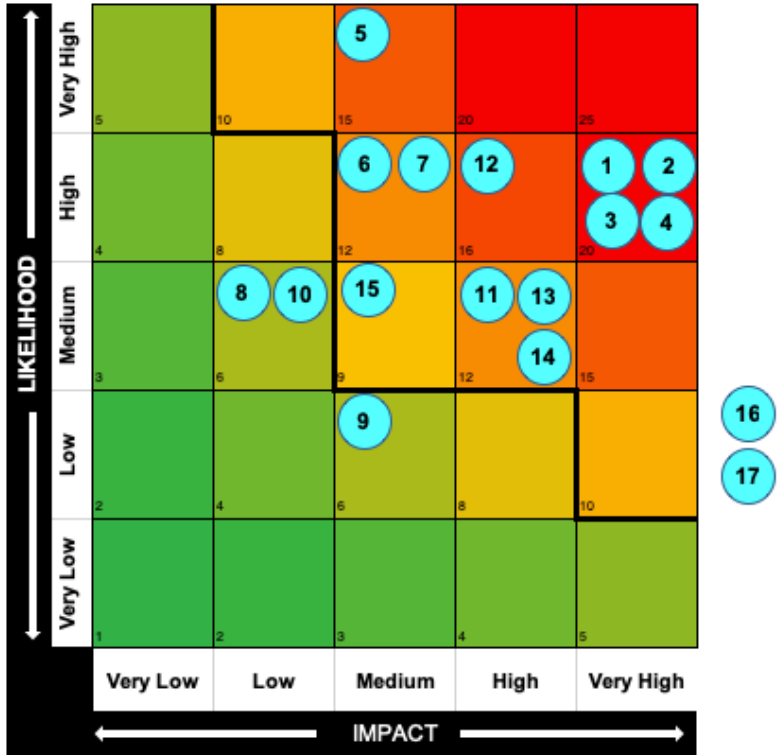


APPENDIX C



Key			2018/19
#	Reference	Operational Risk	Oct
1	CS001	Schools for the Future Programme delayed or full benefits not achieved	20
2	CS002	SEND action plan not implemented on time	20
3	CS003	SEND budget overspend	20
4	CS004	High Needs block overspend	20
5	Com005	Failure to requirements of Corporate Health & Safety Policy	15
6	Com006	Future waste disposal contracts not in place	12
7	Com007	Future Waste Collection and Street cleansing contracts not in place	12
8	PH001	Nicotine Replacement Therapy unaccounted for	6
9	PH002	Drug & Alcohol Services don't work effectively	6
10	PH003	Increasing cost of buprenorphine (used to treat dependence/addiction to opioids)	6
11	RB001	Failure to secure strategic Infrastructure for Oxford to MK Corridor	12
12	RB002	Funding issues and delays to the M1 A6 Link Road	12
13	Res001	Loss of key systems for Revs & Bens.	12
14	Res002	SAP S/4 Hana not implemented as planned	12
15	SCHH001	Increasing homelessness	9
16	SCHH002	Fragility & sustainability of social care market	
17	SCHH003	inability to retain key staff or fill key roles within SCHH	

Risk Scoring Likelihood

1	Very Low	Likely to occur every 10+ years / up to 10% chance of occurrence
2	Low	Likely to occur every 10 years / up to 20% chance of occurrence
3	Medium	Likely to occur every 5 years / up to 50% chance of occurrence
4	High	Likely to occur every 3 years / up to 60% chance of occurrence
5	Very High	Likely to occur each year / over 60% chance of occurrence

Risk Scoring (Impact)

		FINANCE	COMPLIANCE	SAFETY	SERVICE DELIVERY	REPUTATION
1	VERY LOW	Minor loss < £10k	Trivial, very short-term single non-compliance	Insignificant injury (no intervention)	Negligible impact/ unnoticed by service users	Insignificant damage
2	LOW	Small loss < £100k	Small, single, short-term non-compliance	Minor injury (local intervention)	Small impact/ small inconvenience	Minor or very short-term damage
3	MEDIUM	Moderate loss < £500k	Sustained single or a few short-term non-compliances	Moderate injury (professional intervention)	Medium level impact/ moderate inconvenience	Moderate or short-to medium-term damage
4	HIGH	Significant loss < £1M	Multiple sustained non-compliances	Major injury (hospital stay)	Significant impact/ serious inconvenience	Major or medium-to long-term damage
5	VERY HIGH	Substantial loss > £1M	Multiple, long-term, significant non-compliances	Fatal injury	Substantial/ Complete service failure	Substantial or sustained damage