

# Risk Register

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Report to Audit Committee, 16th March 2011



**Health Professions Council Risk Register  
February 2011 Risk Assessment**

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**Top 10 Risks (High & Medium after mitigation)**

Description		Risk owner (primary person responsible for assessing and managing the ongoing risk)	Mitigation I	Mitigation II	Mitigation III	CURRENT RISK SCORE
2.7	Interruption to electricity supply	Facilities Manager	Relocate to other buildings on site	If site wide longer than 24 hours invoke DR Plan		High
13.3	Tribunal exceptional costs, FTP, Registrations and CPD Appeals	FTP Director	Quality of legal advice	Quality of operational processes	Legal insurance covering exceptional High Court and Judicial Review costs	High
1.5	Loss of reputation	Chief Executive	Quality of operational procedures	Dynamism and quality of Comms strategy		Medium
2.4	Inability to communicate via postal services (e.g. Postal strikes)	Facilities Manager	Use of other media including Website, newsletter & email and courier services	Invoke Disaster Recovery Plan	Collection of >80% income fees by DD	Medium
2.11	Basement flooding	Facilities Manager	Flood barrier protection to prevent ingress			Medium
12.1	Judicial review of HPC's implementation of HPO including Rules, Standards & Guidance	Chief Executive	Consultation. Stds determined by PLG's Agreement by Council.	Appropriate legal advice sought		Medium
15.21	Financial distress of trade suppliers causes loss of service	Finance Director	Financial monitoring of key suppliers via Dun & Bradstreet	Escrow agreements	Alternative suppliers	Medium

**Historic Risk Scores**

Sept 2010 Risk	Feb 2010 Risk	Sept 2009 Risk	Feb 2009 Risk
High	High	High	High
High	High	High	High
Medium	Medium	Medium	-
Medium	Medium	Medium	Low
Medium	Medium	Medium	-
Medium	Medium	Medium	Medium
Medium	Medium	Medium	Medium

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**Operations**

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
2	Operations	2.1	Inability to occupy premises or use interior equipment	Facilities Manager	4	2	8	Invoke Disaster Recovery/Business Continuity plan	Commercial combined insurance cover (fire, contents, terrorism etc)	-	Low	Low
		2.2	Rapid increase in registrant numbers Links to 1.2, 13.4	Chief Executive and EMT	3	5	15	Scaleable business processes and scalable IT systems to support them	Influence the rate at which new professions are regulated		Low	Low
		2.3	Unacceptable service standards Links to 9.1, 10.4	Director of Operations	5	4	20	ISO 9001 Registration, process maps, well documented procedures & BSI audits	Hire temporary staff to clear service backlogs		Low	Low
		2.4	Inability to communicate via postal services (e.g. Postal strikes)	Facilities Manager	4	4	16	Use of other media including Website, newsletter & email and courier services	Invoke Disaster Recovery Plan	Collection of >80% income fees by DD	Medium	Medium
		2.5	Public transport disruption leading to inability to use Park House	Facilities Manager & Hd Bus Proc	4	5	20	Contact staff via Disaster Recovery Plan process	Make arrangements for staff to work at home if possible	-	Low	Low
		2.6	Inability to accommodate HPC employees Links to 5.2	Facilities Manager	4	3	12	Ongoing Space planning	Additional premises purchase or rented		Low	Low
		2.7	Interruption to electricity supply	Facilities Manager	4	4	16	Relocate to other buildings on site	If site wide longer than 24 hours invoke DR Plan		High	High
		2.8	Interruption to gas supply	Facilities Manager	1	2	2	Temporary heaters to impacted areas			Low	Low
		2.9	Interruption to water supply	Facilities Manager	2	2	4	Reduce consumption	Temporarily reduce headcount to align with legislation	Invoke DR plan if over 24 hrs	Low	Low
		2.10	Telephone system failure causing protracted service outage	Director of IT	4	3	12	Support and maintenance contract for hardware and software of the ACD and PABX	Backup of the configuration for both the ACD and PABX	Diverse routing for the physical telephone lines from the two exchanges with different media types	Low	Low
		2.11	Basement flooding	Facilities Manager	4	4	16	Flood barrier protection to prevent ingress			Medium	Medium

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Corporate Governance

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
4	Corporate Governance	4.1	Council inability to make decisions	Secretary to Council	3	1	3	Regular meetings, agendas and clear lines of accountability between Council and committees	Well researched and drafted decision papers at meetings	Attendance by external professionals as required	Low	Low
			Links to 4.4									
		4.2	Council members conflict of interest	Chair	4	4	16	Disclosure of members' interests to the Secretariat and ongoing Council & committee agenda item	Disclosure of conflict of interest in the Annual Report & on the HPC website	Member induction and training	Low	Low
		4.3	Poor decision-making eg conflicting advice or conflicting advice and decisions	Chair	4	1	4	Well-researched & drafted decision papers, Clear lines of accountability and scheme of delegation	Chair's involvement in the appointments process for lay members, induction and relevant training	Attendance by external professionals, as required.	Low	Low
		4.4	Failure to meet Council/Committee quorums	Secretary to Council	4	3	12	Clear communication of expectations of Council members' duties upfront	Adequate processes notifying Council & committee members of forthcoming meetings prior to meeting including confirmation of attendance	Committee secretaries and chairmen advised that inquorate meetings must not proceed	Low	Low
			Links to 4.1									
		4.5	Members' poor performance	Chair	4	1	4	Chair's annual appraisal of Council members	Training & support at Away Days and inductions	Removal under Sch 1, Para 9(1)(f) of the HPO 2001	Low	Low
		4.6	Poor performance by the Chair	Council	5	1	5	Appointment against competencies	Power to remove the Chair under Sch 1, Article 12(1) C of the HPO 2001	-	Low	Low
		4.7	Poor performance by Chief Executive	Chair	5	1	5	Performance reviews and regular "one to ones" with the Chair	Contract of Employment	-	Low	Low
		4.8	Improper financial incentives offered to Council members/employees	Chair and Chief Executive	4	2	8	Gifts & Inducements policy	Council member code of conduct	Induction training re:adherence to Nolan principles	Low	Low
		4.9	Failure to insure the Health & Safety of Council Members	Secretary to Council & Facilities Manager	4	2	8	Safety briefing at start of each Council or Committee meeting.	H&S information on Council Extranet	Personal Injury and Travel insurance	Low	Low
			Links to 6.3, 11.5									
		4.10	Member recruitment problem (with the requisite skills)	Chair	4	2	8	Maintenance of a detailed role description for these positional applicants on to HPC or its committees	Use of the Appointments Commission or Commissioner to recruit new members	Use of the Office of Public Appointments for advice (on recruitment of the requisite skills)	Low	Low
			Links to 6.1, 11.13									
		4.11	Expense claim abuse by members	Secretary to Council	4	2	8	Members Code of Conduct (public office)	Clear and comprehensive policies posted on the Council member Extranet and made clear during induction	Budget holder review and authorisation procedures	Low	Low
		4.12	Operationalise Section 60 legislation	Council	5	2	10	Scheme of delegation	MIS	EMT & CDT	Low	Low

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Project Management

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010	
8	Project Management	8.1	Fee change processes not operational by April 2011	Director of Finance Project Portfolio Manager	3	3	9	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low	Low	
			Links to 1.1, 15.3										
		8.2	Failure to regulate a new profession or a post-registration qualification as stipulated by legislation	Project Lead Project Portfolio Manager	5	1	5	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low	Low	
			Links to 1.1, 15.3										
		8.5	Stannary St project - Phase Two	Facilities Manager	3	1	3	Detailed planning, design and quantity surveying of costs	Project progress monitored by EMT		Low	Low	KILL
		8.8	Failure to deliver the requirements of the Vetting & Barring Scheme	Director of Fitness to Practise, Project Portfolio Manager	5	2	10	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low	Low	KILL
		8.9	Failure to deliver a strategic view of FTP Case Management	Director of FTP Project Portfolio Manager	3	3	9	Conduct Research project	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders	Low	Low	
	Project closed, to be removed Feb 2011	8.10	Failure to successfully open the Hearing Aid Practitioner register	Director of Operations, Project Portfolio Manager	5	3	15	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low	Low	KILL
		8.11	Failure to successfully open the Counsellors & Psychotherapist register	Director of Operations, Project Portfolio Manager	5	3	15	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low	Low	
	NEW	8.12	Failure to successfully open the Social Worker register	Director of Operations, Project Portfolio Manager	5	3	15	Project is managed as part of major projects portfolio	Project progress monitored by EMT & stakeholders		Low		

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**Policy & Standards**

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
14	Policy & Standards	14.1	Incorrect process followed to establish stds/guidance/policy eg no relevant Council decision Links to 12.1	Policy & Stds Director	4	2	8	Legal advice sought on processes	Appropriately experienced and trained members of Policy team.	Quality mgt system & processes	Low	Low
		14.2	Inappropriate stds/guidance published eg stds are set at inappropriate level, are too confusing or are conflicting	Council/committees	4	1	4	Use of professional liaison groups, and Council and committees including members with appropriate expertise	Appropriately experienced and trained members of Policy team.	Consultation with stakeholders & legal advice sought	Low	Low
		14.3	Changing/evolving legal advice rendering previous work inappropriate	Policy & Stds Director	4	2	8	Use of well-qualified legal professionals. Regular reviews.	Legal advice obtained in writing.	Appropriately experienced and trained members of Policy team and others eg HR.	Low	Low
		14.4	Inadequate preparation for a change in legislation (Health Professions Order, or other legislation affecting HPC)	EMT	3	1	3	EMT responsible for remaining up to date relationships with government depts and agencies.	HPC's 5 year planning process	Legal advice sought	Low	Low
		14.5	PLG member recruitment without requisite skills and knowledge Lnks to 4.10	Policy & Stds Director HPC Chair, Secretary to Council(?)	4	1	4	Skills and knowledge identified in work plan	Recruitment policy	Council Scrutiny of PLG result	Low	Low

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Finance

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
15	Finance	15.1	Insufficient cash to meet commitments	Finance Director	5	1	5	Maintain an appropriate level of cash reserves to meet ongoing needs and comply with the Reserves policy. Effective management of collections and payments processes.	Regular cash forecasts and reviews	Annual and Five Year Plan forecasting of income (volumes & fees) and costs. Fee rises an DoH grant applications as required.	Low	Low
			Links to 15.5, 15.6, 15.17, 16.1, 16.2, 16.3									
		15.2	Unexpected rise in operating expenses	EMT	3	1	3	Budget holder accountability for setting budgets and managing them. Timely monthly reporting and regular budget holder reviews held. Finance & Resources Committee review of the monthly variances year to date.	Six and nine month reforecasts with spending plan revisions as feasible and appropriate.	Legal cost insurance for FTP cases. Capped FTP legal case costs.	Low	Low
			Link to 13.1									
		15.3	Major Project Cost Over-runs	Project Lead / EMT	4	2	8	Effective project specification including creating decision points. Effective project management and timely project progress reporting (financial and non financial).	Creation of a project capex contingency budget. Project exception reports including revised funding proposal is presented to EMT for approval.	Finance & Resources Committee review of the project spending variances to date	Low	Low
			Links to 8.1-8.4									
		15.4	Loss in value of investment fund portfolio	Finance Director	2	5	10	Professional funds management involving diversification (by asset class, market, sector) and "lower risk side of neutral" investments	Adherence to the HPC Investments policy. Long run investment view.	Relatively small balances held in the investment portfolio (£1.4M), compared to money market (£5M) and property investments held (£3M). Approx 10% of Annual income value.	Low	Low
			Links to 15.17									
		15.5	Inability to pay creditors	Finance Director	5	2	10	Effective payment process management with regular review of aged creditors listing and supplier statements	Effective cash-flow forecasting. Registrant creditors policy compliance.	Extensive use of preferred suppliers with bank account details and payment terms loaded into Sage.	Low	Low
			Links to 15.1									
		15.6	Inability to collect from debtors	Finance Director	5	2	10	Collection via Direct Debit instruction for approximately 80% of renewal fees value	Registrant debtors policy compliance	Prompt actioning of rejected DD's. Periodic reviews and actioning of Misc Debtors.	Low	Low
			Links to 15.1									
		15.7	Registrant Credit Card record fraud/theft	Finance Director	3	1	3	Daily credit card payment reconciliation's in Finance dept - Streamline to Netregulate and bank statements.	Tight procedures to retrieve sensitive paper records from archive, rationalise records kept and retain sensitive current year records with security tagging.	Compliance with credit card record storage standards.	Low	Low
			Links to 5.3									
		15.8	Receipt of fee income as per collection schedule	Finance Director	3	3	9	Netregulate processes & controls in place (charging & receipts) including person cover	Monthly revenue reconciliation's between Netregulate and SAGE systems	-	Low	Low
		15.9	Mismatch between Council goals & approved financial budgets	Chief Executive	4	2	8	Close and regular communication between the Executive, Council and its Committees.	Adequate quantification of the budgetary implications of proposed new initiatives	Use of spending prioritisation criteria during the budget process with capex contingency amount held in reserve	Low	Low
			Links to 1.1									
		15.10	Unauthorised payments to organisations	Finance Director	3	2	6	Requirement for the relevant signed PO's and invoices to support payments to preferred and one off suppliers. Regular audits. Pro-forma invoice register. Segregation of duties.	Maintenance of the approved purchase order and invoice signatory list. PRS PO's have system pre-set approval routes. Regular audits. Whistleblowing policy.	Professional Indemnity & fidelity (fraud) insurance for first £100k of loss	Low	Low
			Links to 5.3									
		15.11	Unauthorised payments to personnel	Finance Director	3	3	9	Effective expense claim and payroll authorisation processes. Segregation of duties.	Regular audits. Whistleblowing policy.	Professional Indemnity & fidelity (fraud) insurance for first £100k of loss	Low	Low
			Links to 5.3									
		15.12	Unauthorised removal of assets (custody issue)	Facilities Manager	3	2	6	IT asset labeling & asset logging (issuance to employees)	Fixed Asset register itemising assets. Job exit procedures (to recover HPC laptops, blackberries, mobile phones etc). Regular audits. Whistleblowing policy.	Professional Indemnity & fidelity (fraud) insurance for first £100k of loss. Computer asset insurance.	Low	Low
		15.13	Mis-signing of cheques (forgery)	Finance Director	4	3	12	Minimal use of manual chqs. Segregation of duties (preparation and signing). Two signatories required on all cheques.	Photocopies of one off supplier cheques held on file. Monthly bank reconciliations. Whistleblowing policy.	Professional Indemnity & fidelity (fraud) insurance for first £100k of loss	Low	Low

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Pensions

Ref	Category	Ref #	Description	Risk owner (primary person responsible for assessing and managing the ongoing risk)	Impact before mitigations February 2011	Likelihood before mitigations February 2011	Risk Score = Impact x Likelihood	Mitigation I	Mitigation II	Mitigation III	RISK score after Mitigation February 2011	RISK score after Mitigation September 2010
16	Pensions	16.1	CPSM scheme funding liability resulting from scheme valuation deficit	Finance Director	2	3	6	If an employer shortfall crystallises, finance the HPC liability from money market deposits, or from £1.4M of managed funds. Scheme assets are under Scottish Life professional funds management involving diversification until conversion into beneficiary annuities. Scheme benefits are secured by insurance policies issued by the Scottish Life Assurance.	Work with the trustees to update the actuarial valuation of the fund to identify whether pension assets will cover pension liabilities. Make financial provisions where a shortfall is indicated generating an employer liability.	Monitor the winding up schedule with the scheme trustees and administrators. Seek specialist pensions legal advice as required	Low	Low
			Links to 15.1, 15.5									
		16.2	Non compliance with pensions legislation	Finance Director	4	2	8	Notional membership by six scheme members to avoid triggering s75 liability before scheme closure	Liaison with with scheme trustees and administrators.	Seek specialist pensions legal advice as required.	Low	Low
			Links to 15.1, 15.5									
		16.3	Capita Flexiplan funding liability resulting from scheme valuation deficiency	Finance Director	4	4	16	If an employer shortfall crystallises, finance the HPC liability from money market deposits, or from £1.4M of managed funds. Scheme assets are under professional funds management involving diversification until conversion into beneficiary annuities.	Work with the trustees to update the actuarial valuation of the fund to identify whether pension assets will cover pension liabilities. Make a financial provision where a shortfall is indicated and the HPC's portion of the shortfall is subsequently identified.	Monitor actions of the Employers' Consultative Group in working with the scheme trustees and administrators to wind up the Flexiplan scheme. Seek specialist pensions legal advice as required.	Low	Low

## Appendix i

### Glossary & Abbreviations

<b>Term</b>	<b>Meaning</b>
AGM	Annual General Meeting
CDT	Cross Directorate Team (formerly HPC's Middle Management Group)
CHRE	Council for Healthcare Regulatory Excellence
CPD	Continuing Professional Development
EEA	European Economic Area, = European Economic Union, plus Norway, Iceland, plus for our purposes Switzerland
EMT	HPC's Executive Management Team
EU	European Economic Union (formerly known as the "Common Market")
FReM	Financial Reporting Manual
FTP	Fitness to Practise
GP	Grandparenting
HPO	Health Professions Order
HR	Human Resources
HW	Abbreviation for computer hardware
Impact	The result of a particular event, threat or opportunity occurring. Scored between 1 least effect on HPC and 5 maximum effect on HPC.
ISO	International Standards Organisation (the global governing body for the Quality standards used by HPC)
ISO 9001:2008	The ISO Quality Management Standard used by HPC.
IT	Information Technology
Likelihood	Used to mean Probability of the event or issue occurring within the next 12 months
MIS	Management Information System
NetRegulate	The bespoke computer application used to manage the application, registration and renewal processes, and publish the online register
OIC	Order in Council
Onboarding	The process of bringing a new profession into statutory regulation from HPC's viewpoint
OPS	Operations
PLG	Professional Liason Group
Print UK	A supplier of printing and insertion/mailling services to HPC
Probability	Likelihood, chance of occurring. Not the "mathematical" probability. Scored between 1 least likely and 5 most likely to occur within the next year.
QMS	Quality Management System, used to record and publish HPC's agreed management processes
Risk	An uncertain event/s that could occur and have an impact on the achievement of objectives
Risk Score	Likelihood x Impact or Probability x Significance
SI	Statutory Instrument
Significance	Broadly similar to Impact
SSFS	Scheme Specific Funding Standard, a set of standards relating to pensions services
STDS	Standards
SW	Abbreviation for computer software
VPN	Virtual Private Network, a method of securely accessing computer systems via the public internet
$\Sigma$ post mitigation Impact	The residual impact after all mitigations have been taken into account
$\Sigma$ post mitigation Likelihood	The residual likelihood after all mitigations have been taken into account

Appendix ii

HPC RISK MATRIX

IMPACT	Public Protection	Financial	Reputation						
	Catastrophic 5	Catastrophic 5	Catastrophic 5	5	10	15	20	25	
	Significant 4	Significant 4	Significant 4	4	8	12	16	20	
	Moderate 3	Moderate 3	Moderate 3	3	6	9	12	15	
	Minor 2	Minor 2	Minor 2	2	4	6	8	10	
	Insignificant 1	Insignificant 1	Insignificant 1	1	2	3	4	5	
<p><b>KEY</b></p> <div style="background-color: red; color: white; padding: 5px; text-align: center;"> <p>&gt;11 High Risk: Urgent action required</p> </div> <div style="background-color: yellow; color: black; padding: 5px; text-align: center;"> <p>6-10 Medium Risk: Some action required</p> </div> <div style="background-color: lightgreen; color: black; padding: 5px; text-align: center;"> <p>&lt;5 Low Risk: Ongoing monitoring required</p> </div>				Negligible 1	Rare 2	Unlikely 3	Possible 4	Probable 5	
				Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Only small chance of occurring in the lifetime of the strategy.	May well occur during the lifetime of the strategy.	Likely to happen at some point during the next one or two years.	“Clear and present danger” – represented by this risk - will probably impact on this initiative - sooner rather than later.	<b>Strategic</b>
				Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Not likely to occur during the lifecycle of the programme or project.	May occur during the life of the programme or project.	Likely to happen in the lifecycle of the programme or project.	Likely to occur in the lifecycle of the project, probably early on and perhaps more than once.	<b>Programme / Project</b>
				Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	Does not happen often - once every six months.	May well happen on a monthly basis.	May well happen on a weekly basis.	The threat is likely to happen almost every day.	<b>Operational</b>
<b>LIKELIHOOD</b> →									

## RISK MATRIX DEFINITIONS

### IMPACT TYPES

	Public Protection	Financial	Reputation
↑ IMPACT	<b>Catastrophic 5</b> A systematic failure for which HPC are ultimately responsible for, exposes the public to serious harm in cases where mitigation was expected.	<b>Catastrophic 5</b> Unfunded pressures greater than £1 million	<b>Catastrophic 5</b> Incompetence/ maladministration or other event that will destroy public trust or a key relationship
	<b>Significant 4</b> A systematic failure for which HPC are ultimately responsible for, exposes more than 10 people to harm in cases where mitigation was expected.	<b>Significant 4</b> Unfunded pressures greater than £50,000	<b>Significant 4</b> Incompetence/ maladministration that will undermine public trust or a key relationship for a sustained period or at a critical moment.
	<b>Moderate 3</b> A systemic failure for which HPC are ultimately responsible for exposes more than 2 people to harm in cases when mitigation was expected.	<b>Moderate 3</b> Unfunded pressures greater than £8,000	<b>Moderate 3</b> Incompetence/ maladministration that will undermine public trust or a key relationship for a short period. Example Policy U-turn
	<b>Minor 2</b> A systemic failure which results in inadequate protection for individuals/individual communities, including failure to resolve celebrity cases.	<b>Minor 2</b> Unfunded pressures over £2,000	<b>Minor 2</b> Event that will lead to widespread public criticism.
	<b>Insignificant 1</b> A systemic failure for which fails to address an operational requirement	<b>Insignificant 1</b> Unfunded pressures over £1,000	<b>Insignificant 1</b> Event that will lead to public criticism by external stakeholders as anticipated.

### LIKELIHOOD AREAS

	Strategic	Programme / Project	Operational
↑ LIKELIHOOD	<b>Probable 5</b> "Clear and present danger", represented by this risk - will probably impact on this initiative - sooner rather than later.	<b>Probable 5</b> Likely to occur in the life-cycle of the project, probably early on and perhaps more than once.	<b>Probable 5</b> The threat is likely to happen almost every day.
	<b>Possible 4</b> Likely to happen at some point during the next one or two years.	<b>Possible 4</b> Likely to happen in the life-cycle of the programme or project.	<b>Possible 4</b> May well happen on a weekly basis.
	<b>Unlikely 3</b> May well occur during the lifetime of the strategy.	<b>Unlikely 3</b> May occur during the life of the programme or project.	<b>Unlikely 3</b> May well happen on a monthly basis.
	<b>Rare 2</b> Only small chance of occurring in the lifetime of the strategy.	<b>Rare 2</b> Not likely to occur during the lifecycle of the programme of project.	<b>Rare 2</b> Does not happen often - once every six months.
	<b>Negligible1</b> Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	<b>Negligible1</b> Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.	<b>Negligible1</b> Extremely infrequent – unlikely to happen in a strategic environment or occur during a project or programmes lifecycle. May occur once a year or so in an operational environment.