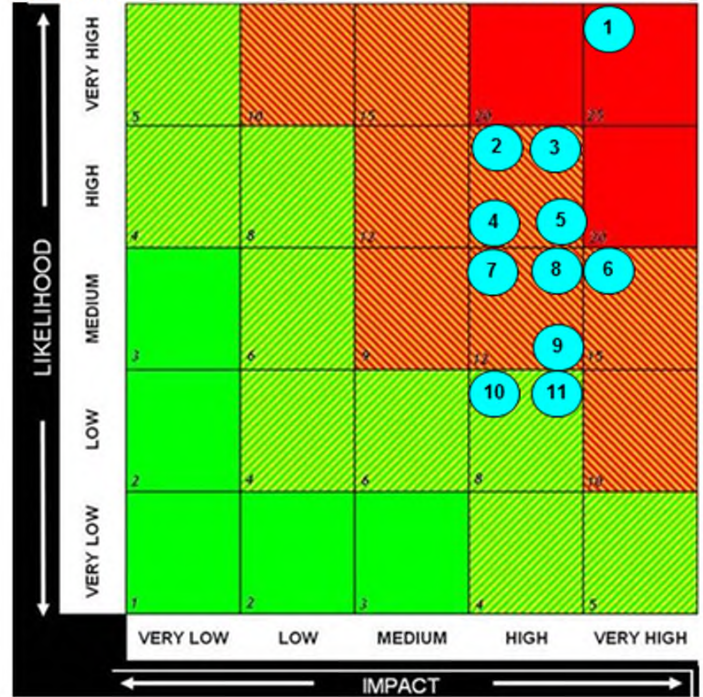


CBC Strategic Risk Register Matrix - Residual Risk Rating

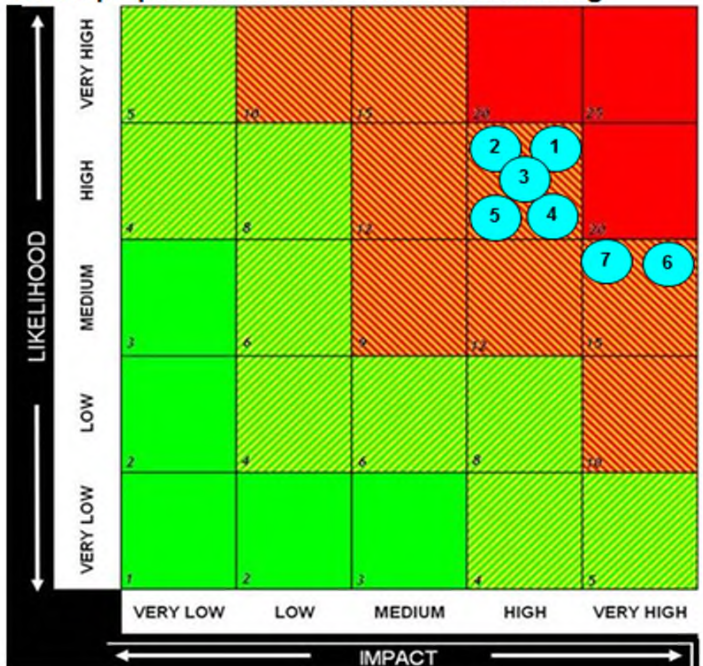


Key		2013/14			2014/15			2015/16		
#	Reference	Dec	Mar	Sept	Dec	Mar	Sept	Dec	Mar	
1	STR0019	15	15	20	20	20	20	20	20	
2	STR0001	12	12	12	12	12	16	16	16	
3	STR0003	16	16	16	12	12	16	16	16	
4	STR0009	8	8	8	16	16	16	16	16	
5	STR0027				20	16	16	16	16	
6	STR0010	12	15	15	15	15	15	15	15	
7	STR0022	12	12	12	12	12	12	12	12	
8	STR0024			20	12	12	12	12	12	
9	STR0028						12	12	12	
10	STR0008	16	15	12	12	12	8	8	8	
11	STR0013	15	15	12	12	12	8	8	8	

Overview of Risk Position - March 2016

No changes have been made to the existing strategic risks, but work is in progress to fully assess and document the emerging risks identified following the fundamental refresh of the risk register.

CBC Top Operational Risks - Residual Risk Rating



Key		2013/14			2014/15			2015/16		
#	Reference	Dec	Mar	Sept	Dec	Mar	Sept	Dec	Mar	
1	SCH0004	16	16	16	16	16	16	16	16	
2	SCH0007	16	16	16	16	16	16	16	16	
3	SCH0008	16	16	16	16	16	16	16	16	
4	SCH0005	16	16	16	16	16	16	16	16	
5	CHS0005			16	16	16	16	16	16	
6	CHS0023						15	15	15	
7	SUC030007	12	12	12	12	12	15	15	15	

Key

- New Risk (Yellow circle)
- Current Risk Position (Blue circle)
- Previous Position (White circle)

Assessing Impact

Impact Score	Impact Title	Example Description
5	Catastrophic	Total system dysfunction, total shutdown of operations, financial loss over £5m, key person resignation/removal, sustained adverse publicity in national media, fatality or permanent disability
4	Severe	All operational areas of a location compromised, other locations may be affected, financial loss up to £5m, sustained adverse publicity in national media, greater than 6 months absence for more than 5 people (single event)
3	Major	Disruption to a number of operational areas within a location and possible flow on to other locations, financial loss up to £1m, significant adverse publicity national media, greater than 20 days absence for more than 5 people (single event)
2	Reasonable	Some disruption manageable by altered operational routine, financial loss up to £250k, significant adverse publicity in local media, short term absence for up to 5 people (single event)
1	Low	Minimal interruption to service, financial loss up to £100k, Minor adverse publicity in local media, short term absence for up to 5 people (single event)

Assessing Likelihood

Scale	Description	Likelihood of Occurrence
5	Almost Certain	Likely to occur each year/over 60% chance of occurrence
4	Likely	Likely to occur every 3 years/up to a 60% chance of occurrence
3	Possible	Likely to occur every 5 years/up to a 40% chance of occurrence
2	Unlikely	Likely to occur every 10 years/up to a 20% chance of occurrence
1	Rare	Likely to occur every 10+ years/up to a 10% chance of occurrence

Appendix A