Risk Management **Update Report**

Snapshot Summary

People Directorate for Adults and Housing
Children's Services Directorate
Corporate Development Services
Place Directorate

August 2021

Risk Ranking Matrix identifies the level of risk

Severity (Impact)		Very Unlikely	Unlikely	Possible	Likely	Certain
	Catastrophic	5	10	15	20	25
	Major	4	8	12	16	20
	Moderate	3	6	9	12	15
	Slight	2	4	6	8	10
	Limited	1	2	3	4	5

Likelihood (Probability)

Risk Ranking Matrix identifies the level of risk

Severity (Impact)	Description
Catastrophic Score 5	• Multiple deaths of employees or those in the Council's care • Inability to function effectively, Council-wide • Will lead to resignation of Chief Executive and/or Leader • Corporate Manslaughter charges • Service delivery must be taken over by Central Government • Front page news story in National Press • Financial loss over £10m
Major Score 4	• Suspicious death in Council's care • Major disruption to Council's critical services for more than 48hrs • Noticeable impact achieving strategic objectives • Will lead to resignation of Senior Officers and/or Cabinet Member • Adverse coverage in National press/Front page news locally • Financial loss £5m-£10m
Moderate Score 3	• Serious Injury to employees or those in the Council's care • Disruption to one critical Council Service for more than 48hrs • Will lead to resignation of Head of Service/Project Manager • Adverse coverage in local press • Financial loss £1m-£5m
Slight Score 2	• Minor Injury to employees or those in the Council's care • Manageable disruption to services • Disciplinary action against employee • Financial loss £100k-£1m
Limited Score 1	• Day-to-day operational problems • Financial loss less than £100k

Likelihood (Probability)	Description
Certain Score 5	Reasonable to expect that the event **WILL** happen, recur, possibly or frequently
Likely Score 4	Event is **MORE THAN LIKELY** to occur. Will Probably happen, recur, but is not a persisting issue.
Possible Score 3	**LITTLE LIKELIHOOD** of event occurring. It might happen or recur occasionally.
Unlikely Score 2	Event **NOT EXPECTED**. Do not expect it to happen or recur, but it is possible that it might do so.
Very Unlikely Score 1	**EXCEPTIONAL** event. This will probably never happen or recur.

Level of Risk	How should the risk be managed
EXTREME (20-25)	Risks at this level sit above our tolerance and form the biggest risks.
Risk Rating	Guidance
Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk.	Identify the actions and controls necessary to manage the risk down to an acceptable level. Steps will be taken to collectively review the risk and identify any other possible mitigation (such as controls). Risks that remain at this level will be escalated to SLT, who will actively monitor and provide guidance on the ongoing management of risks at this level.
HIGH-LEVEL (12-16)	The Council is not willing to take risks at this level and action should be taken immediately.
Risk Rating	Guidance
These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible.	Identify controls to treat the risk impact/likelihood and seek to bring the risk down to a more acceptable level. These risks should be monitored and reviewed monthly. If unsure about ways to manage the risk, consult with the Assurance team. Risks at this level will feature in a monthly risk update to SLT who will provide oversight and support if needed.
MEDIUM (5-10)	While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level.
Risk Rating	Guidance
These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risking that should remain under review. If the impact or likelihood increases, then risk owners should seek to manage the increase	Keep these risks on the radar and update as and when changes are made, or if controls are implemented. Movement in risks should be monitored, for instance featuring as part of a standing management meeting agenda. Responsibility for monitoring and managing these risks sit within the service.
LOW (1-5)	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risking that should remain under review.
Risk Rating	Guidance
These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.	Keep these risks on your register and formally review at least once a year to make sure that the impact and likelihood continues to pose a low level. No actions required but keep the risk on your risk register and review annually as part of the service planning process.

Minor level risks with little consequence but not to be overlooked completely.	

Dorset Council

248 Risks

3 Extreme (1%)
49 High-Level (20%)

Dorset Council Risk Profile

Impact		VU	U	P	L	VH
	C				1	1
	Ma	3	43	26	11	1
	Mod	2	46	60	10	2
	S		29	13	2	2
	L				1	1
		VU	U	P	L	VH

Likelihood (Probability)

Adults and Housing
No. of Risks 35
1 Extreme – 6 High-Level (20%)

Impact (Severity)		VU	U	P	L	VH
	C					
	Ma	1	1	3	3	1
	Mod		6	11		
	S		6	2	1	
	L					
		VU	U	P	L	VH

Likelihood (Probability)

Children's Services
No. of Risks 24
8 High-Level (33%)

Impact (Severity)		VU	U	P	L	VH
	C					
	Ma		4	5	2	
	Mod		5	4	1	
	S		1	2		
	L					
		VU	U	P	L	VH

Likelihood (Probability)

Corporate Development Services
No. of Risks 37
2 Extreme – 13 High-Level (40%)

Impact (Severity)		VU	U	P	L	VH
	C				1	1
	Ma	1	10	4	2	
	Mod		4	7	5	2
	S		3	1		1
	L			1		
		VU	U	P	L	VH

Likelihood (Probability)

Place
No. of Risks 152
22 High-Level (15%)

Impact (Severity)		VU	U	P	L	VH
	C					
	Ma	1	28	14	4	
	Mod	2	31	38	4	
	S		19	8	1	1
	L				1	
		VU	U	P	L	VH

Likelihood (Probability)

Risks - Current Status

- Extreme 1%
- High 20%
- Medium 65%
- Low 14%

Risks - Direction of Travel

- Worse 4%
- Improved 13%
- No Change 60%
- New Risk 23%
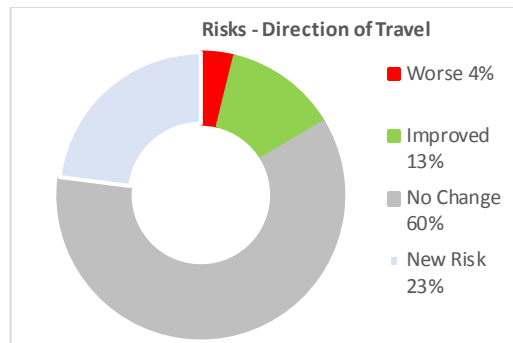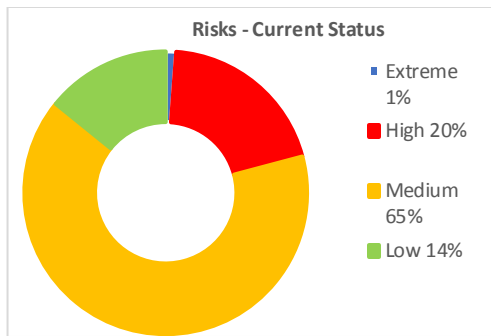
People Directorate for Adults and Housing	Risk Register can be viewed from this link HERE
	35 Risks - 1 Extreme - 6 High-Level

Risk Profile

Impact (Severity)	VU	U	P	L	C
C					
Ma	1	1	3	3	1
Mod		6	11		
S		6	2	1	
L					

Likelihood (Probability)

Risks - Current Status

- Extreme 3%
- High 17%
- Medium 60%
- Low 20%

Risks - Direction of Travel

- Worse 17%
- Improved 37%
- No Change 26%
- New Risk 20%
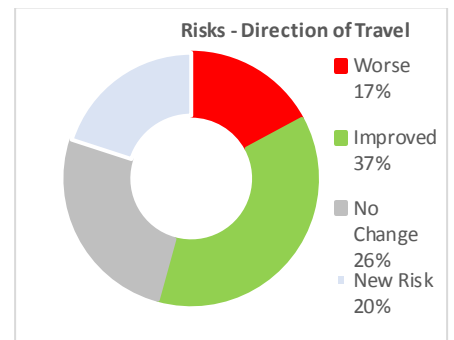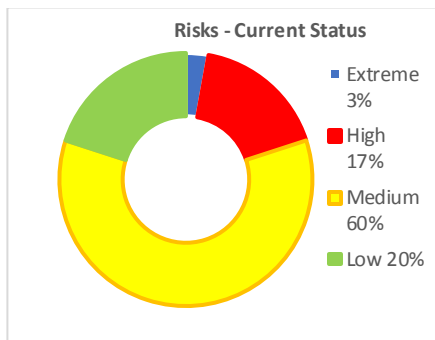
A **SNAPSHOT** of the risks broken down by service are set out below:

A Better Life Transformation Programme

Impact (Severity)	VU	U	P	L	C
C					
Ma					
Mod					
S		2	1		
L					

Likelihood (Probability)

Adults & Housing - Adult Care

Impact (Severity)	VU	U	P	L	C
C					
Ma		1	2	1	
Mod		2	4		
S		2	1	1	
L					

Likelihood (Probability)

Commissioning

Impact (Severity)	VU	U	P	L	C
C					
Ma	1		1		1
Mod			2		
S					
L					

Likelihood (Probability)

Community Safety

Impact (Severity)	VU	U	P	L	C
C					
Ma					
Mod			3		
S					
L					

Likelihood (Probability)

Housing

Impact	C				

	VU	U	P	L	C
Ma				2	
Mod		4	2		
S		2			
L					

Likelihood (Probability)

Children's Services Directorate	Risk Register can be viewed from this link **HERE**
	24 Risks - 8 High-Level

Risk Profile

Impact	VU	U	P	L	C
C					
Ma		4	5	2	
Mod		5	4	1	
S		1	2		
L					

Likelihood (Probability)

Risks - Current Status
- Extreme 0%
- High 34%
- Medium 62%
- Low 4%

Risks - Direction of Travel
- Worse 4%
- Improved 28%
- No Change 48%
- New Risk 20%
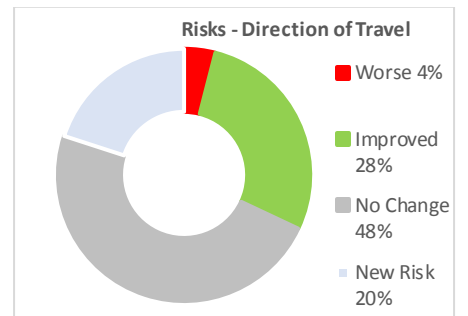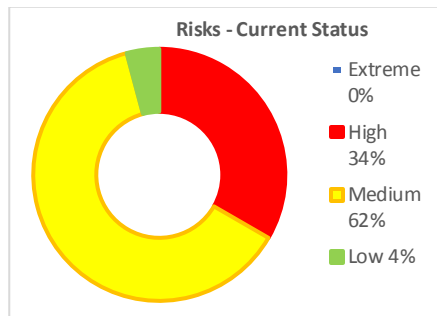
A **SNAPSHOT** of the risks broken down by service are set out below:

Children's Care & Protection

Impact (Severity)	VU	U	P	L	C
C					
Ma		1	3	1	
Mod		1	2		
S			1		
L					

Likelihood (Probability)

Commissioning & Partnerships (Children's)

Impact (Severity)	VU	U	P	L	C
C					
Ma		1	2		
Mod		2	1	1	
S			1		
L					

Likelihood (Probability)

Schools & Learning

Impact (Severity)	VU	U	P	L	C
C					
Ma		2		1	
Mod		2	1		
S		1			
L					

Likelihood (Probability)

Corporate Development Services	Risk Register can be viewed from this link **HERE**
	40 Risks – 2 Extreme - 13 High-Level

Risk Profile

Impact					
C				**1**	**1**
Ma	**1**	**10**	**4**	**2**	
Mod			**4**	**7**	**5**	**2**
S			**3**	**1**		**1**
L				**1**	
	VU	**U**	**P**	**L**	**C**
	Likelihood (Probability)				

Risks - Current Status
- Extreme 5%
- High 27%
- Medium 31%
- Low 12%

Risks - Direction of Travel
- Worse 0%
- Improved 13%
- No Change 37%
- New Risk 50%
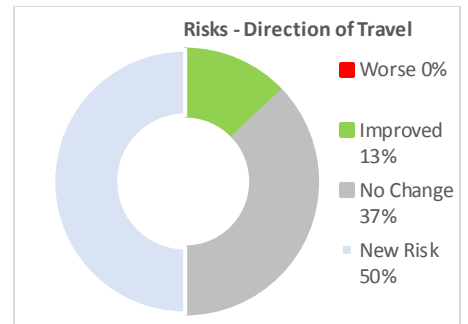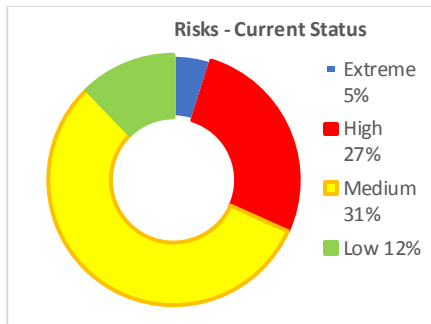
A **SNAPSHOT** of the risks broken down by service are set out below:

Finance and Commercial

Impact (Severity)					
C				**1**	**1**
Ma		**4**			
Mod				**2**	
S		**1**			
L			**1**		
	VU	**U**	**P**	**L**	**C**
	Likelihood (Probability)				

HR and OD

Impact (Severity)					
C					
Ma			**2**	**1**	
Mod					**1**
S					
L					
	VU	**U**	**P**	**L**	**C**
	Likelihood (Probability)				

ICT Operations

Impact (Severity)					
C				**1**	**1**
Ma					
Mod			**2**		
S					
L					
	VU	**U**	**P**	**L**	**C**
	Likelihood (Probability)				

Legal & Democratic Services

Impact (Severity)					
C					
Ma		**5**	**1**	**1**	
Mod		**2**	**3**		**1**
S					
L					
	VU	**U**	**P**	**L**	**C**
	Likelihood (Probability)				

Business Insight & Corporate Communication

Digital & Change

Impact (Severity)	VU	U	P	L	C
C					
Ma					
Mod			1	3	
S		1			1
L					

Likelihood (Probability)

Impact (Severity)	VU	U	P	L	C
C					
Ma	1	1	1		
Mod		2	1		
S					
L					

Likelihood (Probability)

Place Directorate	Risk Register can be viewed from this link HERE
	152 Risks – 22 High-Level

Risk Profile

Impact	VU	U	P	L	C
C					
Ma	1	28	14	4	
Mod	2	31	38	4	
S		19	8	1	1
L				1	

Likelihood (Probability)

Risks - Current Status
- Extreme 0%
- High 15%
- Medium 70%
- Low 15%

Risks - Direction of Travel
- Worse 2%
- Improved 5%
- No Change 77%
- New Risk 16%

A **SNAPSHOT** of the risks broken down by service are set out below:

ASSETS & PROPERTY

Impact (Severity)	VU	U	P	L	C
C					
Ma			1	1	
Mod		1	3		
S			2		
L					

Likelihood (Probability)

CUSTOMER SERVICES, LIBRARIES & ARCHIVES

Impact (Severity)	VU	U	P	L	C
C					
Ma		2			
Mod		4	2		
S		4	2		
L					

Likelihood (Probability)

Economy Infrastructure and Growth – HIGHWAYS

Impact (Severity)	VU	U	P	L	C
C					
Ma		5	3	1	
Mod	1	11	8		
S			1		1
L				1	

Likelihood (Probability)

Economy Infrastructure and Growth – PLANNING

Impact (Severity)	VU	U	P	L	C
C					
Ma		5	1		
Mod		4	5	1	
S		7	1		
L					

Likelihood (Probability)

Economy Infrastructure and Growth – DORSET TRAVEL

Impact (Severity)	VU	U	P	L	C
C					
Ma		1	1		
Mod		1	6	1	

GROWTH & ECONOMIC REGENERATION

Impact (Severity)	VU	U	P	L	C
C					
Ma		2	1		
Mod		1	4	1	

Impact \ Likelihood	VU	U	P	L	C
S			1	1	
L					
	Likelihood (Probability)				

Impact \ Likelihood	VU	U	P	L	C
S					
L					
	Likelihood (Probability)				

Place Based Services – COMMERCIAL WASTE & STRATEGY

Impact (Severity) \ Likelihood	VU	U	P	L	C
C					
Ma	1		3	1	
Mod			1	1	
S					
L					
	Likelihood (Probability)				

Place Based Services – COMMUNITY & PUBLIC PROTECTION

Impact (Severity) \ Likelihood	VU	U	P	L	C
C					
Ma		4	3		
Mod	1	5	8		
S		7	1		
L					
	Likelihood (Probability)				

Place Based Services – ENVIRONMENT & WELLBEING

Impact (Severity) \ Likelihood	VU	U	P	L	C
C					
Ma		6			
Mod		2			
S		1			
L					
	Likelihood (Probability)				

Place Based Services – WASTE & OPERATIONS

Impact (Severity) \ Likelihood	VU	U	P	L	C
C					
Ma		3	1	1	
Mod		2	1		
S					
L					
	Likelihood (Probability)				