance with legislation and policy.	
	Performance	Targets are missed with impact on objectives/outcomes.	
	<b>Risks to Corporate Strategy</b>		
	Environmental outcome	Moderate impact on our environmental outcome - Cheltenham's environmental quality and heritage is protected, maintained and enhanced	
	Economic outcome	Moderate impact on our economic outcome - Sustain and grow Cheltenham's economic and cultural vitality	
Community outcome	Moderate impact on our community economy - People live in strong, safe and healthy communities		
Business transformation outcome	Moderate impact on our business transformation outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents		
Major (60% - 80%)	Finance	Risk (>£1M to £2M Capital) or (Revenue £200K to £500K p.a.) Define the value and period, in relation to revenue.	4
	Employee	Prolonged industrial action/significant number of staff leaving.	
	Capacity	Long term capacity issue affecting service delivery/reputation.	
	VFM	Major failure to provide value for money with major risk and external investigation. (Revenue £200K to £500K p.a.)	
	H&S and wellbeing	Risk to personal health & safety include loss of life/large scale illness.	
	Business Continuity	Service delivery suspended/Priority 1 and Priority 2 ICT systems suspended for long term with major disruption.	
	Contractual Governance	Shared service or contract delivery fails with major disruption.	
	Reputation	Major media coverage. High level of concern from elected members/officers/public with senior staff position threatened.	
	Customer satisfaction	Customer needs or expectations are not met with significant failing in service delivery.	
	Governance	Governance arrangements have failed with major reputation/legal implication and cost to recover.	
	Performance	Targets missed continuously major impact on objectives/outcomes.	
	<b>Risks to Corporate Strategy</b>		
	Environmental outcome	Major impact on our environmental outcome - Cheltenham's environmental quality and heritage is protected, maintained and enhanced	
	Economic outcome	Major impact on our economic outcome - Sustain and grow Cheltenham's economic and cultural vitality	
Community outcome	Major impact on our community economy - People live in strong, safe and healthy communities		
Business transformation outcome	Major impact on our business transformation outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents		

<b>Critical (80% - 100%)</b>	Finance	Risk (>£2M Capital) or (>Revenue £500K p.a.) The value and period, in relation to revenue	<b>5</b>	
	Employee	Prolonged industrial action/permanent loss of jobs resulting in inability to deliver services.		
	Capacity	Long term capacity putting at risk personnel, assets, reputation and service delivery.		
	VFM	Critical failure to provide value for money with risk of external investigation and intervention. (>Revenue £500K p.a.)		
	H&S and wellbeing	Risk to personal health & safety includes possibility of multiple fatalities or serious injuries and illness.		
	Business Continuity	Total loss of services, ICT systems and other key assets.		
	Contractual Governance	Shared service and contract delivery fails, resulting in total loss of service or the decommissioning of delivery model.		
	Reputation	Significant local/national media coverage with failure to meet regulatory standard resulting in loss/fine.		
	Customer satisfaction	Customer needs or expectations are not met because of complete failure in service delivery.		
	Governance	Governance/Internal/ control arrangements failed with reputation/legal/cost implication.		
	Performance	If there was a critical failure to deliver on delivery of objectives/outcomes or external investigation and intervention		
	<b>Risks to Corporate Strategy</b>			
	Environmental outcome	A Critical impact on our ability to deliver our environmental outcome - Cheltenham's environmental quality and heritage is protected, maintained and enhanced		
	Economic outcome	A Critical impact on our ability to deliver our economic outcome - Sustain and grow Cheltenham's economic and cultural vitality		
	Community outcome	A Critical impact on our ability to deliver our community economy - People live in strong, safe and healthy communities		
Business transformation outcome	A Critical impact on our ability to deliver our business transformation outcome - Transform our council so it can continue to enable delivery our outcomes for Cheltenham and its residents			

## Likelihood scorecard

Probability	Likelihood Description	Likelihood
0% - 5%	Minimal	1
5% - 15%	Very low	2
15% - 30%	Low	3
30% - 60%	Significant	4
60% - 90%	High	5
> 90%	Very high	6

The total risk score is the multiplication of impact and likelihood

<i>Code</i>	<i>Risk score</i>	<i>Risk Management view</i>
Red	25 - 30	Must be managed by SLT to reduce risk scores as soon as possible, or agree a contingency plan
Red	16 – 24	Must be managed down to reduce risk scores as soon as possible, or agree a contingency plan and escalated to SLT for consideration
Amber	7 – 15	Seek to improve the risk score in the short/medium term or develop a contingency plan
Green	1 – 6	Tolerate and monitor within the division

## Further information

This policy and process document, the full impact scorecard and registers are all available via the Intranet.