

DATA LABEL: PUBLIC



GOVERNANCE AND RISK COMMITTEE

HIGH RISKS

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To inform the Governance and Risk Committee of the council's high risks.

B. RECOMMENDATION

It is recommended that the Governance and Risk Committee:

1. notes the council's high risks, and the action being taken to mitigate them;
2. provides feedback to officers on the risks and the mitigating actions.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, making best use of our resources.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Risk Management Policy requires the council to effectively manage risks.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	Failure to effectively mitigate risks may have an adverse impact on performance.
V Relevance to Single Outcome Agreement	Our public services are high quality, continually improving, efficient and responsive to local people's needs.
VI Resources - (Financial, Staffing and Property)	None.
VII Consideration at PDSP	None.
VIII Other consultations	Executive Management Team, Governance and Risk Board, Heads of Service.

D. TERMS OF REPORT

The council maintains its corporate risk register on the Pentana system. Risks are scored for original risk, which is the assessed risk without controls in place, and which provides an appreciation of the potential impact if controls are absent or fail, and current risk, which assumes that current controls are in place and are effective.

Risks are assessed on the basis of a five by five grid of likelihood and impact, and therefore the lowest possible score is one and the highest is 25. The council's high risks are defined as those risks which have a current risk score of 12 or more.

The council's high risks are set out in detail in appendix one. There are now 12 high risks, an increase of one from the 11 high risks that were reported to the Committee in June 2020.

The following risk is now considered to be a high risk:

- NLCS013 "Failure to control the spread of ash die back in trees across West Lothian".

In relation to the appendix:

- the traffic light icon in the top left corner of each risk represents the risk ranking. As this is a report of high risks only, this icon is either high or medium high. The traffic light icons are explained in the table at the start of appendix one;
- there is a code, title and description for each risk;
- the original risk score represents the risk without controls in place, and provides an appreciation of the potential impact if controls are absent or fail;
- the current risk score represents the current risk, i.e. assuming that current controls are in place and effective;
- the internal controls are those processes which are currently in place and which reduce the risk from the original risk score to the current risk score;
- the risk actions are those measures which are intended to further reduce the current risk.

The risk actions have a title and code, an original due date, a revised due date, a progress bar which is an assessment of their percentage completion, and a description. The report only contains risk actions which are in progress, i.e. which are not complete. Once marked as complete, risk actions should be included as internal controls and taken account of when assessing the current risk score.

Appendix two to this report sets out the council's standard risk assessment methodology.

The council's high risks are reported on a regular basis to the Governance and Risk Board, which is an officer group which exercises oversight over the council's governance and risk management arrangements, and the Executive Management Team.

E. CONCLUSION

Regular review by the Governance and Risk Committee will assist in ensuring that the council's risks are effectively managed.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: (1) High Risks (2) Risk Assessment Methodology

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Donald Forrest
Head of Finance and Property Services

Date of meeting: 9 November 2020



Appendix 1 High Risks

Report Author: Kenneth Ribbons




Generated on: 30 October 2020 13:32


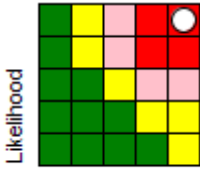
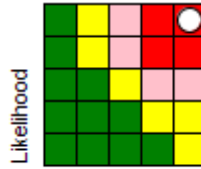

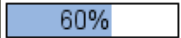
Report Layout: .. 10 (previously R09b) Original Score, Current Score, Internal Controls with linked Actions (outstanding only)


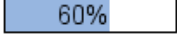
Key to Risk Scores


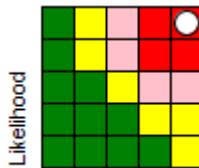
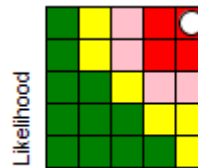

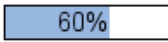

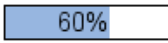
Icon	Score	Meaning
	16-25	High
	12-15	Medium High


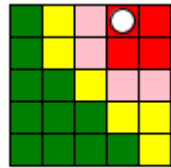
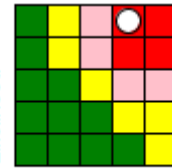

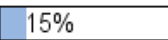
Key to Action Status


Icon	Status
	Overdue
	Approaching Due Date
	In progress


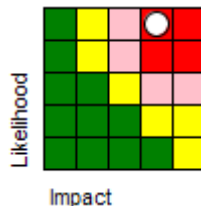
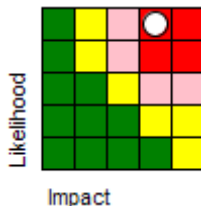

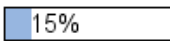
	WLC023 Failure to deliver financial plan 2020/21 to 2022/23	<p>Financial implications of COVID-19 are not met by additional funding provided by the Scottish Government. Adverse future financial settlements resulting in changes to funding or unanticipated cost pressures, linked to COVID-19 or other factors could lead to failure to deliver the agreed West Lothian Council medium term financial plan, resulting in unplanned service reductions, a failure to deliver key services, reputational damage, and industrial action.</p>							
Current Controls:		<p>Comprehensive financial regulations in place. Robust financial planning and budgetary framework in place. Transformation project team work with services and FMU to drive forward implementation of service changes required to achieve financial balance. Well established RAG analysis processes in place to monitor delivery of savings. The level of uncommitted reserves is reviewed as part of the revenue budget setting process and will continue to be subject to a specific recommendation in the annual revenue budget report. Updates on the economic context at UK, Scottish and West Lothian level and an update on the council's future budget model are presented quarterly to the Partnership and Resources PDSP. The Transformation Team works with FMU and HR to monitor the delivery of savings across the council. The outcome of this monitoring is included in quarterly monitoring reports to the Council Executive and includes a review of progress on delivery of budget savings for the three remaining years of the financial strategy. Horizon Scan reports prepared on a quarterly basis for Partnership and Resources PDSP. Regular review and update of Scottish government funding announcements and wider economic data used to inform budget planning assumptions. Covid-19 additional costs monitoring return updated and submitted to COSLA on a regular basis to identify additional costs resulting from the pandemic. Additional full month 3 monitoring exercise undertaken for 2020/21 and reported to Council executive to provide members with an early update on financial impact of Covid-19.</p>							
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
25	 <p>Likelihood</p> <p>Impact</p>	25	 <p>Likelihood</p> <p>Impact</p>		FM19009_Ar Management and monitoring of financial implications resulting from COVID-19	31-Mar-2021	31-Mar-2021		Identification and monitoring of the financial implications of COVID-19 on the council's funding and expenditure.

			FM20004_Ar Completion of additional returns on financial implications of Covid-19 submitted to COSLA / Scottish Government as required	31-Mar-2021	31-Mar-2021		Undertake and submit all required Covid-19 financial returns on identifying the financial implications of the pandemic to highlight to the Scottish Government the extent of additional funding required to achieve a balanced budget position.
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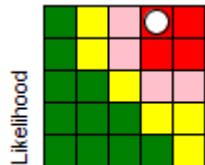
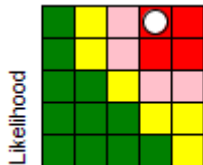

	WLC031 West Lothian Leisure - failure to deliver financial plan 2020/21 to 2022/23 with a resultant financial impact on the council			Financial implications of COVID-19 are not met by additional funding provided by the Scottish Government. Adverse future financial settlements resulting in changes to funding or unanticipated cost pressures, linked to COVID-19 or other factors could lead to failure to deliver the agreed West Lothian Leisure medium term financial plan, resulting in unplanned service reductions, a failure to deliver key services, reputational damage, and industrial action.					
Current Controls:				WLL have committed to medium term financial planning consistent with the council’s budget strategy period 2020/21 to 2022/23. Monitoring of WLL’s budget position is being reported to WLL Audit & Finance Committee and WLL Board. WLL's Board responsible for ongoing review and update of their medium term financial strategy previously reported to the Board on 13 December 2018. Attendance at WLL Board meetings as required. Detailed 2020/21 budget and business plan approved by the WLL Board March 2020. Ongoing liaison with WLL via the WLL Review Group. Pre WLL Review Group meeting held with FMU and WLL’s Head of Finance. Ongoing quarterly reporting to WLL Advisory Committee on financial position and any action required. Reports to Council Executive as and when required. Annual report to Council Executive for approval of the upcoming year’s annual management fee paid to WLL by the council. Covid-19 additional costs monitoring return updated and submitted to COSLA on a regular basis for any additional council costs related to supporting WLL.					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
25		25			FM19010_Ar Financial Implications of COVID-19 (WLL)	31-Mar-2021	31-Mar-2021		Provision and reporting of the impact of COVID-19 on WLL to assist in identifying and implementing actions required to minimise the financial impact resulting to WLL and to the council.
					FM20005_Ar Enhanced monitoring arrangements (WLL)	31-Mar-2021	31-Mar-2021		Increased scrutiny of WLL budget and cash flow position to ensure financial risks across funding and expenditure are identified and acted upon in a timely manner.


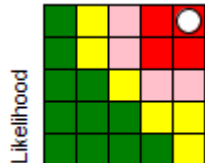
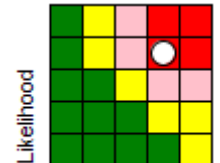


	HCBS004 Overspend of allocated Housing Need budgets	Increased demand for homeless services. This may also result in an overspend of allocated budgets.							
Current Controls:		<p>Through the implementation of the West Lothian Rapid Rehousing Plan a number of controls are in place which have seen a slight reduction in demand for homeless services for 2019/20. These include:</p> <p>Agreement between the council and the four main providers of social rented housing in West Lothian to allocate an average of 69% of social rented lets to homeless applicants requiring permanent accommodation for 2019/20 and 2020/21.</p> <p>Reduce use of B&B accommodation through reducing the backlog of open homeless cases requiring permanent accommodation and increasing the number and capacity of Temporary Tenancies through Private Sector Leasing and sharing accommodation model.</p> <p>Reduce expenditure on homeless transport by ensuring where possible homeless families are allocated temporary tenancies within school catchment.</p> <p>Monitor length of stay in temporary accommodation, ensuring people move on to permanent accommodation as quickly as possible.</p> <p>Monitor numbers of people in hotel accommodation and reduce length of stay.</p> <p>Move to a prevention approach to homelessness to reduce demand. This will be achieved through the transition to a wider housing options approach to prevent homelessness and a review of the current allocations policy.</p>							
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
20		20			HQSRRTP5 Overspend of Allocated Homeless Budget Support	31-Mar-2024	31-Mar-2024		Through actions within the Rapid Rehousing Transition Plan (RRTP) support people to sustain their homes to prevent homelessness and support homeless people to sustain their permanent housing. This will be delivered through a range of actions including piloting of a Housing First Service for people with addictions and a Housing First Service for young people, creation of a rapid resettlement team to assist people to successfully move to permanent accommodation, and delivery of the


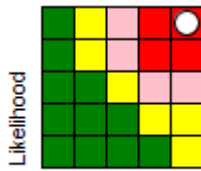
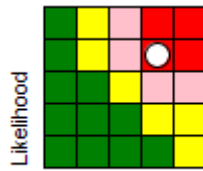


							new build unit and temporary accommodation for younger people.
			HQSR RTP4 Overspend of Allocated Housing Need Budget - RRTP Homeless Prevention and Supply	31-Mar-2024	31-Mar-2024	<div><div></div><div>15%</div></div>	Through actions within the Rapid Rehousing Transition Plan (RRTP) reduce the number of people presenting as homeless through shifting to a wider prevention approach, implementation of a new approach to housing options, review of the current housing allocations policy, improved partnership working with Education, Access to Work and the Advice Shop, and expansion of mediation and conflict resolution. Reduce the backlog of open homeless cases through increasing percentage of lets to homeless for 2020/21 across the social rented sector. Delivery of the balance of the 3,000 affordable houses by end March 2022 and seek Scottish Government Grant for 2022/23 and 2023/24 for a minimum of 300 affordable homes be completed each year.


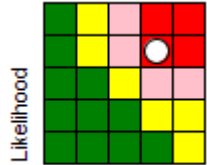
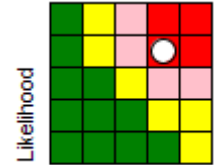


	HCBS012 Breach of statutory homeless duty			Lack of adequate accommodation due to increased demand results in Housing, Customer and Building Services (HCBS) breaching our statutory duties to accommodate unintentionally homeless people in suitable accommodation.					
Current Controls:				Agreement by the council and 4 main housing associations to allocate an average of 69% of lets to homeless has helped to move families from temporary tenancies into permanent accommodation more quickly. Through new build and open market acquisitions the council has aimed to increase its stock of larger accommodation for families to reduce bottle neck in temporary accommodation. The council monitors number of larger dispersed temporary tenancies to accommodate families to avoid use of B&B accommodation. Monitor numbers of families and pregnant females in bed and breakfast accommodation to avoid use and limit stay to below 7 days where B&B has to be used in an emergency. Prevention of homelessness through implementation of a wider housing Options approach in West Lothian. Use of flexible fund to enable families to access the private rented sector as a housing option. Increase number of PSL temporary tenancies by additional 65.					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
20		20			HQSR RTP6 Breach of Statutory Homeless Duty - RTP	01-Apr-2024	01-Apr-2024		There are a number of actions being taking forward to ensure compliance through the West Lothian Rapid Rehousing Transition Plan (R RTP) to prevent homelessness. RTP actions also include increasing temporary accommodation in line with the RTP targets using council and registered social landlords properties as well as the private letting leasing scheme. Increase capacity by providing temporary tenancies which can be shared by two people. New build temporary accommodation for Young People at Deans, Livingston creating 24 units. Working with the Scottish government regarding guidance on the extension of the Unsuitable


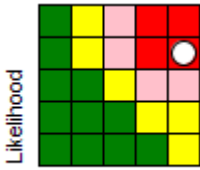
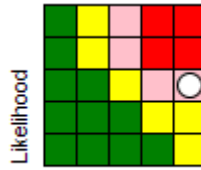

							Accommodation Order to all homeless people as of 1 February 2021 and mapping out current provision and future needs to comply.
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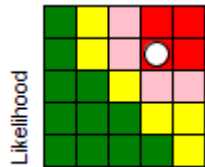
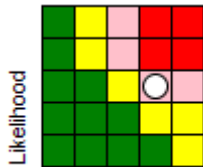

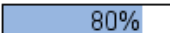

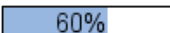
	REV001 Council Tax - failure to achieve budgeted income			Adverse external factors linked to the coronavirus outbreak, affecting recovery processes and income collection and impacting on the councils ability to deliver the financial plan for 2020/21 to 2022/23					
Current Controls:				A soft reminder notice was issued to those Council Tax payers who were behind with their Council Tax payments in July followed by the issue of all statutory arrears notices which are now being issued on a planned basis. Detailed monthly monitoring against last year and forecasting for the current year is ongoing to measure what impact the current pandemic is having on council tax income for West Lothian; in year percentage collection was down 0.71% whilst income against budgeted yield was down 1.21% at the end September 2020 compared to the previous year. Comparisons are being made across council areas through the IRRV forum to see if the pattern is similar. There has been a significant increase in Council Tax Reduction Scheme (CTRS) applications from low income households and the volumes and timely processing of these are being monitored; caseload was up 837 in August 2020 compared to the previous year with applications being processed within set target days.					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
20		20			REV20011_Ar Delay in Processing of Water Direct Payments by DWP	31-Mar-2021	31-Mar-2021	<div><div></div></div>	Water Direct Payments are requested to the DWP for those debtors who are on full CTRS and are not paying their current year water service charges. The DWP assess the requests with the majority of them being agreed for payment of water service charges to be deducted at source from the debtors benefit payments and sent to the council direct for allocation against the Council Tax account. Over £1 million was paid to the council in Water Direct Payments in 2019/20.


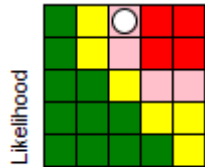
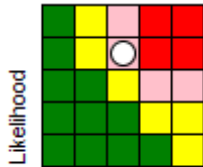



	WLC026 Failure of UK Government to agree a trade deal with the European Union following EU exit	Failure of the UK Government to agree a trade deal following exit from the European Union resulting in an economic downturn or recession impacting on the overall grant settlement, and also causing an increased demand for welfare advice, additional Scottish Welfare Fund claims and housing benefit claims, increased processing times, reduced commercial rent income from tenanted non- residential portfolio, and lower council tax collection rates. There may also be disruption to the supply of goods to the council, which could have an adverse impact on council services.							
Current Controls:			EU Exit Working Group considered risks. Liaison with, and support provided by, COSLA. Advice and information received from the Scottish Resilience Partnership (SRP). EU exit risk register prepared. EU exit contingency plan prepared. Thematic contingency plans prepared in relation to food, fuel, medicines /medical supplies, and building consumables. EMT considering the risk via the regular risk management reporting process. Regular reporting to members including reporting to the Governance and Risk Committee.						
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
25		16			WLC20001_Ar Workforce Resilience and Preparedness Plans	02-Nov-2020	02-Nov-2020		Workforce resilience plans to be developed in order to give reassurance that council services have robust plans in place to deal with any further disruption to services over the next six months. The aim of the exercise is to develop a cohesive corporate plan to ensure resilience of key services in all eventualities including Covid-19, a no deal EU Exit, winter issues and the economic situation.


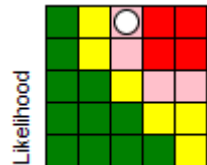
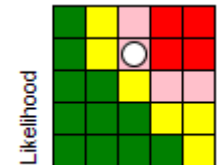



	WLC045 Pandemic - failure to maintain critical services			Covid-19 local lockdown implemented leading to some staff being unable to attend work and resulting in disruption to council services.					
Current Controls:				UK and Scottish Government COVID19 response and related council functions Scottish Government and East of Scotland Resilience Partnership work on preparedness Participation in the Scottish Government's Exercise Silver Swan events on Pandemic Flu in 2015 and 2016 Risk management policy Corporate business continuity plan which is subject to annual review Service business continuity plans which are subject to annual review Governance and Risk Board review of business continuity arrangements					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
25		16			WLC20001_Ar Workforce Resilience and Preparedness Plans	02-Nov-2020	02-Nov-2020		Workforce resilience plans to be developed in order to give reassurance that council services have robust plans in place to deal with any further disruption to services over the next six months. The aim of the exercise is to develop a cohesive corporate plan to ensure resilience of key services in all eventualities including Covid-19, a no deal EU Exit, winter issues and the economic situation.

	WLC004 Political uncertainty - impacting on service delivery	Political uncertainty relates to activity or changes in respect of: local government, Scottish government, UK government, or international political circumstances which may impact on the council. An inability to plan effectively for major changes may result in an adverse impact on service delivery and financial performance. This risk is related to both EU exit and Covid 19 and is therefore connected to risk WLC026 "Failure to effectively manage the impact on council objectives of exit from the European Union" and also to risk WLC045 "Pandemic - failure to maintain critical services".							
Current Controls:			Timely response to government consultation. Lobby via COSLA and other appropriate forums. Plans / strategies in place for major anticipated changes. Performance management system. Quarterly horizon scanning reports to Policy Development and Scrutiny Panel. Quarterly risk reporting to the Governance and Risk Committee.						
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
16		16			WLC20001_Ar Workforce Resilience and Preparedness Plans	02-Nov-2020	02-Nov-2020		Workforce resilience plans to be developed in order to give reassurance that council services have robust plans in place to deal with any further disruption to services over the next six months. The aim of the exercise is to develop a cohesive corporate plan to ensure resilience of key services in all eventualities including Covid-19, a no deal EU Exit, winter issues and the economic situation.

	NLCS013 Failure to control the spread of ash die back in trees across West Lothian causing an increase in dangerous trees	There is a likelihood that up to 80% of ash trees across West Lothian will become infected with ash die back disease. If left unmanaged there is a high level of risk that tree limbs and trees will fall endangering members of the public and road users.							
Current Controls:		Carried out detailed survey and report going Scottish Government in Jan 2021 to add detail of the national picture. Woodland Management and Safety Plans are in place for the three Country Parks. The tree inspection process has been reviewed and a hierarchy approved. Woodland Management and Tree Safety Policy approved and implemented. Cyclical Tree inspection process implemented. Use of appropriate contractors to do work.							
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
20		15			NLCS20101_Ar Development of a management plan for ash die back	31-Mar-2021	31-Mar-2021	<input type="text" value="0%"/>	Once developed, the individual actions highlighted in the plan will be added to the risk

	APS006 Failure to achieve the outcomes of the Anti-Poverty Strategy			Failure to effectively co-ordinate activities with national government or community planning partners may lead to failure to deliver the strategy and achieve the agreed outcomes.					
Current Controls:				Anti-Poverty Strategy links to other strategic plans including the Local Outcome Improvement Plan, Children and Families Strategic Plan and the Rapid Rehousing Transition Plan The strategy has a strategic scorecard which links to the council's corporate plan and the Community Planning Partnership Plan The strategy is overseen by the Anti-Poverty Taskforce which meets 4 times per year and is chaired by a Councillor An annual action plan is agreed and there are regular updates and scrutiny at the Task Force There is regular reporting on progress to both Council Executive and CPP Board The practitioners forum meets bi-monthly with membership from the third sector, council services and community planning partners There is a statutory requirement to publish a Local Child Poverty Annual Report in partnership with NHS Lothian The Food Insecurity action plan is linked into and reported within the strategy's annual plan					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
16		12			APS20001_Ar Local Child Poverty Action Report	31-Mar-2021	31-Mar-2021		Production of local child poverty action report for the period to 31 March 2021 which sets out the actions taken to mitigate child poverty during the period.
					APS20002_Ar Annual Action Plan	31-Mar-2021	31-Mar-2021		Completion of the agreed action plan as revised to reflect learning from the Covid recovery arrangements.

	ED004 Mainstream Schools: attacks on or violence towards staff			Physical and/or verbal violence from pupils, and parents of pupils, to members of staff working in schools, leading to injury or stress.					
Current Controls:				Promoting Positive Behaviour Policy in place and applied/staff aware of policy. Restricted access to schools for parents e.g. reception area only during the school day. Risk assessment to consider security factors when meeting with parents/carers e.g. more than 1 member of staff present or alternative meeting locations considered. 4 weekly monitoring of incidents recorded in Sphera in schools by the Education Senior Management Team. Raise awareness of staff on how to deal/report violent incidents in Sphera, annual reminder at August in service day. Trainers trained in de-escalation techniques, to commence rollout of training for all staff/schools from January 2020. Rollout targeted at schools with high levels of reported incidents. Education Services Health and safety committee in place and meets on a quarterly basis (membership management /professional associations / trade unions).					
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
15	 Likelihood Impact	12	 Likelihood Impact		ED20003_Ari De-escalation Training Programme for Schools (Risk Actions to Monitor Progress)	30-Jun-2020	19-Apr-2021	<div><div>10%</div></div>	Effective management of risk and monitoring of progress of planned training programme.
					ED20002_Ari Personal Safety Guidance for Education Services	30-Jun-2020	31-Dec-2020	<div><div>90%</div></div>	Specialised personal safety guidance for Education Services is made available to schools/staff.
					ED20004_Ari SPHERA Risks Assessments for Violence to Staff	30-Jun-2020	31-Dec-2020	<div><div>75%</div></div>	All required risk assessments relating to violence to staff completed by schools.

	ED005 Additional Support Needs (ASN) schools and units: attacks on or violence towards staff	Physical and/or verbal violence from pupils to members of staff working in schools, leading to injury or stress. Due to the nature of the pupils placed in ASN schools and units attached to a mainstream school it is therefore more difficult to stop an such incidents occurring. There is also potential for physical or verbal abuse from parents/carers which may lead to injury or stress.							
Current Controls:			Education Service have a 'Promoting Positive Behaviour Policy' in place for school which all staff are aware of. annual reminder at August in service day. 4 weekly monitoring of incidents in schools by the Education Senior Management Team. Raise awareness of staff on how to deal/report violent incidents in Sphera, annual reminder at August in service day. All ASN school staff have received MAPPA training on how to deal with violent /aggressive incidents by young people. Restricted access to schools for parents e.g. reception area only during the school day. Risk assessment to consider security factors when meeting with parents/carers e.g. more than 1 member of staff present or alternative meeting locations to be considered. Education Services Health and safety committee in place and meets on a quarterly basis (membership management / professional associations / trade unions).						
Risk Score	Original Risk Matrix	Risk Score	Current Risk Matrix	Linked	Risk Actions	Original Due Date	Due Date	Progress	Description
15		12			ED20003_Ari De-escalation Training Programme for Schools (Risk Actions to Monitor Progress)	30-Jun-2020	19-Apr-2021	<div><div>10%</div></div>	Effective management of risk and monitoring of progress of planned training programme.
					ED20002_Ari Personal Safety Guidance for Education Services	30-Jun-2020	31-Dec-2020	<div><div>90%</div></div>	Specialised personal safety guidance for Education Services is made available to schools/staff.
					ED20004_Ari SPHERA Risks Assessments for Violence to Staff	30-Jun-2020	31-Dec-2020	<div><div>75%</div></div>	All required risk assessments relating to violence to staff completed by schools.

DATA LABEL: OFFICIAL



RISK ASSESSMENT METHODOLOGY

RISK MATRIX

PROBABILITY	Almost Certain 5	5 Low	10 Medium	15 High	20 High	25 High
	Very Likely 4	4 Low	8 Medium	12 High	16 High	20 High
	Likely 3	3 Low	6 Low	9 Medium	12 High	15 High
	Possible 2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Unlikely 1	1 Low	2 Low	3 Low	4 Low	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Catastrophic 5
		IMPACT				

PROBABILITY TABLE

Score	Description	Estimated Percentage Chance
1	Unlikely	0-10
2	Possible	10-50
3	Likely	50-70
4	Very Likely	70-90
5	Almost Certain	90-100

Each risk is scored 1-5 for likelihood.

In assessing probability consider a three year time horizon.

In assessing probability managers should use their knowledge and experience of previous issues, both within the council and elsewhere.

IMPACT TABLE

Impact Risk Assessment - Each column is independent. Use the highest score.

<u>Hazard / Impact of Risk</u>	Personal safety	Property loss or damage	Regulatory / statutory / contractual	Financial loss or increased cost of working	Impact on service delivery	Personal privacy infringement	Community / environmental	Embarrass- ment
Insignificant 1	Minor injury or discomfort to an individual	Negligible property damage	None	<£10k	No noticeable impact	None	Inconvenience to an individual or small group	Contained within service unit
Minor 2	Minor injury or discomfort to several people	Minor damage to one property	Litigation, claim or fine up to £50k	£10k to £100k	Minor disruption to services	Non sensitive personal information for one individual revealed / lost	Impact on an individual or small group	Contained within service
Significant 3	Major injury to an individual	Significant damage to small building or minor damage to several properties from one source	Litigation, claim or fine £50k to £250k.	>£100k to £500k	Noticeable impact on service performance.	Non sensitive personal information for several individuals revealed / lost	Impact on a local community	Local public or press interested
Major 4	Major injury to several people	Major damage to critical building or serious damage to several properties from one source	Litigation, claim or fines £250k to £1m	>£500k to £2m	Serious disruption to service performance	Sensitive personal information for one individual revealed / lost	Impact on several communities	National public or press interest
Catastrophic 5	Death of an individual or several people	Total loss of critical building	Litigation, claim or fines above £1m or custodial sentence imposed	>£2m	Non achievement of key corporate objectives	Sensitive personal information for several individuals revealed / lost	Impact on the whole of West Lothian or permanent damage to site of special scientific interest	Officer(s) and/or members dismissed or forced to resign