

WEST MIDLANDS POLICE & CRIME COMMISSIONER - RISK REGISTER

Details of Risk			Gross Risk			Actions / Mitigations						Score Now (16 March 2018)			Residual Risk Following Implementation of Actions / Mitigations		
Risk No.	PCP Chapter	Risk	Likelihood	Impact	Score *	Owner	Description	Action Owner	Target Date	Action Status	Likelihood	Impact	Score *	Likelihood	Impact	Score *	
1	Protecting from Harm	The road network is not safe and secure and is inefficient	5	5	25	TM	Business as usual reports to board about road safety. Reports to regional groups. Reports to group as part of CEX report, quarterly performance workshops to group and monthly board reports	TM	Ongoing	G	5	5	25	4	5	20	
							Local Authority Leaders meeting and WMCA - Arrange network resilience conference with OPCC and Mayor's Office	TM	TBD	A							
							Regional Governance Meetings - BAU	TM	Ongoing	G							
							BAU with WMCA, PCC held a further hearing in December 2016 and a report was produced in March 2017	TM	Ongoing	G							
							Ensure the Force participates. Performance reports to group and board	TM	Ongoing	G							
							Arrange a roundtable event with insurance companies to tackle risks associated with uninsured drivers	TM	TBD	A							
2	Tackling National and International Threats	There is no Increased focus on reducing the number of victims of cybercrime by reducing the vulnerability of people and businesses in the region. This results in the incidence of cybercrime increasing	5	5	25	AF	Cybercrime Action Plan and Digital Strategy	AF	Ongoing activity. June 2018 - produce an action plan and strategy and ongoing	A	5	5	25	4	4	16	
3	Tackling National and International Threats	There is not a coherent set of actions to support the police and wider agencies to tackle cyber crime resulting in cybercrime increasing	5	5	25	AF	Cybercrime Action Plan and Digital Strategy	AF	Ongoing activity. June 2018 - produce an action plan and strategy and ongoing	A	5	5	25	4	4	16	
4	Protecting from Harm	Crime does not reduce across the West Midlands	5	4	20	AF / MK	Further development of performance reports that are taken to group and board	AF	Ongoing	G	5	4	20	4	4	16	
							Update and launch of economic strategy and then business strategy	MK	May-17 launch Economic Strategy, Business Crime Strategy May 2018	A							
							Explore the use of the powers of the Proceeds of Crime Act (POCA) to ensure they are being used to the full	AF	Apr-18	A							
							Strategic Assessment to Crime Board	AF	Ongoing	A							
		Development of Harm index	AF	Apr-18	A												
5	Supporting Victims of Crime	There is no comprehensive service of victims providing support and information to all victims of crime in the West Midlands	4	5	20	AF	Update the Victims Strategy	AF	Nov 2017 and ongoing	A	2	4	8	1	4	4	
							Operate services in the line with the Victims Strategy	AF	Ongoing	G							
							Operate the Victims Commission	AF	Ongoing	G							
							Reviewing service for victims of fatal road accidents	AF	Ongoing	G							
							Hold a Victims Summit in Nov 2017	AF	Nov-17	G							
							Review the first contact, assessment and referral mechanisms for Victims of crime.	AF	Nov-17	A							
							Review the specialist services and local provision for victims.	AF	Ongoing	G							
							Examine the Victim's journey and work with the CJS to bring about any improvements	AF	Nov-17	A							
							Support the devolution of more victims services that are commissioned nationally	AF	Nov-17	A							
							Examine the work to be done and projects that help victims of crime back into the workplace.	AF	Ongoing	G							
							Launch a 'mapping' of victims services and produce an online directory to help victims and partner organisations	AF	Nov-17	A							
							Support organisations seeking funding, continue to work with groups such as the Council for Voluntary Services	AF	Ongoing	G							
							Support child victims of sexual assault to ensure they receive effective support through the provision of paediatric SARC and Children's Independent Sexual Advisors through the sexual abuse service providers.	AF	Ongoing	G							
							Ensure that support services are available for children from the age of 5.	AF	Ongoing	G							
Examine the progress of the team that provides support and guidance for families of victims of fatal road accident collisions.	AF	Nov-17	A														
		The PCC continues to allocate funding to the SARC	AF	Apr-17	G												
		Take forward work to identify and support repeat victims	AF	Ongoing	G												

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6	Building Trust and Confidence	Confidence in policing in the West Midlands does not increase	4	5	20	JJ / AF / TM	Reports to group as part of CEX report, quarterly performance workshops to group and monthly board reports on confidence in policing measures	AF	Ongoing	G	3	5	15	3	4	12
							Reports to board on body worn video	AF	Apr-18	A						
							Continued DIP sampling of complaints by the Board	AF	Ongoing	A						
							Continued scrutiny on the use of Taser	AF	Ongoing	A						
							Report to Board by the Force on procedural justice	JJ	Apr-18	A						
							Ensuring the ethical use of Data Driven Insights & Analytics lab through the development and operation of governance arrangements	TM	TBD	A						
7	Building Trust and Confidence	The Force's standards for answering and responding to requests from the public does not increase	5	4	20	AF	Specific report to Board on the performance of Force contact in Spring 2017 then further performance reports	AF	Ongoing	R	5	4	20	4	4	16
8	Building Trust and Confidence	The public are not satisfied with the access to police services	5	4	20	JJ / AF / MK / TM	Digital Experience project as part of WMP2020	JJ / AF / MK	July 2017 and ongoing	A	3	4	12	2	4	8
							WMP2020 Oversight	JJ / MK / TM	Ongoing	G						
							Performance reports to board focusing public satisfaction with the Force's Contact Service	AF	Ongoing	G						
							Engaging with the General Data Protection Regulation (GDPR) and law enforcement directive review	TM	Ongoing	A						
							Ensure the PCC's office complies with GDPR	AG / PR	Ongoing	A						
9	Strengthening Communities & Growing the Economy	The support for people with Mental Health needs does not improve	4	5	20	AG	Reports to board on performance	AG	Ongoing	G	3	4	12	2	4	8
							Engagement with WMCA	AG	Ongoing	A						
							Senior Police Officer secondment to WMCA to work on Mental Health	AG	Ongoing	G						
							Mental Health Action plan	AG	Ongoing	A						
10	Strengthening Communities & Growing the Economy	The criminal justice system (CJS) is ineffective and not transparent	4	5	20	AF / TM	CJS Engagement Plan	AF	Paper was taken to Group in January 2017 then ongoing	A	4	4	16	3	4	12
							Local Criminal Justice Board (LJCB) engagement and production of issues paper	TM	Ongoing	A						
							Working with the Force on the Force's Criminal Justice Service review	TM	Ongoing	A						
11	Protecting from Harm	Hidden crimes continue to be under reported and undetected	4	4	16	AF	Receive performance data on hidden crimes (hold to account). Performance reports to board or bespoke reports	AF	Ongoing	G	3	4	12	3	3	9
							Victims Strategy / Commission	AF	Ongoing	G						
							Completion and Implementation of Traffic Children project delivered by Barnardo's - Project evaluation March 2017. Service to be recommissioned including outreach	AF	Apr-18	A						
							Linking the work of the victims with programme board led by Solihull Council (Cath Hannon on the board)	AF	Ongoing	G						
							Hidden Crimes report to board	AF	Report taken to board Sept 17 then ongoing	A						
							Hidden Crimes report to board	AF	Report taken to board Sept 17 then ongoing	A						
12	Protecting from Harm	The Police Crime Commissioner does not continue to contribute to the Violence Prevention Alliance and violence across the West Midlands increases as a result	4	4	16	AF	Actively work with the West Midlands Violence Prevention Alliance - members and officers attending project boards. Reports to group and board on the performance of the Alliance	AF	Ongoing	G	2	4	8	1	4	4
13	Building Trust and Confidence	The public's satisfaction with services from the Force does not increase	4	4	16	AF	Holding the Force to account over the introduction and performance of the new website	AF	July-17 & ongoing	A	4	4	16	3	3	9
14	Building Trust and Confidence	Complaints and incidents of misconduct are not dealt with effectively	4	4	16	AG	HR and Professional Standards Department reports to Board. Includes disproportionality / including performance data	AG	Ongoing	A	4	4	16	3	4	12
							Complaints project led by the PCCs Office. Report produced and included at Group May 2017	AG	May-17 & ongoing	A						

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							Management and training programme. Performance of independent members review completed.	AG	May-17	G						
							PCC regular meetings with IPCC	AG	Ongoing	A						
							Oversight reports to Board on Body Worn Video	AF	Apr-18	A						
15	Strengthening Communities & Growing the Economy	Local Police and Crime plans do not reflect the aims of the Commissioner's plan or local needs	4	4	16	AF	Representatives of the PCC attend local community safety partnership meetings. Review plans to ensure compliance. Reports to Board	AF	Ongoing	G	3	4	12	2	4	8
							WM Wide Community Safety Partnership Project. Report to Board for implementation from April 2018	AF	01/11/2017 and ongoing	G						
16	Strengthening Communities & Growing the Economy	Economic development is not supported and as a result crimes increase	4	4	16	MK	Business Crime Strategy / Performance Reports. Reports to group as part of CEX report, quarterly performance workshops to group and monthly board reports	MK	Ongoing	A	3	4	12	2	4	8
							Review procurement strategy and report to Board. Also ongoing monitoring of implementation at board	MK	Report taken to board Sept 17.	G						
							HR report to board	PR	Ongoing	A						
							BAU combined authority meetings	JJ	Ongoing	A						
							Hidden crimes oversight report to board and victims strategy, Modern Slavery Strategy	AF	Sept 2017 and ongoing	A						
17	Strengthening Communities & Growing the Economy	The criminal justice system does not operate to protect the interests of victims	4	4	16	AF	West Midlands Domestic Violence Perpetrator Programme Funded project by the PCC	AF	Project started Sept 2017	G	3	4	12	2	4	8
18	Strengthening Communities & Growing the Economy	Partnerships are ineffective and do not tackle and reduce crime	4	4	16	JJ / AF / TM	WMP2020, Data Driven Insight oversight and WMCA	JJ / TM	Ongoing	G	4	4	16	3	4	12
							Victims strategy and Hidden Crime Reporting to the Board, Modern Slavery Strategy	AF	01/09/2017 report to board then ongoing	A						
							Report to board on Community Trigger and Remedy activity	AF	Oct-17	A						
19	Building a Modern Police Service	Resources are not planned and aligned to the priorities of the Police and Crime Plan affecting the delivery of services	4	4	16	MK	Increase number of trustees of the Building Blocks charity, refresh charity objectives, review governance arrangements, process for awarding grants. Devise business plan	MK	01/07/2017 - independent trustees appointed and ongoing	A	3	4	12	3	3	9
							Actively participate in the police funding formula review due to take place in 2017, Appropriately lobby through communications etc.	MK	Mar-18	A						
							Actively be engaged in the governance of the WMP2020 project. Involved in the target operating model refresh, commercial decisions and other forums	MK	Ongoing	G						
							Develop case for the Social Investment Fund, project plan, commissioner decision, attract investors, deliver	MK	Apr-18	A						
							Financial input into commissioning activities of the PCC	MK	Ongoing	G						
							Work with Force Finance function around key financial functions for example treasury management	MK	Ongoing	G						
							Operation of an effective Internal Audit function	LJ	Ongoing	G						
20	Building a Modern Police Service	The workforce does is not representative of the West Midlands. Also it is not motivated and supported to deliver a modern and effective police service	4	4	16	PR	Implementation of people deal by the force	PR	Ongoing	A	3	4	12	2	4	8
							HR reports to board	PR	Ongoing	A						
							PCC engagement in the recruitment exercise	PR	Ongoing	A						
							Special constables report by PCC's office	PR	Ongoing	A						
							Reports to PCC, group and board on the progress of recruitment.	PR	Ongoing	A						
							Reports on diversity of recruitment	PR	Ongoing	A						
21	Tackling National and International Threats	Collaboration agreements for the ROCU are not used effectively to ensure effective, management and accountability	4	4	16	AF	BAU - regional meeting of CC and PCC	AF	Ongoing	A	3	4	12	2	4	8
						AF	Reports to Board on the use of recovery powers	AF	Ongoing	A						
							Communication activity and national BAU activity working with government	AF	Ongoing	G						

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							Attend NABIS governance Board	AF	Ongoing	G						
22	Tackling National and International Threats	The Force does not work with partners to offer close scrutiny of the use of asset recovery powers	4	4	16	AF	BAU - regional meeting of CC and PCC	AF	Ongoing	A	3	4	12	2	4	8
							Reports to Board on the use of recovery powers	AF	Ongoing	A						
							Communication activity and national BAU activity working with government	AF	Ongoing	G						
							Attend NABIS governance Board	AF	Ongoing	G						
23	Building a Modern Police Service	The WMP2020 programme is not delivered effectively with no input from partners and no oversight by the Commissioner	3	5	15	JJ/MK	BAU, RMF and other WMP2020 engagement plus external reviews	JJ	Ongoing	A	3	4	12	3	3	9
							PCC engagement in joint project group post Accenture project. External review of TS1 being undertaken in 2017	MK	June 2017 then ongoing	A						
							Estates strategy - report to group then board and deliver	MK	March 2018 then ongoing	A						
							Monitoring of benefits through WMP2020 governance	MK / TM	Ongoing	G						
24	Standing up for Young People	The organisations does not undertake activities to create, provide and improve pathways into employment and training for young people. This will lead to unemployment and increased offending or reoffending	3	5	15	AF/AG	Youth Employment Initiative project	MK	Ongoing - project end date 2018	A	3	5	15	3	4	12
							Cadet Project	PR	Pilot started Autumn 2017 and ongoing	A						
							HR Reports to Board on apprenticeship progress	PR	Ongoing	A						
							BAU supported Youth Initiatives	AF	Ongoing	A						
25	Protecting from Harm	The Force does not respond to the threat of organised crime by detecting, disrupting and bringing perpetrators to justice	3	5	15	AF / TM	Reports to board, oversight and briefings to the Commissioner	AF	Ongoing	G	3	4	12	2	5	10
							Gangs and Violence Commission evaluation report	AF	Ongoing	G						
							Gangs and Violence Commission	AF	Ongoing	G						
							Knife bins project - at least one knife bin is within each local authority area in the West Midlands	AF	Ongoing	A						
							Uninsured vehicles and fraud involvement in organised crime - roundtable event	TM	Ongoing	A						
26	Strengthening Communities & Growing the Economy	People do not feel safe in the West Midlands due to a fear of crime	3	5	15	AF	Reports to group as part of CEX report, quarterly performance workshops to group and monthly board reports	AF	Ongoing	G	3	4	12	2	4	8
27	Standing up for young people	There are ineffective arrangements in place to engage with young people	3	4	12	AF / TM	Development and Implementation of Youth Strategy	AF	Ongoing	A	3	4	12	3	3	9
							BAU - WMP2020	AF	Ongoing	G						
							HR reporting to Board on policy around number of placements	AF	Ongoing	G						
							Youth Justice secure estate reform: temporary and long term - including links with diversion and resettlement schemes	TM	Ongoing	A						

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28	Protecting from Harm	Offending increases and reoffending does not reduce	3	4	12	AF	Close oversight of offender management. Work with Community Rehabilitation Companies (CRC)s, National Probation Service and partners to minimise levels of reoffending. Build on the current statutory and non statutory arrangements. Reoffending Group Meets quarterly PCC staff attend	AF	Ongoing	G	3	4	12	2	4	8	
							Reducing reoffending project, Integrated Offender Management Service and Projects on Offender Management	AF	Ongoing	G							
							Commissioned project: - Whole system approach to female offenders (New Chance). Quarterly monitoring and attendance at project board and updates and steering group	AF	Ongoing	A							
							Reports to Board on offender management	AF	Ongoing	G							
							Drugs report taken to board September 2017 - drugs summit took place in December 2017	AF	Ongoing	A							
							Work with Public Sector reform board who are currently looking at the Youth Offending structure across West Midlands. Scoping exercise around criminal justice including youth included at group meeting in January 2017	AF	Ongoing	A							
29	Protecting from Harm	Substance misuse does not reduce across the West Midlands	3	4	12	AF	Substance misuse plan to be submitted to board and then implemented	AF	Sept 2017 then ongoing	A	3	4	12	3	4	12	
							Summit held in December 2017	AF	01/12/2017 and ongoing	A							
30	Supporting Victims of Crime	Restorative Justice services are not delivered in a victim focused way	4	3	12	AF	Complete study that informs RJ strategy and future delivery model	AF	April 2018 and ongoing	A	4	3	12	1	3	3	
							Develop a West Midlands multi agency RJ strategy and service delivery model that incorporates best practice and maximises opportunities for RJ	AF	April 2018 and ongoing	A							
							Operate RJ services in line with RJ Strategy	AF	April 2018 and ongoing	A							
31	Building Trust and Confidence	Stop and search is not used appropriately across the West Midlands	3	4	12	AF	Stop and Search Action Plan - Joint with Force	AF	Ongoing	A	3	4	12	2	4	8	
							Body Worn Video for Oversight Plan	AF	Ongoing	A							
							Performance reports to board every 6 months on stop and search	AF	Ongoing	A							
							Rollout of workshops across schools	AF	Ongoing	A							
32	Building Trust and Confidence	Governance procedures and processes are not effective	3	4	12	JJ/MK/L J/TM	HMRC tracker project implemented to enable better monitoring of HMRC recommendations	LJ	March 2017 ongoing	G	2	4	8	1	4	4	
							Joint Audit Committee (JAC) Work plan	LJ	Ongoing	G							
							Development of risk based internal audit plan	LJ	Mar-17	G							
							Specified Information Order, Governance Statement and Governance Framework	JJ	Ongoing	G							
							Harm Measure to be devised with OPPC and WMP. Reports to group as part of CEX report, quarterly performance workshops to group and monthly board reports	AF	Ongoing	A							
							Business as usual, operation of board, working with WM Crime Panel	JJ	Ongoing	G							
							Ensure Internal Audit complies with international internal audit standards	LJ	Complete - ongoing	G							
							Operation of Strategic Police and Crime Board	JJ	Ongoing	G							
							Data Driven Insights Ethics Governance	TM	Ongoing	A							
							Local Criminal Justice Board engagement	TM	Ongoing	A							
33	Strengthening Communities & Growing the Economy	Crime on public transport increases and people do not feel safe	3	4	12	AG/AF	Reports to board on safer travel including alcohol related crime	AG	Ongoing	A	2	4	8	2	4	8	
							BAU - Part of airport security executive group	AF	Ongoing	A							
							BAU - engagement with SEG and WMCA	JJ	Ongoing	A							
							Safer Travel Plan	AG	Ongoing	G							

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34	Strengthening Communities & Growing the Economy	The Force does not collaborate effectively with other regions leading to crime increasing	3	4	12	JJ/AF/TM	BAU through the regional meeting and CT strategic board	AF	Ongoing	A	3	3	9	3	3	9
							BAU through the regional meeting and engagement with the APCC	AF	Ongoing	A						
							BAU meetings between Force and Fire Service	JJ	Ongoing	A						
							Continue to engage with Fire Service	JJ / TM	Ongoing	A						
							WMCA engagement	JJ / TM	Ongoing	G						
							Harm Index project / Performance Reports to Board. Business as usual reports	AF	Apr-18	A						
							WMP2020 DDI project / Intervention and Prevention Board	JJ / TM	Mar-18	A						
							BAU supporting the PVI, OPCC represented at the public protection board	JJ	Ongoing	A						
							Engagement with the Violence Prevention Alliance and anticipated output of the fire service working group	AF	Ongoing	A						
							Attendance at APCC, networking	RC	Ongoing	G						
35	N/A	Unauthorised encampments increase and become more problematic	3	4	12	AF	Work with Parliament to strengthen law, for example allow police to use section 62 powers to direct groups across borough boundaries, make it a criminal offence to reoccupy private land, and allow for regional injunctions.	AF	Jul-18	A	3	4	12	2	4	8
							Encourage and support the establishment of local authority transit sites (to unlock police s62 powers)	AF	Jul-18	A						
36	Strengthening Communities & Growing the Economy	Local policing is not supported	2	5	10	AF / AG	Review of Active Citizens Fund	AG	Sept 2017 report to group, then ongoing	A	2	5	10	1	4	4
							Embed the Next Generation Local Policing Project	AF	TBD	A						
							Operate and develop further the Active Citizens Project and Fund	AG	Ongoing	A						
							Introduction of new WMP website	RC	June 2017 then ongoing	A						
							Performance and HR reports to board	PR / AG	Ongoing	A						
37	Tackling National and International Threats	The Force's Strategic Policing Requirement is not a comprehensive response to national threats	2	5	10	AF	Annual report to board	RC	01/02/2017 and ongoing	G	2	5	10	1	4	4
							WMP2020 engagement	AF	Ongoing	A						
							BAU - work with the APCC in relation to infrastructure	JJ	Ongoing	A						
							Watching brief in relation to Brexit until further details are known. Then reports to board on performance, specific project reports	JJ	Apr-18	A						
38	Tackling national and international threats	The Force's contribution to national threats is not comprehensive, effective or properly resourced.	2	5	10	JJ	Annual report to board	RC	01/02/2017 then each year	G	2	5	10	1	4	4
							WMP2020 engagement	AF	Ongoing	A						
							BAU - work with the APCC in relation to infrastructure	JJ	Ongoing	A						
							Watching brief in relation to Brexit until further details are known. Then reports to board on performance, specific project reports	JJ	Apr-18	A						
39	Tackling National and International Threats	The uplift in armed officers announced after the 2015 Paris attacks is not effectively scrutinised to ensure specialisms are protected and traditional un-armed style of policing is generally maintained	2	5	10	JJ	Annual report to board	RC	01/02/2017 then each year	G	2	5	10	1	4	4
							WMP2020 engagement	AF	Ongoing	A						
							BAU - work with the APCC in relation to infrastructure	JJ	Ongoing	A						
							Watching brief in relation to Brexit until further details are known. Then reports to board on performance, specific project reports	MK	Apr-18	A						

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40	Tackling National and International Threats	The Counter Terrorism Unit does not work closely with local authorities and the community to address the threat of violent extremism.	2	5	10	AF	BAU - including attendance at contest gold	AF	Ongoing	A	2	4	8	2	4	8
							CT strategy board and regional board and chairing CT	AF	Ongoing	A						
							Chairing Counter Terrorism work stream	AF	Ongoing	A						
41	Tackling National and International Threats	The Force does not work with partners to support Regional Boards in preparing for possible terrorist attacks	2	5	10	AF	BAU - including attendance at contest gold	AF	Ongoing	A	2	4	8	2	4	8
							CT strategy board and regional board and chairing CT	AF	Ongoing	A						
							Chairing Counter Terrorism work stream	AF	Ongoing	A						
42	Building Trust and Confidence	Crimes are not recorded accurately and the under reporting of crimes continues	3	3	9	AF	Performance Report / Member engagement with Force Lead / Victims Commission	AF	Ongoing	G	2	3	6	2	3	6
							Membership of group monitoring MASH	AF	Ongoing	A						
							MASH to be included as part of performance report to board	AF	Ongoing	A						
43	Building Trust and Confidence	The Force does not adopt procedures and processes to deliver evidenced based policing	3	3	9	AF	Examine the operational, technical and legal implications of body worn cameras to assess whether they should be used more widely	AF	Ongoing	A	2	3	6	2	3	6
							Complete an assessment as to whether body worn video has had an impact on early guilty pleas in the CJS	AF	Ongoing	A						
44	Protecting from Harm	The appropriate standards for animal welfare, supporting enforcement activity where necessary are not in place across the West Midlands	4	2	8	RC	Animal cruelty plan which includes issues such as irresponsible ownership of dangerous dogs, working with partners to explore the evidence of animal cruelty being an indicator of harm and how this can inform the work on intervention and prevention	RC	Ongoing	A	4	2	8	3	2	6
45	Strengthening Communities & Growing the Economy	It is not easy for people to find out who the PCSO and police officer are in their local area	2	2	4	AF / AG	Review of Active Citizens Fund	AG	Proposals to Group Sept 2017	A	2	2	4	1	2	2
							Embed the Next Generation Local Policing Project	AF	TBD	A						
							Operate and develop further the Active Citizens Project and Fund	AG	Ongoing	A						
							Introduction of new website	RC	July 2017 then ongoing	A						
							Performance and HR reports to board	AF / AG	Ongoing	A						

Risk Scoring Matrix

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT / LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Key to Risk and Action Owners

JJ = Jonathan Jardine
 MK = Mark Kenyon
 LJ = Lynn Joyce
 AF = Alethea Fuller
 AG = Andrea Gabbitas
 PR = Polly Reed
 RC = Richard Castello
 TM = Tom McNeil