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NOTTINGHAM CITY COUNCIL

AUDIT COMMITTEE

MINUTES of the meeting held at LB 31 - Loxley House, Station Street, Nottingham, NG2 3NG on 24 February 2017 from 10.31 - 11.32

Membership

Present

Councillor Sarah Piper (Chair)
Councillor Leslie Ayoola
Councillor John Hartshorne
Councillor Anne Peach
Councillor Andrew Rule

Absent

Councillor Dave Liversidge
Councillor Toby Neal
Councillor Malcolm Wood
Councillor Steve Young

Colleagues, partners and others in attendance:

Tony Crawley	- KPMG, External Auditor
Glyn Daykin	- Audit Section
Kate Morris	- Governance Officer
Jane O'Leary	- Insurance and Risk Manager
Shail Shah	- Head of Audit and Risk
Thomas Straw	- Senior Accountant Capital Programmes
Thomas Tandy	- KPMG, External Auditor

46 APOLOGIES FOR ABSENCE

Councillor Dave Liversidge - Personal
Councillor Malcolm Wood - Personal
Councillor Steve Young - Personal

47 DECLARATIONS OF INTEREST

None.

48 MINUTES

The Committee agreed the minutes of the meeting held on 25 November 2016 as a correct record and they were signed by the Chair.

49 TREASURY MANAGEMENT 2017/2018 STRATEGY

Glyn Daykin, Senior Accountant for Treasury Management presented a report on the Treasury Management 2017/18 Strategy. He highlighted the following points:

- (a) the proposed Treasury Management strategy is due to be considered before Council on 6 March 2017;
- (b) 3 year financial forecasts indicate a continued shift to borrowing along with the expected continuation of low interest rates of 0.25%. The proposed Treasury

Management Strategy reflects this and plans to take advantage of the current climate;

- (c) there is a level of uncertainty in the financial markets and the main driver behind this is the uncertainty surrounding Britain's exit from the European Union;
- (d) in 2017/18 the Council expects to comply with the Chartered Institute of Public Finance and Accountancy's recommendation that the total debt should be lower than its highest forecast Capital Finance Requirement over the next three years;
- (e) the strategy takes a careful approach to capital projects, which are rigorously assessed before they are entered into to mitigate unnecessary risk;

Following questions from the committee the following further points were highlighted:

- (f) borrowing is set to go up over the forecast period as a result of an increasing Capital Programme Requirement, and it is predicted that 18/19 will see a large increase;

RESOLVED to note the proposed Treasury Management Strategy for 2017/18, and in particular:

- the strategy for debt repayment (Minimum Revenue Provision) in 2017/18;
- the Investment and Borrowing Strategies for 2017/18;
- the Prudential Indicators and limits for 2015/16 to 2019/20;
- the current Treasury Management Policy Statement;

50 CHANGES TO ARRANGEMENTS FOR THE APPOINTMENT OF EXTERNAL AUDITORS

Shail Shah, Head of Audit and Risk, introduced the report on the Changes to Arrangements for the Appointment of External Auditors. He outlined the three options to the Committee along with the associated financial implications as set out in the report. It was pointed out that 76% of local authorities in the UK have already opted into the national scheme for audit appointments led by PSAA Ltd.

RESOLVED to note the contents of the report and to recommend option 3, opting into the national scheme for Auditor appointments led by PSAA Ltd, to full Council.

51 EXTERNAL AUDIT - AUDIT COMMITTEE PROGRESS REPORT

Tony Crawley, Audit Manager at KPMG introduced the Audit Committee Progress Report updating the Committee on the progress of delivering their responsibilities as external auditors, disruptive trends and technical developments. He highlighted the following points:

- (a) the external audit plan has been finalised and the Annual Report on Grants and Returns for 2015/16 has also been completed;

- (b) external audit risk assessment and wider planning has taken place with the Council teams responsible for producing financial statements and overseeing the capital programme;
- (c) disruptive trends seen are centred around technology: data protection, social engineering, cyber insurance, auditing of third parties and remediation procedures being the main threads alongside assuring technological expertise being accessible to the Committee

Following questions from the Committee the following information was given:

- (d) the PSAA's Value for Money tool can be well used as a prompt and for self-assessment to ensure areas progress is where they are expected to be;

RESOLVED to note the contents of the Audit Committee Progress Report and the updates provided.

52 ANNUAL GRANTS REPORT 2015/16

Thomas Tandy, Audit Manager, KPMG delivered the Annual Report on Grants and Returns 2015/16. He highlighted the following points:

- (a) Overall work was completed on 5 grants, 2 were unqualified and required no amendments, 2 were unqualified and required minor amendments, 1 required a qualification to the audit certificate and a minor adjustment;
- (b) Housing benefit required a qualification letter and a minor amendment to be issued;
- (c) When looking at the period between August and November a number of errors were found which resulted in over 600 further cases being sampled. Errors were found in just over 100 of those cases sampled which was an increase from last year;

Following questions and comments from the committee the following points were made:

- (d) individual errors were minor, some as low as £1.00, and not inconsistent with other local authorities where Universal credits are being rolled out;
- (e) it is predicted that the further roll out of universal credit will help to simplify the benefits system, although it is acknowledged that the housing benefit system is complex and can be unwieldy;
- (f) investment in permanent staff, rigorous training, implementation of a quality assurance team would address the issue and a focus on receiving the right information from claimants would help to reduce errors;

RESOLVED

- (1) to note the content of the Annual Report on Grants and Returns 2015/16;**
- (2) invite Officers the meeting in April to update the Committee on the actions being taken to improve quality in housing benefit claims;**

53 EXTERNAL AUDIT PLAN 2016/17

Tony Crawley, Audit Director, introduced the External Audit Plan for Nottingham City Council 2016/17. He highlighted the following points:

- (a) there are no significant changes to the Code of Practice on Local Authority Accounting in 2016/17 which provides stability;
- (b) the framework for the Value for Money audit, as set by the National Audit Office remains unchanged;
- (c) there is some uncertainty around business rates and clarity is required on the relief that the Government has suggested may be available to certain businesses;
- (d) financial sustainability, including medium term financial planning will be reassessed taking into consideration the Sustainability Transformation Plans and their impact on the delivery of savings plans, the focus will be on 2016/17
- (e) there have been significant changes in the pension liability due to the Local Government Pension Scheme Triennial valuation and specific attention will be paid to this issue to identify likelihood of material financial statement error;
- (f) group accounts are currently stable and have had no significant impact. There has been assurance work with partners audit firms which confirms this;
- (g) Attention was drawn to the independence and objectivity requirements in appendix 3 as required by APB Ethical Standards;

RESOLVED to note the content of the External Audit Plan for Nottingham City Council 2016/17.

54 CORPORATE RISK REGISTER

Jane O'Leary presented the Corporate Risk Register to the Committee and updated them on recent work. She distributed copies of the register (as appended to these minutes) and highlighted the following points:

- (a) there has been positive engagement with Corporate Directors and some issues have been upgraded from departmental registers to the Corporate register;

- (b) most risks relate to the Council's ability to deliver services to citizens and individual teams are working on mitigation within the challenging financial environment;
- (c) the current capital programme identifies risky investments and puts plans in place to mitigate that risk. The programme regularly uses self-scrutiny and risk assessment tools and relies on having officers with the correct skills set for identification and mitigation planning;
- (d) if members of the Committee have any questions about specific risks on the register there are departmental contacts who will respond in detail;

RESOLVED to

- (1) select for discussion at a future meeting the audits of:**
 - **Changes of funding of services from national taxation. Reliance on funding from council and business tax, and**
 - **Growth and Delivery of Commercial Activity**
- (2) invite a written response and update on:**
 - **Citizens and the Heart Agenda and increasing partnership working/reliance on communities and partners to deliver services.**
- (3) table the Corporate Risk register in 6 months for a further update and selection of further risks for discussion;**

55 ANNUAL GOVERNANCE STATEMENT – PROGRESS MADE TO DATE ON ISSUES REPORTED 2015/16 AND PROGRESS FOR PRODUCING 2016/17 STATEMENT

Shail Shah, Head of Audit and Risk introduced the Annual Governance Statement updating the committee on progress made to date on issues reported 2015/16 and the process for producing the 2016/17 statement. He highlighted the following points

- (a) the draft Annual Governance Statement 2016/17 is due to come to the Audit Committee again in June as the committee responsible for monitoring compliance with the local code. It will come back to the Committee in September as a finalised document along with the statement of accounts;

Following questions from the Committee the following answers were given:

- (b) when an issue is identified the process can vary depending on the issue identified. For Resource related issues a robust action plan is put into place and reported as part of the budget and a transformation plan drafted. For a Partnership issues there would be regular updates to this committee from the team involved and updates from the Partner;

RESOLVED to:

- (1) adopt the principles of good governance included in the CIPFA/SOLACE – Delivering Good Governance in Local Government Framework, 2016 as the City Council's Local Code of Corporate Governance;**

- (2) note the progress made to date in addressing the issues reported in the 2015/16 Annual Governance Statement as detailed in the report;**
- (3) note the process and timetable for compiling and completing the 2016/17 Annual Governance Statement as detailed in appendix 1 of the report.**

56 INTERNAL AUDIT QUARTERLY REPORT (3RD QUARTER 2016/17)

Shail Shah, Head of Audit and Risk introduced the Internal Audit Quarterly report (3rd Quarter 2016/17) summarising and outlining the work undertaken by the Internal Audit service between October and December 2016 highlighting that most indicators are either on target or above target.

RESOLVED to note the work undertaken by and the performance of the Internal Audit service during the 3rd Quarter 2016/17, including the information and analysis set out within the appendices.





Risk Register

CORPORATE RISK REGISTER
01-Jan-2017

REFERENCE				THE RISK			THE RISK EVALUATION					RISK ACTION					
Risk Reference	Risk Type	Service Area	Service Lead	The Event	Risk Description	The Impact	Owner	Date of Assessment	Likelihood Score	Impact Score	Risk Score	Approach	Review Frequency	First Review Date	Target Likelihood Score	Target Impact Score	Target Risk Score
SR01	Financial	Children and Adults	Alison Michalska	Reduction in Government funding coupled with an increasing demand for services.	Lack of resources to support the funding of a competent workforce, to fund specialist external services and deliver proactive early intervention initiatives.	A failure to deliver the services required to citizens of Nottingham leading to an increased risk in the likelihood of harm to a citizen in need; an increase in risk of government intervention and a reduction in confidence in our services as a whole.	Alison Michalska	01-Feb-2017	4=Likely	3=Moderate	12	Treat	Quarterly	01-Apr-2017	3 - Possible	2 - Minor	<div></div> 6
SR02	Workforce	Children and Adults	Alison Michalska	The change to the Corporate Infrastrucutre and support services provided.	More responsibility placed on colleagues who have little spare capacity; diverts from delivery of core services; lack of understanding and skill of service managers in meeting support service requirements.	Increase in the risk of statutory failings leading to the increase in risk of harm to an employee (such as H&S breaches) resulting in financial penalty, risk to reputation and poor governance arrangements.	C&A DLT	01-Feb-2017	3=Possible	3=Moderate	9	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	<div></div> 4
SR03	Citizens	Children and Adults	Alison Michalska	The shortage in qualified and experienced persons to deliver services to an increasing number of vulnerable citizens.	Increase reliance on agency workers; inability to recruit qualified and suitably experienced social workers; practitioners are allocated caseloads that are too high.	Statutory services are not provided or provided to a poor standard that leads to harm to a vulnerable citizen (adult or child).	Alison Michalska	01-Feb-2017	3=Possible	4=Major	12	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	<div></div> 4
SR04	Financial	All	Geoff Walker	Changes of funding of services from national taxation to local taxation. Reliance on funding from council and business tax.	Failure to raise sufficient funds from local taxation to meet the needs of the our citizens.	Services will be reduced, cut in their entirety or ineffectively delivered - adversely affecting the citizens of Nottingham; increasing the risk of harm to vulnerable citizens and resulting in the failure to deliver our statutory duties and the priorities contained within the Council Plan.	Geoff Walker	01-Feb-2017	3=Possible	4=Major	12	Treat	Quarterly	01-Apr-2017	3 - Possible	3 - Moderate	<div></div> 9
SR05	Commercial	Community and Operations	Andy Vaughan	The changing structure of the Corporate Infrastructure	Lack of infrastructure to support Directors in future scoping of business strategy and long term visioning; Lack of joining up of resources and skills; Inability of support services to respond to the needs of the commercial growth agenda at the pace required; lack of budget information in a format that support business needs and commercial growth.	Commercial growth opportunities are missed, delayed or implemented with inadequate management data required to make sound business decisions; the commercial agenda fails to reach expected targets affecting the delivery of core services that rely on commercial funding for delivery; financial and reputation loss resulting from unprofitable commercial activity and failure to deliver the Council Plan priorities.	Andy Vaughan	20-Feb-2017	3=Possible	4=Major	12	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	<div></div> 4
SR06	Commercial	Community and Operations	Andy Vaughan	Growth and Delivery of Commercial Activity.	Lack of agile and commercially astute management processes resulting in inability to quickly respond to business growth opportunities. Lack of empowerment in decision making at the lowest level delays decisions and quick turnarounds.	Commercial growth opportunities are missed, delayed or implemented with inadequate management data required to make sound business decisions; the commercial agenda fails to reach expected targets affecting the delivery of core services that rely on commerical funding for delivery; financial and reputation loss resulting from unprofitable commerical activity and failure to deliver the Council Plan priorities.	Andy Vaughan	20-Feb-2017	3=Possible	3=Moderate	9	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	<div></div> 4
SR07	Workforce	Community and Operations	Andy Vaughan	Corporate Pay, Terms and Conditions relevant to commerical activity, and increasing demand for services.	Cannot pay at levels required to attract the talent to deliver the commercial agenda; reduced level of services delivered within wholly owned companies affecting commercial income and growth due to inability to pay overtime requirements; failure to meet statutory obligatios/reduction in ability to deliver front line services due to inability to recruit and retain staff.	Commerical growth opportunities are missed, delayed or implemented poorly; potential of closure or reduction in services (such as in the Heat Station) affecting customers and impacting on supply chain; failure to meet obligations to citizens and deliver front line services such as community protection,waste management and environmental health services,	Andy Vaughan	20-Feb-2017	4=Likely	3=Moderate	12	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	<div></div> 4

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Risk Register

SR08	IT	Strategy and Resources	Candida Brudenell	With the progress of the Fourth Industrial Revolution brings an increasing frequency and capability of criminals to infiltrate organisational IT systems to cause harm.	IT security (tools, process and people) is insufficient to protect against the council's IT system being hacked to steal highly sensitive or confidential personal information or to steal financial data on our citizens and customers. IT security systems are insufficient to quickly detect a malware attack; processes and supervision fails to detect employee negligence or malicious behaviour. Failure to adequately train employees on IT security to raise awareness and ensure adherence to policies.	Data is sold for criminal use adversely affecting our citizens; stolen data is publicised affecting the council's reputation; data privacy and regulatory fines are incurred; the council suffers severe business interruption to critical services both during and after a malware attack; physical loss of data and damage to property and cost of restoration.	Simon Salmon	20-Feb-2017	3=Possible	4=Major	12	Treat	Quarterly	01-Apr-2017	2 - Unlikely	3 - Moderate	 6
SR09	Operational	Strategy and Resources	Candida Brudenell	Loss of Services caused by catastrophic event such as flood, fire, power outage, terrorist act.	Lack of robust business continuity plans that are joined up, tested and adequate to respond to a business critical interruption; Budget cuts and rationalisation may challenge the ability of Category 1 responders to fulfil their statutory duty; Insufficiently prepared management leads to delay in the restoration of business critical activities and the control of the emergency plan.	Unable to provide critical services to vulnerable citizens; downtime is longer than necessary; reputation is adversely affected; cost escalates and the council is unable to deliver services to its citizens for longer than is acceptable.	Malcolm Townroe and Sarah Molyneux	15-Feb-2017	3=Possible	4=Major	12	Treat	Quarterly	01-Apr-2017	3 - Possible	3 - Moderate	 9
SR10	Legal	Strategy and Resources	Candida Brudenell	The creation and running of wholly owned trading companies.	Lack of transparent and robust governance arrangements that protect the interests of the council.	Failure of a wholly owned company has a financial cost and reputational impact; may adversely affect future trading for other council owned companies due to loss of confidence; disrupts services provided to citizens.	Glen O'Connell	15-Feb-2017	4=Likely	3=Moderate	12	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	 4
SR11	Citizens	All	Ian Curryer	Citizens and the Heart Agenda and increasing partnership working/reliance on communities and partners to deliver services.	Fail to develop and sustain relationships and formal arrangements with partners, other councils, academies schools, the community, NHS and key stakeholders. No common vision and consensus across all key partners. Failure to understand the drivers for demands and shape services accordingly.	Failure of local agreements impacting adversely on council reputation, services to citizens and wellbeing of community as a whole. Potential financial risk with increased costs and strain on council resources. Outcomes for young people does not reach council target and aspirations.	Candida Brudenell	15-Feb-2017	3=Possible	3=Moderate	9	Treat	Quarterly	01-Apr-2017	2 - Unlikely	3 - Moderate	 6
SR12	Legal	Strategy and Resources	Candida Brudenell	Information Security and Governance	Failure to have in place robust processes that manage data in accordance with DPA requirement; to train staff and ensure all employees adhere to the policy. Failure to record near misses and take action to prevent actual misses. Failure to prepare and have in place policies that adhere to forthcoming GDPR regulations. Failure to contract manage the data of others whilst remaining the data owner.	Loss of sensitive and confidential data that adversely impacts on citizens. Fines for breaches of DPA. Loss of public confidence in the council. Potential of litigation and financial impact.	Colin Monckton	15-Feb-2017	3=Possible	3=Moderate	9	Treat	Quarterly	01-Apr-2017	2 - Unlikely	2 - Minor	 4

Reference Number	Risk Type	Risk Description	Risk Owner	Action to Mitigate (List as many as required)	Action Owner	Due Date	Further Action/Controls
SR01	Financial	Lack of resources to support the funding of a competent workforce, to fund specialist external services and deliver proactive early intervention initiatives.	Alison Michalska	1. Mitigate impact by making budget reductions to other service areas where the risk impact is less. 2. Reviewing statutory duties to ensure these are met. 3. Some non statutory services are under review and may be reduced or terminated. 4. Produced a recruitment and retention strategy for social workers to ensure capacity and capability is maintained to a high standard. 5. MTFS relates to protection of key services.	CALT		Currently a project underway reviewing how we provide Ongoing HomeCare services - Make or Buy, similar to that reviewed for the provision of transport for service users.
SR02	Workforce	More responsibility placed on colleagues who have little spare capacity; diverts from delivery of core services; lack of understanding and skill of service managers in meeting support service requirements.	Alison Michalska	1. Dedicated resource to co-ordinate and manage the implementation of new self serve policies; to manage compliance; and support service leads. 2. Training programme for service leads. 3. Produce a self service guide for service leads.	CALT	Ongoing	
SR03	Citizens	Increase reliance on agency workers; inability to recruit qualified and suitably experienced social workers; practitioners are allocated caseloads that are too high.	Alison Michalska	1. Produced a recruitment and retention strategy for social workers to ensure capacity and capability is maintained and statutory services are provided to citizens, which includes a training programme, performance management tool for managers, coaching and mentoring scheme, grow your own policy, fast track recruitment for social workers. 2. Regional Agency Memorandum to mitigate migration of social workers across the region. 3. Currently retain minimum number of agency workers. Directors review caseloads on a weekly basis.	CALT	Ongoing	
SR04	Financial	Failure to raise sufficient funds from local taxation to meet the needs of the our citizens.	Geoff Walker	1. MTFS which is designed to increase income, control costs and deliver targeted savings from service areas. 2. Review of and continual monitoring of income needed from business rate charges and council tax. 3. Joint working with the NHS and implementing policies within the STP. 4. Maximise grant income	Geoff Walker	31-Mar-2018	
SR05	Commercial	Lack of infrastructure to support Directors in future scoping of business strategy and long term visioning; Lack of joining up of resources and skills; Inability of support services to respond to the needs of the commercial growth agenda at the pace required; lack of budget information in a format that support business needs and commercial growth.	Andy Vaughan	1. Project to review finance arrangements to ensure service leads have clear visibility to manage their own budgets; dedicated health and safety professional; dedicated resource sitting within the business. 2. For operational needs to improve efficiencies and reduce cost project to consider the use of a specialist team utilised as and when to facilitate operational changes.	Mary Lester and Craig Lane	Mar-18	Looking to develop the expertise needed to support commercial growth and gain a better understanding of how to join the operational and commercial opportunities.
SR06	Commercial	Lack of agile and commercially astute management processes resulting in inability to quickly respond to business growth opportunities. Lack of empowerment in decision making at the lowest level delays decisions and quick turnarounds.	Andy Vaughan	1. Decentralised decision making to a local level complying with council governance arrangements. 2. Creating a workforce development programme that provides the workforce with the necessary skills to achieve competent decisions. 3. Improving the compliance and governance arrangements. 4. Creating a stronger analytical research and insight team to support managers in intelligent decision making.	Mary Lester	Mar-18	

SR07	Workforce	Cannot pay at levels required to attract the talent to deliver the commercial agenda; reduced level of services delivered within wholly owned companies affecting commercial income and growth due to inability to pay overtime requirements; failure to meet statutory obligations/reduction in ability to deliver front line services due to inability to recruit and retain staff.	Andy Vaughan	1. Introducing market supplements to ensure meet statutory obligation such as with LGV drivers, EH officers. 2. Considering the operating models of each commercial business to understand needs and skills required to meet objectives, working with support services to produce a package that ensures the best talent is attracted to maximise commercial growth opportunities.	DLT	Sep-17
SR08	IT	IT security (tools, process and people) is insufficient to protect against the council's IT system being hacked to steal highly sensitive or confidential personal information or to steal financial data on our citizens and customers. IT security systems are insufficient to quickly detect a malware attack; processes and supervision fails to detect employee negligence or malicious behaviour. Failure to adequately train employees on IT security to raise awareness and ensure adherence to policies.	Simon Salmon	1. The Council have implemented and continue to update security products to minimise the risk of systems being hacked to protect sensitive, confidential and personal information. Systems are both reactive and proactive in protecting data. 2. IT security systems are regularly updated to protect against malware attacks. 3. Colleagues in IMS have provided leaflets, briefings, training and events to advise colleagues of their responsibility personally and as managers and supervisors to protect data to minimise the risk of an employee negligence and malicious behaviour. 4. Training in IT security is provided through the Learning Pool on line provided by Training and Development. Service Managers are required to ensure colleagues are adequately trained in information handling and this is included in processes such as Employee Induction.	Simon Salmon and Information Management Services	Ongoing
SR09	Operational	Lack of robust business continuity plans that are joined up, tested and adequate to respond to a business critical interruption; Budget cuts and rationalisation may challenge the ability of Category 1 responders to fulfil their statutory duty; Insufficiently prepared management leads to delay in the restoration of business critical activities and the control of the emergency plan.	Candida Brudenell	1. Ensuring the council meets its statutory obligation under the the Civil Contingencies Act 2004 by having in place plans that ensure we will continue to deliver our core functions in an emergency. 2. BCP in place for all service areas. 3. A dedicated Emergency Planning Team to manage a multi agency response to an incident arising in the community. 4. To continue to develop, resource and embed an organisation wide risk management framework to assist in managing risks to reduce likelihood and impact.	Malcolm Townroe and Sarah Molyneux	Ongoing
SR10	Legal	Lack of transparent and robust governance arrangements that protect the interests of the council.	Candida Brudenell	1. Currently updating the governance arrangements to achieve an improved and robust process. 2. Ensuring there is a shareholder representative on each company. 4. Auditing and reporting risk within the annual audit plan and Annual governance statement. 5. Continually monitoring performance of wholly owned companies in accordance with the city council's Code of Good Governance. 6. Having a city council representative on the company board.	Glen O'Connell	Dec-17

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Nottingham City Council Risk Register - Corporate Directorate Plan Risk Summary/Profile

			IMPACT				
			Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
LIKELIHOOD	Remote (1)	Never heard of occurring. We can't imagine it occurring.	1 Tolerate	2 Tolerate	3 Tolerate	4 Tolerate	5 Tolerate
	Unlikely (2)	May occur within the sector. We can imagine it happening.	2 Tolerate	4 Tolerate	6 Prioritise for Treatment or Tolerate	8 Prioritise for Treatment or Tolerate	10 Prioritise forTreatment or Tolerate
	Possible (3)	May occur within the Council. It would be unusual.	3 Tolerate	6 Prioritise for Treatment or Tolerate	9 Prioritise for Treatment or Tolerate	12 Transfer, Treat or Tolerate	15 Terminate, Transfer or Treat
	Likely (4)	Occurs in 10 to 100 years. It may happen.	4 Tolerate	8 Prioritise for Treatment or Tolerate	12 Transfer, Treat or Tolerate	16 Transfer, Treat or Tolerate	20 Terminate, Transfer or Treat
	Almost certain (5)	Occurs several times per year. It will happen.	5 Tolerate	10 Prioritise for Treatment or Tolerate	15 Terminate, Transfer or Treat	20 Terminate, Transfer or Treat	25 Terminate, Transfer or Treat

To present a summary/profile of your Corporate Dir Plan risks/exposure, enter individual risk numbers (from the risk register) into the cells representing different levels of risk rating or priority.

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