

## Corporate Recovery Risk Register

Version 07

Reviewed: 07.10.20

Key	
Underlying Risk Rating	The risk rating before any mitigating actions
Current Risk Rating	This risk rating following the planned mitigation actions
Target Risk Rating	The risk rating which is realistically achievable and by when
Risk Trend	The trend of the risk since the last review date
Risk Status	Open denotes a live risk      Closed denotes a closed risk

## Finance - Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No Government funding to replace income lost during the response phase	Strategic	Gary Ferguson	Sara Dulson	R	G	G Q3 2020/21	G ↓	Open
CF02 Updated Oct 2020	A continued loss of income in the recovery phase and beyond should public behaviour change Note: the risk trend is amended as it is static	Strategic	Gary Ferguson	Sara Dulson	R	A	A Open	A ↔	Open
CF03 Updated Oct 2020	A continued loss of income in trading services in a phased lock-down Note: the risk trend is amended as it is static	Strategic	Gary Ferguson	Sara Dulson	R	A	A Q2 2021/22	A ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q3 2021/22	A ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2021/22	A ↔	Open
CF19 Updated Oct 2020	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool Note: the risk trend is amended as it is static	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2020/21	A ↔	Open

## Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF06 Updated Oct 2020	Insufficient reserves remain following the response phase Note: the risk trend is amended as it is static	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	A ↔	Open
CF07 Updated Oct 2020	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase Note: the risk trend is amended as it is static	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	A ↔	Open

## Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF08 Updated Oct 2020	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget Note: the risk trend is amended as it is static	Strategic	David Barnes	Sara Dulson	A	R	G Q2 2021/22	A ↔	Open
CF09	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	David Barnes	Sara Dulson	A	A	G Q4 2020/21	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF09a</b>	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	<b>Strategic</b>	<b>David Barnes</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>A</b>	<b>A</b> Q1 2021/22	<b>A</b> ↔	<b>Open</b>

#### Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF10</b>	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	<b>Operational</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Open	<b>A</b> ↔	<b>Open</b>

#### Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF11</b>	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>A</b>	<b>G</b> Open	<b>A</b> ↔	<b>Open</b>
<b>CF12</b> Updated Oct 2020	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>A</b> ↔	<b>Open</b>
<b>CF13</b> Updated Oct 2020	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Phil Latham</b>	<b>R</b>	<b>A</b>	<b>G</b> Open	<b>A</b> ↔	<b>Open</b>

#### Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF14</b>	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Rachael Corbelli</b> <b>David Barnes</b>	<b>R</b>	<b>R</b>	<b>A</b> Open	<b>R</b> ↑	<b>Open</b>

#### Finance - Capital Programme

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF15</b> Updated Oct 2020	Impact on the Capital Programme of loss of/reduction in planned Government specific grants Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Liz Thomas</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2021/22	<b>A</b> ↔	<b>Open</b>
<b>CF16</b>	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	<b>Strategic</b>	<b>Neal Cockerton</b>	<b>Liz Thomas</b>	<b>A</b>	<b>A</b>	<b>G</b> Q3 2021/22	<b>A</b> ↔	<b>Open</b>

#### Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CF17</b>	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	<b>Strategic</b>	<b>Gary Ferguson</b>	<b>Sara Dulson</b>	<b>A</b>	<b>A</b>	<b>G</b> Q1 2021/22	<b>A</b> ↔	<b>Open</b>

#### Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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<b>CF18</b>	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	<b>Strategic</b>	<b>Colin Everett</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>R</b>	<b>A Open</b>	<b>A ↔</b>	<b>Open</b>
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## Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW01a</b>	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>R</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Open</b>
<b>CW03</b>	Cost associated with carry forward of accrued leave across multiple leave years	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>A ↔</b>	<b>Open</b>

## Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW07</b>	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Open</b>
<b>CW08a</b>	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Q2 2020/21</b>	<b>G ↓</b>	<b>Open</b>
<b>CW09</b> Updated Oct 2020	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services Note: the risk trend has increased due to recent increase in demand	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>R ↑</b>	<b>Open</b>
<b>CW09c</b>	The impacts on workforce planning of the unavailability of antibody testing	<b>Strategic</b>	<b>Colin Everett</b>	<b>Sharon Carney</b>	<b>A</b>	<b>G</b>	<b>G Q3 2020/21</b>	<b>G ↓</b>	<b>Open</b>
<b>CW10</b>	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>A ↔</b>	<b>Open</b>
<b>CW11</b>	Increase in demand for Occupational Health and supplementary services	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>A</b>	<b>G Open</b>	<b>A ↔</b>	<b>Open</b>
<b>CW12</b> Updated Oct 2020	Impact of changes to service performance/continuity from any changes to service models in the recovery phase. Note: the risk trend has decreased as no major changes to service models have been necessary at this stage	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G Q4 2020/21</b>	<b>G ↓</b>	<b>Open</b>
<b>CW13</b>	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	<b>Operational</b>	<b>Sharon Carney</b>	<b>Chief Officers</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>G ↓</b>	<b>Open</b>
<b>CW14</b>	Volatility and change in the employment market which impacts on successful recruitment to vacancies	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>G ↓</b>	<b>Open</b>
<b>CW21</b>	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Q4 2020/21</b>	<b>G ↓</b>	<b>Open</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW22</b>	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Q4 2020/21</b>	<b>A ↔</b>	<b>Open</b>
<b>CW23</b>	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>A</b>	<b>G Q4 2020/21</b>	<b>A ↔</b>	<b>Open</b>
<b>CW24</b> New Oct 2020	Impact on workforce availability/productivity as a result of caring responsibilities, specifically to care for children who have been sent home from school to self-isolate.	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>R</b>	<b>A</b>	<b>G Q4/20/21</b>	<b>A ↔</b>	<b>Open</b>

### Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW16</b>	Increased sickness absence both COVID and non COVID related	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>G ↓</b>	<b>Open</b>
<b>CW17</b>	Increased numbers of mental health related absences	<b>Operational</b>	<b>Sharon Carney</b>	<b>Julie Luff</b>	<b>A</b>	<b>G</b>	<b>G Open</b>	<b>G ↓</b>	<b>Open</b>
<b>CW18</b>	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G Q1 2021/22</b>	<b>A ↔</b>	<b>Open</b>

### Workforce - PPE

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW25</b> New Oct 2020	Impact on International/European PPE supply chain following Brexit	<b>Operational</b>	<b>Andrew Farrow</b>	<b>Vanessa Johnson</b>	<b>A</b>	<b>A</b>	<b>G Q1 2021/22</b>	<b>A ↔</b>	<b>Open</b>

### Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG01</b> Updated Oct 2020	Cyber-attack through bogus Covid-19 email Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>G Open</b>	<b>A ↔</b>	<b>Open</b>
<b>CG02</b> Updated Oct 2020	Loss of data or system hack due to malware or the use of unauthorised apps Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>R</b>	<b>A</b>	<b>G Open</b>	<b>A ↔</b>	<b>Open</b>
<b>CG03</b> Updated Oct 2020	Data loss or inaccuracy due to disrupted ways of working Note: the risk trend is amended as it is static	<b>Operational</b>	<b>Gareth Owens</b>	<b>Alun Kime</b>	<b>R</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>A ↔</b>	<b>Open</b>
<b>CG04</b>	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Mandy Humphreys</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>A ↔</b>	<b>Open</b>
<b>CG05</b>	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G Q3 2020/21</b>	<b>A ↔</b>	<b>Open</b>

### Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CG07</b> Updated Oct 2020	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>A</b> ↔	<b>Open</b>
<b>CG08</b> Updated Oct 2020	Emergency legislation is repealed prematurely and before we are ready to resume normal services Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>A</b>	<b>G</b> Q3 2020/21	<b>A</b> ↔	<b>Open</b>
<b>CG09</b> Updated Oct 2020	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making Note: the risk trend is amended as it is static	<b>Operational</b>	<b>Gareth Owens</b>	<b>Robert Robins</b>	<b>A</b>	<b>A</b>	<b>G</b> Q2 2020/21	<b>A</b> ↔	<b>Open</b>
<b>CG10</b> Updated Oct 2020	Technology failure during member meeting prevents or undermines inclusive and effective decision-making Note: the risk trend is amended as it is static	<b>Operational</b>	<b>Gareth Owens</b>	<b>Aled Griffith</b>	<b>A</b>	<b>A</b>	<b>G</b> Q2 2020/21	<b>A</b> ↔	<b>Open</b>
<b>CG13</b> Updated Oct 2020	Changes to established managerial and democratic systems result in failure to properly authorise a decision Note: the risk trend is amended as it is static	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>A</b> ↔	<b>Open</b>

## Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
<b>CW01</b>	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Rachael Corbelli</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW02</b>	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW04</b>	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	<b>Operational</b>	<b>Sharon Carney</b>	<b>Sara Dulson</b>	<b>A</b>	<b>G</b>	<b>G</b> Q4 2020/21	<b>A</b> ↔	<b>Closed</b>
<b>CW08b</b>	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
<b>CW20</b>	Impact of school closures (response phase) on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	<b>Operational</b>	<b>Sharon Carney</b>	<b>Business Partners</b>	<b>A</b>	<b>G</b>	<b>G</b> Open	<b>G</b> ↓	<b>Closed</b>
<b>CG11</b>	Insufficient information availability to provide an adequate annual statement of assurance	<b>Strategic</b>	<b>Chief Executive</b>	<b>Lisa Brownbill</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CG14</b>	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	<b>Strategic</b>	<b>Gareth Owens</b>	<b>Matt Georgiou</b>	<b>R</b>	<b>G</b>	<b>G</b> Q2 2020/21	<b>G</b> ↓	<b>Closed</b>
<b>CW02a</b>	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	<b>Strategic</b>	<b>Sharon Carney</b>	<b>Gary Ferguson</b>	<b>R</b>	<b>G</b>	<b>G</b> Q3 2020/21	<b>G</b> ↓	<b>Closed</b>

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW20a	Impact on our workforce due to schools operating in a different way from September onwards	Operational	Sharon Carney	Business Partners	A	A	G Q3 2020/21	G ↓	Closed
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							