



**RISK
MANAGEMENT
FRAMEWORK**

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1. Introduction

The fundamental principles adopted by the Council on Risk Management are described in the policy statement and procedure as set out in this document. Adopting and implementing the framework detailed will achieve compliance with the policy.

2. Background

Councils face a wide variety of risks including physical risks to people or property, financial loss, failure of service delivery, information management and damage to reputation. Risk for this purpose is defined as "the possibility of an event occurring that will have an impact on the achievement of objectives, reputation, or service delivery".

Good risk management is a key tool in assisting a Council to manage uncertainty to enable it to better achieve its corporate objectives. Risk management is intended to be a planned and systematic approach to the identification, assessment and management of the risks facing the Council. Steps must be taken to effectively manage those risks. Risk management supports innovative solutions as it carefully considers the benefits, alongside the risks, that may occur.

The traditional means of protecting against the more obvious risks has been through insurance. However, many risks cannot be insured against and must be addressed in different ways. Even in the case of those risks which are insurable, action should be taken to reduce the potential risks with consequent savings of premiums and disruption of work.

Policy Statement

3. Definition

The council adopts the COSO 2017 definition of risk, which states- the possibility that an event will occur and affect the achievement of strategy and business objectives with negative and positive outcomes. Within the context of the council, this is an event that would impact the achievement of objectives, reputation, or service delivery.

The council also adopts the COSO definition of risk management- the culture, capabilities and practices, integrated with strategy setting and its execution, that organisations rely on to manage risks in creating, preserving and realizing value. An integrated approach to risk management allows for the

effective appraisal and management of risk within our business planning, project management and change management process as well as how we effectively manage our working partnerships.

It is the responsibility of every officer and elected member to take an active role in the identification and appropriate management of risk across the Council.

We will use risk management to promote innovation as well as to help secure our objectives. This will be achieved through the appropriate use of risk appetites.

4. Levels of risk

The two main types of risk faced by local authorities fall into two separate spheres: strategic risk and operational risks

Strategic risks- Concern the long-term strategic objectives of the organisation. They can be affected by such areas as capital availability, sovereign and political risks, legal and regulatory changes, reputation and changes to the physical environment. These are also known as Corporate Risks.

Operational risks- Concern the day-to-day service delivery issues that the organisation is confronted with as it strives to deliver its strategic objectives. These are divided into Directorate and Service Level Risks.

5. Organisation

This risk management strategy will be subject to endorsement by the Governance and Audit Committee.

The Executive Director of Strategy and Resource is responsible for risk management.

The Organisational Development and Performance Team (OD&P) will support the Executive Director of Strategy and Resource in assessing risks likely to have a significant impact on the achievement of the Council's objectives.

All officers and elected members in Breckland are responsible for risk management and the breakdown of responsibilities are detailed further in Appendix One. Some of those responsibilities include:

- All officers must be aware of their roles and responsibilities in risk management.
- All Senior Managers will implement risk management within their service.
- Risk assessments will be carried out as a routine part of service planning and management activities.

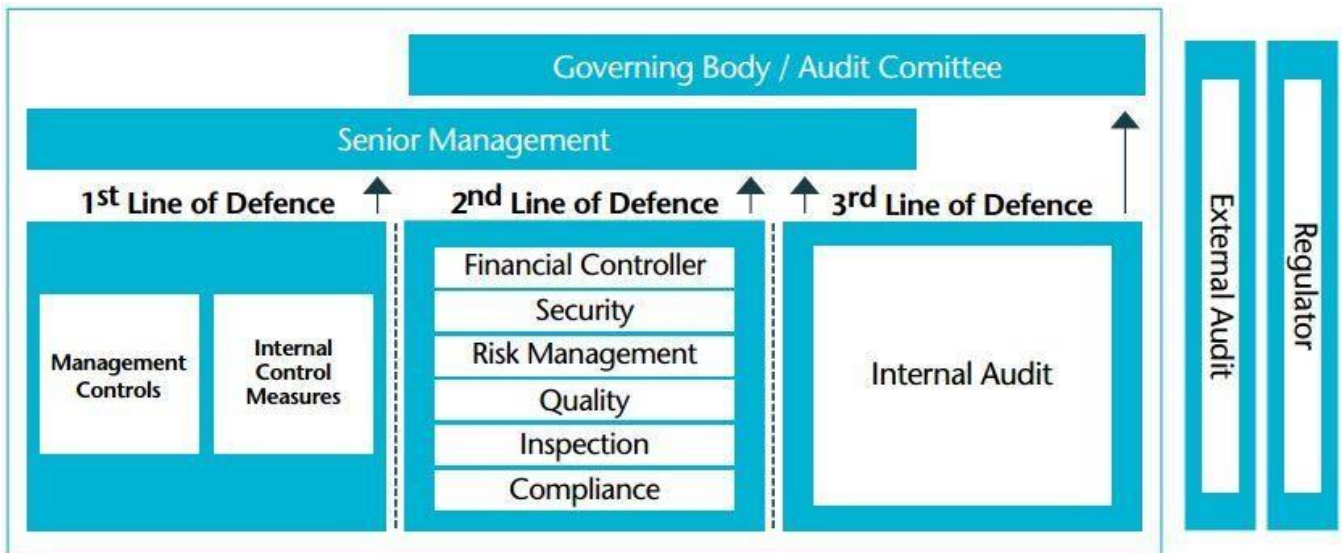
- The Organisational Development and Performance Team are to be notified of any significant changes or if a risk materialises to enable them to ensure that appropriate and adequate mitigations are in place and recorded.
- The Director of Place and Delivery is to be informed if financing measures are required to be put in place.
- A risk culture will be built across the department that does not inhibit the Council from continuing to be innovative.
- Key risks to service objectives, projects, partnerships and change management processes under their control are identified, recorded and managed on the Council's performance management system.
- Those risks that have a corporate impact are to be considered for inclusion in the Strategic Risk Register.

The Executive Director of Strategy and Resource is responsible for coordinating the Council's approach to risk management. The Organisational Development and Performance Team is responsible for monitoring the effectiveness of this risk management strategy and for reviewing compliance with controls introduced to manage risks.

The process seeks to contribute to the Council's emerging three lines of defence approach to assurance. In this model Risk Management would be recognised as the second line of defence and would contribute towards the Council's overall levels of assurance.

The Institute of Internal Auditors and the Institute of Directors endorse the 'Three Lines of Defence' model as a way of explaining the relationship between Council functions and as a guide to how responsibilities should be divided:

- the first line of defence – functions that own and manage risk
- the second line of defence – functions that oversee or specialise in risk management, compliance
- the third line of defence – functions that provide independent assurance, above all internal audit.



6. Arrangements

Reports to Committees will include an appraisal of all associated risks and their implications.

Corporate risks will be identified and:

- assessed for likelihood and impact
- mitigating controls identified and recorded
- allocated a responsible officer for the mitigating controls □ cost implications of controls considered

Risk Management training will be provided to senior managers to ensure that they have the skills necessary to identify, appraise and control the risks associated with the services they provide. elected members will receive training on risk so that they can consider the implications of risk in their work for the Council.

Every partnership, project team or change management team will appraise strategic and operational risks and make provisions for dealing with those risks appropriately. This will be done in a way that does not prevent innovation or opportunity, such as income generation. An example of this would be ensuring that the purchase of commercial property is not inhibited due to any perceived aversion to risk.

Procedure

7. Corporate Governance

Effective risk management is an essential element of good corporate governance which, in turn, supports effective decision making and ultimately contributes to improved performance and providing assurance.

The risk management framework aims to:

- clarify responsibilities for identifying and managing risks
- ensure that an appropriate level of risk management is consistently applied across the Council
- increase awareness and use of risk management as a normal element of service management and improvement
- facilitate sharing of experience and good practice across the Council
- act as a second line of defence in the Council's three lines of defence assurance model
- embed the concept of risk management in the Council and ensure that accurate and relevant statements are made in the Annual Governance Statement

8. Leadership and Responsibility

Given the diversity of Council services and the wide range of potential risks, responsibility for identifying and taking action to address potential risks must be clear.

Responsibility for effective risk management rests with every officer and elected member of the Council.

The Chief Executive Officer is the officer with overall responsibility for ensuring adherence to the Council's policy on Risk Management.

The framework of roles and responsibilities in Appendix One shows how these are allocated.

9. Training

Individual officers and members will have different needs, and these can be met with different methods. These will include appropriate awareness-raising sessions as well as more formal training. External providers will be identified

to deliver specific training and, where appropriate, in-house training, will be used.

10. Resourcing Risk Management

Risk management is not a new issue and every member, and every officer is responsible for considering risk implications as they relate to the actions of their day-to-day work. However, it is recognised that the concept of risk management needs to become formalised and part and parcel of the culture of the Council.

At the Central Management Team level, the Executive Director of Strategy and Resource is the designated risk champion.

The Organisational Development and Performance Team will be the link for all aspects of risk management.

11. Role of the Performance, Risk and Audit Board

Whilst acknowledging the wide variety of risks that face the Council, and the differing circumstances that apply in different services, it is essential that there is some consistency in the way that risks are identified and assessed. This helps to ensure that all areas of risk are adequately considered and relative priorities for action can be judged.

The internal management boards will provide this consistency of approach. The Boards will act as a link between project managers, specialised groups dealing with particular areas of risk, senior management and elected members. The Boards will review updates on both corporate and operational risks quarterly and take any remedial actions necessary; including escalation to the Executive Management Team and the Governance and Audit Committee as appropriate.

Quarterly updates on the Strategic Risk Register will be provided to the Central Management Team and the Governance and Audit Committee.

12. Risk Management Role in the Governance and Audit Committee

The Governance and Audit Committee is responsible for monitoring the arrangements in place for the identification, monitoring and management of strategic risk.

To provide the Governance and Audit Committee with the necessary information to undertake these responsibilities, progress updates on the

Strategic Risk Register are reported quarterly at Governance and Audit Committee meetings.

13. Risk Identification

To meet the requirements of this framework, risks must be capable of being identified at any level, and by anybody, within the Council.

All officers will be responsible for identifying risks and ensuring that these are recorded and managed through the Council's corporate performance system. Service managers and team leaders will have overall responsibility for ensuring that all risks relating to their service area are identified, recorded, mitigated, and managed. These will include key risks to service objectives, projects, partnerships, and change management processes under their service area.

Service/Operational risks will be included as an agenda item on internal management boards quarterly meetings. The purpose of this is to review whether any further mitigation is required, whether additions, deletions or any other changes need to be made. Where an operational risk retains a high-risk score despite mitigation for three quarterly reporting periods it will be escalated to become a strategic risk.

Any risk can, if appropriate, be escalated to being a strategic risk through the Executive Director of Strategy and Resource, Organisational Development and Performance Team and the Central Management Team.

The Strategic Risk Register will be reviewed quarterly and updated to reflect any changes to the risks currently included and to include any new risks identified. Currently reported strategic risks which are identified as needing to be changed to operational or no longer a risk as fully mitigated, will be removed from the strategic register following the report to the Governance and Audit Committee that advises of the decision to demote or remove.

14. Involvement of Other Related Groups

The Council's Internal Audit function, as the third line of defence, also contribute to the management of risk. The work of Internal Audit is based on a needs and risk assessment process that identifies and focuses resources on higher risk areas. Audit findings are reported to the relevant Director and Senior Manager together with recommendations for improvement and an action plan. Checks are undertaken by Internal Audit and the Corporate Improvement & Performance Team to ensure agreed recommendations are implemented.

15. External Contacts

The potential risks faced by the Council are, in many cases, similar to those faced by other authorities and it is practical and cost-effective to learn from the experience of others. To share risk management information and experiences, the Council has established networks with other authorities and agencies.

16. Partnerships

A Partnership Policy is available and outlines the Council's approach to assessing risks for partnerships. The policy explains the steps that should be taken to assess risks before the decision is made to enter into a partnership and also how to undertake ongoing monitoring of risk once a partnership has been established. The matrix for partnership risks is set out in appendix two of this document.

17. Methodology

A methodology for identifying, assessing and managing risk within the Council has been developed. This methodology has the advantage of being relatively straightforward to use and can be applied to both the strategic risks of the Council and as part of the routine service, project planning and change management processes (operational risks).

Once a risk has been identified it is essential to determine the level of impact and likelihood. The impact and likelihood criteria are set out in Appendix 2.

The Strategic Risk Register is held by the Corporate Improvement and Performance Team and published through the Council's corporate performance system. The format of the register is as below:

Title	Description	Original Score	Controls/Mitigation	Current Risk Score	Impact	Likelihood	Trend (last quarter)	Latest Note	Latest Update Date	Target Impact	Target Likelihood
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The table below sets out an explanation of each of the fields contained within the Corporate Risk register: -

<i>Title</i>	Title of Risk
<i>Description</i>	Description of the risk before mitigation
<i>Raw risk score</i>	This is the original risk score (Impact x Likelihood) with no mitigations/controls.
Current Risk Score	This is the risk score at present with the mitigations/controls included

<i>Target risk score</i>	This is the risk score the organisation finds acceptable, in keeping with its appetite.
Controls/Mitigation	This is the mitigating actions and controls put in place to reduce the risk. This may be broken down further in some cases into proactive and reactive mitigations and which controls are in place/ need to be added.
Impact	This is the current risk impact score (see Appendix 2)
Likelihood	This is the current risk Likelihood score (see Appendix 2)
Trend (last quarter)	This highlights the direction of travel compared to the previous quarter
Latest Note	This provides details on the latest actions taken
Latest Update Date	This is the date the latest update was provided
Target Impact	This is the target impact score that the Council has deemed to be acceptable for this risk (see Appendix 2)
Target Likelihood	This is the target likelihood score that the Council has deemed to be acceptable for this risk (see Appendix 2)
Target actions	These are the actions that need to be completed for the council to mitigate the risk
Target date	The date at which the target should be reached. This is should be calculated based on the target actions
Origin date	The date the risk was added to the council's strategic risk register (either as a new risk or as an operational risk that has become strategic)

18. Risk Appetite (Targets)

Risk appetite refers to the Council's attitude towards risk, which in turn dictates the amount of risk that it considers acceptable. As a result, risk appetite refers to our willingness to tolerate a particular level of exposure to specific risks. The appetite is also a function of our capacity to bear risk which should not be exceeded. The council should seek to review its risk appetite annually at a minimum. This is to ensure that it remains in line with wider strategic thinking within the organisation and ensures that the appetite is appropriate for the level of risk the council is willing to take.

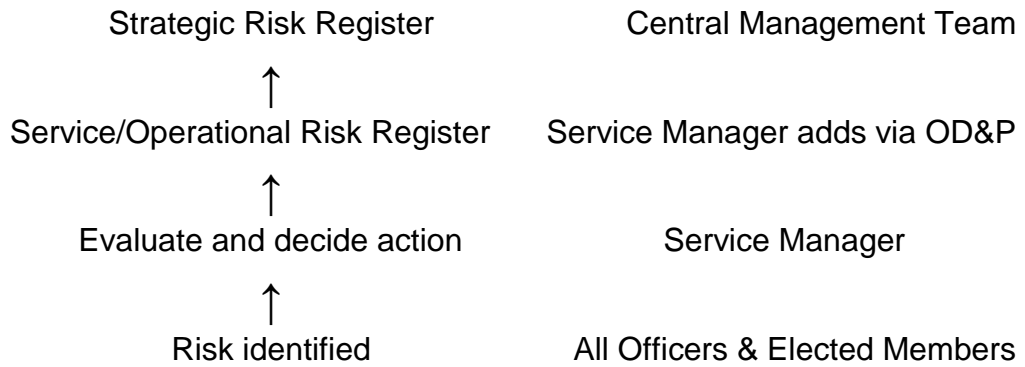
19. Risk Management Approach

The development of a consistent corporate approach to risk management needs to be done methodically and proportionately to avoid the creation of a self-defeating bureaucratic burden.

To ensure that risk management is handled in the most efficient way within the Council, the risk is included as part of the corporate planning process and the

Council's performance framework to ensure the quick identification of emerging risks and changes to identified risks.

The following chart (from the bottom up) shows how risk could be identified and escalated:



20. Reviews

The Framework will be reviewed by the Governance and Audit Committee on an 18-month basis. The Strategic Risk Register will be reviewed by the Executive Management Team quarterly and the Governance and Audit Committee a minimum of every three months and published through the Council's corporate performance system.

APPENDIX ONE Responsibilities

Shared Leadership – Role and

Everyone has a role to play in an integrated risk management framework. Combining shared leadership with a team approach will help contribute to its ultimate success. Roles identified at present are:

GOVERNANCE AND AUDIT COMMITTEE

Responsibilities include:

- Approving the Risk Management Framework which includes the Risk Management Policy and Strategy.
- Providing proactive leadership and direction on Risk Management Governance issues and champion Risk Management throughout the Council.
- Receiving progress reports on the Strategic Risk Register at least quarterly.
- Monitoring that an adequate risk management framework and associated control environment is in place.
- Monitoring arrangements for the identification, monitoring and management of strategic risks within the Council

CHIEF EXECUTIVE OFFICER

Responsibilities include:

- Promoting Risk Management and its benefits throughout the Council.
- Overall responsibility for securing adherence to the Council's Policy on Risk Management.
- Appointing a Director to take responsibility for risk management.

CENTRAL MANAGEMENT TEAM (CMT)

Responsibilities include:

- Considering risks attached to proposals for new/changing policies and service delivery arrangements.

- Ensuring that this framework is applied throughout all areas of the Council.
- Receiving progress reports on the risk reduction programme and propose revisions to the Strategic Risk Register.
- Supporting the Director of Strategy and Governance in assessing risks likely to have a significant impact on the achievement of the Council's objectives.

Executive Director of Strategy and Resource

Responsibilities include:

- Assessing risks likely to have a significant impact on the achievement of the Council's objectives.
- Coordinating the Council's approach to risk management.

EXECUTIVE DIRECTORS

Responsibilities include:

- Implementing risk management within their services.
- Identifying, recording and managing key risks to service objectives, project, partnership and change management processes under their control are identified.
- Ensuring their managers carry out risk assessments as a routine part of service planning and management activities.
- Ensuring any risks that have a corporate impact are reported for consideration for inclusion in Strategic Risk Register.
- Building a risk-aware culture across the department, through all officers.

ORGANISATIONAL DEVELOPMENT AND PERFORMANCE TEAM

Responsibilities include:

- Monitoring the implementation and effectiveness of this risk management strategy and reviewing compliance with controls introduced to manage risks.
- Coordinating risk management activity across the Council.

- Reporting on risk management activity to CMT and members.
- Maintaining a corporate strategic risk register and liaise with Service Managers relating to operational risks.
- Providing risk management training for officers and elected members, appropriate to their needs and responsibilities.
- Providing advice and assistance as required.
- Reviewing the Risk Management Framework on an 18-month basis.

SENIOR MANAGERS

Responsibilities include:

- Developing action plans concerning corporate strategic risks as they relate to their service area.
- Identifying risks attached to proposals for new/changed policies and service delivery arrangements.
- Assisting with the identification and recording of all key risks to services, projects, partnerships and change management processes.

ALL OFFICERS

Responsibilities include:

- Maintaining an awareness of risk management principles and take responsibility for identifying and managing risk within their working environment.
- Applying risk management to those risks requiring further action, particularly new developments and project work.

INTERNAL AUDIT

Internal Audit reports to management on the Council's performance under the Risk Management Framework and the adequacy and effectiveness of systems of risk management.

EXTERNAL AUDIT

External Audit reports to Senior Management on the Council's performance on risk management.

ELECTED MEMBERS

Elected members are responsible for identifying the risks they become aware of during their activities as members and ensuring such risks are appropriately recorded.

APPENDIX TWO

RISK SCORING CRITERIA AND MATRIX

Likelihood:

Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
<i>Description</i>	The likelihood of the risk has been minimised to a negligible possibility	The risk is technically possible but an occurrence is not foreseeable in the medium/long term	The risk is a real possibility but the likelihood of an occurrence in the short/medium term is small	The risk is probably going to occur at some point in the medium term, possibly sooner	The risk is probably going to occur imminently
<i>Timeframe</i>	Will occur at some point in next 50 years	Will occur at some point in the next 25 years	Will occur at some point in the next 10 years	Will occur at some point in the next 5 years	Will occur at some point in the next year
<i>Probability</i>	10% or less	Between 10-30%	Between 30-50%	Between 50-85%	85% or more

Where the probability and timing score differently, a judgement should be made as to the correct likelihood score.

Impact-

Strategic Risks

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
<i>Political risk</i>	Authority fails to effectively scrutinise its decisions	No scrutiny of decisions takes place	Scrutiny process publicly questioned or criticised	Resignation of Leader, Cabinet Member, Chief Executive or Director	Authority placed in special measures, DCLG appoints administrators
<i>Reputation risk</i>	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage for more than one day,	Negative national press coverage for more than one week, public criticism from local partners	Public criticism from MP, LGA, DCLG, County Council or other national body	International negative press coverage
<i>Financial risk</i>	Up to 1% of authority budget	Up to 5% of authority budget	Up to 10% of authority budget	Up to 15% of authority budget	Over 15% of authority budget
<i>Legal risk</i>	Authorities' actions' legality repeatedly questioned in public	Council decisions overturned	Damages or similar claim sought against authority	Multiple damages claims sought against authority	Authority in breach of law, criminal charges brought
<i>Disruption risk</i>	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week	Total service outage for more than three weeks	Multiple services unable to operate
<i>Environmental risk</i>	Short term damage in an isolated area requiring partners assistance	Long term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance	Permanent environmental damage with significant impact
<i>Contractual risk</i>	Major contract renegotiation required	Service reduction dictated by contractor's ability to operate	Service provision significantly altered or sanction clauses invoked	Contracted service failure and/or termination of contract	Abrupt contracted service failure without contingency
<i>Asset/ Infrastructure risk</i>	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, key vehicle damaged	Council facilities inaccessible, key vehicle needs replacing	Council facilities damaged, multiple vehicles need replacing, key infrastructure outage	Council facilities destroyed, key infrastructure destroyed

<i>Health & Safety risk</i>	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life or criminal assault	Multiple losses of life, widespread criminal assault
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Project risk impacts

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
<i>Political risk</i>	Residents unaware of authority's actions	Residents' access to oppose actions limited	Residents' access to oppose actions process blocked	Authority fails to effectively scrutinise its actions	No scrutiny of actions takes place
<i>Reputation risk</i>	Increased complaints for less than one week	Increased complaints for more than one week	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body
<i>Financial risk</i>	Up to 1% of project budget	Up to 5% of project budget	Up to 10% of project budget	Up to 15% of project budget	Over 15% of project budget
<i>Legal risk</i>	Delays due to legal clarifications being sought (<1 month)	Delays due to legal clarifications being sought (1-6 months)	Delays due to legal clarifications being sought (>6 months)	Project operations potentially subject to legal challenge, project on hold until resolved	Project operations potentially in breach of legislation, project terminated
<i>Disruption risk</i>	Individual officers having work disrupted	Multiple officers unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
<i>Environmental risk</i>	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
<i>Contractual risk</i>	Negative impact on key partner relationship	Minor contract renegotiation required	Major contract renegotiation required	Project aims or goal significantly altered or sanction clauses invoked	Project failure and/or termination of contract

<i>Asset & Infrastructure risk</i>	Individual pieces of equipment damaged or needing replacement	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, vehicle damaged	Council properties inaccessible, vehicle need replacing	Council properties damaged, multiple vehicles need replacing, key infrastructure outage
<i>Health and Safety risk</i>	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life

Partnership risk impacts

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
<i>Political risk</i>	Residents unaware of partnership actions	Residents' access to oppose actions limited	Residents' access to oppose actions process blocked	Partnership fails to effectively scrutinise its actions	No scrutiny of actions takes place
<i>Reputation risk</i>	Increased complaints for less than one week	Increased complaints for more than one week	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from partners
<i>Financial risk</i>	Council's contribution <£15,000	Council's contribution £15,000-£50,000	Council's contribution £50,000-£100,000	Council's contribution £100,000-£200,000	Council's contribution >£200,000
<i>Legal risk</i>	Lack of clarity in terms of liability <£15,000	Lack of clarity in terms of liability £15,000-£50,000	Lack of clarity in terms of liability £50,000-£100,000	Lack of clarity in terms of liability £100,000-£200,000	Lack of clarity in terms of liability >£200,000
<i>Disruption risk</i>	Partnership arrangements create delays	Partnership arrangements create minor delays	Partnership arrangements create significant delays	Partnership arrangements limit operational freedom	Partnership fails, key shared resources lost
<i>Environmental risk</i>	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
<i>Contractual risk</i>	Negative impact on partnership relationship	Minor contract renegotiation required	Major contract renegotiation required	Partnership purpose significantly altered or sanction clauses invoked	Partnership failure and/or termination of contract
<i>Asset & Infrastructure risk</i>	Individual pieces of equipment damaged or needing replacement	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, partnership connections unreliable	Partnership properties inaccessible, online resources compromised	Partnership properties damaged, key infrastructure outage

<i>Health and Safety risk</i>	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life
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Operational risk impacts

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
<i>Political risk</i>	Residents unaware of decision-making process	Residents' access to decision-making process limited	Residents' access to decision-making process blocked	Decisions not published	Authority fails to effectively scrutinise its decisions
<i>Reputation risk</i>	Increased complaints for less than one week	Increased complaints for more than one week	Increased complaints in for other services as problems cause a backlog	Complaints not being heeded, generating further complaints	Negative local press coverage for one day, increased complaints for more than one quarter
<i>Financial risk</i>	Up to 1% of service budget	Up to 5% of service budget	Up to 10% of service budget	Up to 15% of service budget	Over 15% of service budget
<i>Legal risk</i>	Authorities' actions' legality questioned in public	Authorities' actions' legality repeatedly questioned in public	Council decisions legally challenged	Council decisions overturned	Damages or similar claim sought against authority
<i>Disruption risk</i>	Individual officers having work disrupted	Multiple officers unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
<i>Environmental risk</i>	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Long term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify
<i>Contractual risk</i>	Negative impact on supplier/client relationship	Minor contract renegotiation required	Major contract renegotiation required	Service reduction dictated by contractor's ability to operate	Service provision significantly altered or sanction clauses invoked
<i>Asset & Infrastructure risk</i>	Individual pieces of equipment damaged or needing replacement	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, vehicle damaged	Council properties inaccessible, vehicle need replacing	Council properties damaged, multiple vehicles need replacing, key infrastructure outage

<i>Health and Safety risk</i>	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life
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[Risk impacts do not need to match the descriptions above *exactly*, the category cells' descriptions provide examples of risks to give context to each score]