

METHODOLOGY - Risk scoring - see guidance document for further information

Probability of a risk occurring

Probability	Definition	Scale	Value
High	Almost certain: The risk will materialise in most circumstances	> 80 % chance	5
Medium/ High	Likely: The risk will probably materialise at least once	60 – 80 % chance	4
Medium	Possible: The risk might materialise at some point	25 – 60 % chance	3
Low/ Medium	Unlikely: This risk will probably not materialise	5 – 25 % chance	2
Low	Rare: This risk will materialise only in exceptional circumstances	0 – 5 % chance	1

Risk Rating

Risk Factor Score (Probability x Impact)	Risk Rating
Low	Green
Medium	Amber
High	Red

Risk Matrix
Impact

	1	2	3	4	5
1	1	2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5	5	10	15	20	25

Probability

These ratings are then multiplied to give a final score for each risk; see the example to the left. Scores can be plotted onto a Risk Matrix and banded into overall ratings - Red, Amber and Green- which allows you to concentrate on the 'top risks' - those in the Red and Amber rating

Impact of a risk/issue occurring

Impact	Definition	Value
High	Critical impact on the achievement of objectives and overall performance. Critical impact on costs and/ or reputation. Very difficult and possibly long term to recover	5
Medium/ High	Major impact on costs and objectives. Serious impact on output and /or quality. Medium to long term effect and expensive to recover	4
Medium	Significant waste of time and resources. Impact on operational efficiency, output and/or quality. Medium term effect which may be expensive to recover	3
Low/ Medium	Minor loss, delay, inconvenience or interruption. A short to medium term affect	2
Low	Minimal loss, delay, inconvenience or interruption. Can be easily and quickly amended	1

Example

There is a project risk and it is fairly likely to occur therefore it's
Probability = 4

The Impact of the risk upon the project is Medium therefore it's
Impact = 3

To assess the overall Risk Rating, multiply the
Probability by the Impact = 12

Using the Risk Rating table, this risk is assessed as a Medium Risk to the project

Proximity

Proximity Impact	Descriptor
Short Term	Likely to happen within a month
Medium Term	Likely to happen within 3 months
Long Term	Likely to happen in 3 months time or longer

METHODOLOGY - Issue Scoring - see guidance document for further information

Impact Score

Use the scoring system below to determine the impact an issue or dependency will have on the project/programme

Impact	Descriptor	Score
Low	Minimal loss, delay inconvenience or interruption. Can be easily and quickly remedied	1
Low/Medium	Minor loss, delay, inconvenience or interruption. Short to medium term effect	2
Medium	Significant waste of time and resources. Impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover	3
Medium/High	Major impact on costs and objectives. Serious impact on output and /or quality. Medium to long term effect and expensive to recover	4
High	Critical impact on the overall achievement of objective and overall performance. Critical impact on costs and/ or reputation. Very difficult and possible long term to recover	5

Date Reviewed 16/06/21							Original score			Current score									
Risk ID Code	Raised By	Date Identified	Impact	Mitigating actions	Target Resolution Date	Risk Owner	Proximity	Probability score	Impact score	Original PI Score	Proximity	Probability score	Impact score	Current PI Score	Trend Indicator	Status	Date Reviewed	Updated by	Comments
R001	WM Consortium	10-May-21	Project will not go ahead if we are unsuccessful on the project bid	Full engagement with all Home Office consultation processes. Estimated outcome projection shared with the Home Office and costings and cohorts sized shared with the Home Office and no concerns raised by Home Office	22-Jun-21	WM Consortium	Short	2	5	10	Short	1	3	3	-	Open	16-Jun-21		
R002	WM Consortium	10-May-21	Project will not go ahead if there is no Social Investor to support financially	Co-producing bid with Social investor will be lead applicant for the bid submission	22-Jun-21	BI	Short	2	5	10	Short	1	2	2	-	Open	16-Jun-21		
R003	WM Consortium	10-May-21	Partners may become disengaged due to delays in payments	Payment schedule and financial plan in process. Outcomes profiling and full revenue costs submitted to Social Investor ensuring they are prepared to pay cost of delivery	01-Aug-21	BI	Short	2	5	10	Short	1	3	3	-	Open	16-Jun-21		
R004	WM Consortium	10-May-21	Project will not meet its full outcomes	Work closely with providers, bid to be co-produced with providers to ensure full collaboration. Reduce Project outputs and cost and discuss with social investor identify other options to support outcomes	22-Jun-21	WM Consortium	Short	1	5	5	Short	1	2	2	-	Open	16-Jun-21		
R005	WM Consortium	10-May-21	Governance will not be signed off by internal compliance teams in time for project delivery	Briefing reports submitted to relevant Cabinet Members and LA governance structures including SEB for full authorisation	01-Aug-21	Home Office, WM Consortium and BI	Short	4	5	20	Short	2	4	8	-	Open	16-Jun-21		
R006	WM Consortium	10-May-21	No clarity currently on data collection systems for providers to plan delivery	Implementation of Unidactical data collection systems have been embedded into the project setting out clear expectations of project reporting	01-Aug-21	Home Office and BI	Short	4	5	20	Short	2	4	8	-	Open	16-Jun-21		
R007	WM Consortium	10-May-21	Social Investor will not be able to evidence outcomes to claim money back from Home Office	Regular performance monitoring and review of delivery to be distanced linked to performance management and governance structures	01-Sep-21	WM Consortium	Short	2	5	10	Short	1	3	3	-	Open	16-Jun-21		
R008	WM Consortium	10-May-21	The Social Investor will not receive payment from the Home Office, impacting working relationships	Confidence in providers and trusting relationships with this cohort amongst consortium members. Experience of engagement via historical LASLOO project	01-Sep-21	WM Consortium	Short	2	5	10	Short	1	3	3	-	Open	16-Jun-21		
R009	WM Consortium	10-May-21	The Social Investor will not receive payment from the Home Office, impacting working relationships	Work with wider providers including Serco, Migrant Help Home Office and REED in partnership ensuring communications with cohort and engagement with project are aligned	09/01/2021	WM Consortium	Short	3	5	15	Short	1	2	2	-	Open	16-Jun-21		
R010	WM Consortium	10-May-21	Additional resource pressures on providers and inequality of service delivery	Conversations and communications have been had with Social Investor and Home Office to review potential opportunities for additional funding. Discussions to continue through the lifetime of programme to identify how consortium could support additional participants if	01-Sep-22	WM Consortium / BI	Short	4	5	20	Short	3	2	6	-	Open	16-Jun-21		
R011	WM Consortium	10-May-21	Inequality of service delivery to newly granted refugees across the region	Project has been identified and published as a pilot working with specific number of individuals to ascertain learning opportunities for future funding. Added value for the project has been considered inclusive of access to resources such as housing advice or training opportunities for all newly granted refugees	22-Jun-21	WM Consortium	Short	4	5	20	Short	1	2	2	-	Open	16-Jun-21		
R012	WM Consortium	10-May-21	Project outcomes will not be met due to restrictions in place	Confidence in providers to identify key opportunities across the city working in partnership with other providers to meet outcome needs. Experience of delivery partners already with hybrid/blended models of delivery and supporting participants solely on the recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential employers. Access to a wide range of services locally that will add value to the work of the consortium, e.g Refugee Employment Network, Business Leaders forum etc	01-Sep-21	WM Consortium	Short	5	5	25	Short	1	3	3	-	Open	16-Jun-21		
R013	WM Consortium	10-May-21	The Social Investor will not receive payment from the Home Office, impacting working relationships	Recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential employers. Access to a wide range of services locally that will add value to the work of the consortium, e.g Refugee Employment Network, Business Leaders forum etc	01-Nov-21	WM Consortium	Short	3	5	15	Short	1	3	3	-	Open	16-Jun-21		
R014	WM Consortium	10-May-21	Project outcomes will not be met	Lead organisations to ensure cultural awareness training is available	01-Nov-21	WM Consortium	Short	2	6	12	Short	2	3	6	-	Open	16-Jun-21		
R015	WM Consortium	10-May-21	Project outcomes will not be met due to restrictions in place	Recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential employers. Where possible opportunities will be within reasonable walking distance. However integration provider will also be delivering workshops around Covid safety whilst using public transport and engaging in	01-Nov-21	WM Consortium	Short	2	5	10	Short	1	3	3	-	Open	16-Jun-21		
R016	WM Consortium	10-May-21	Project outcomes will not be met and loss of opportunities for cohort	Recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential landlords and housing options	01-Nov-21	WM Consortium	Short	2	5	10	Short	1	2	2	-	Open	16-Jun-21		
R017	WM Consortium	10-May-21	The Social Investor will not receive payment from the Home Office, impacting working relationships	Recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential landlords and housing options	01-Oct-21	WM Consortium	Short	3	5	15	Short	1	3	3	-	Open	16-Jun-21		
R018	WM Consortium	10-May-21	Project outcomes will not be met and newly granted refugees will become homeless	Recruitment of providers for the project has been carefully thought out to ensure ability to meet outcomes with wide portfolio of potential landlords and housing options	01-Oct-21	WM Consortium	Short	3	5	15	Short	2	3	6	-	Open	16-Jun-21		
R019	WM Consortium	10-May-21	Continued resource pressure on Social Housing	Integration provider will be delivering workshops to set housing expectations and raise awareness of the benefits of different housing options	01-Oct-21	WM Consortium	Short	3	5	15	Short	1	2	2	-	Open	16-Jun-21		
R020	WM Consortium	10-May-21	High concentration of cohort within certain demographic areas	Integration provider will be delivering workshops to set housing expectations and raise awareness of important of community cohesion and benefits of living in a diverse neighbourhood	01-Oct-21	WM Consortium	Short	2	5	10	Short	1	2	2	-	Open	16-Jun-21		
R021	WM Consortium	10-May-21	Financial Implications on providers to meet outcomes	Landlords are being pre-engaged to discuss potential engagement on the project	01-Oct-21	WM Consortium	Short	3	5	15	Short	2	3	6	-	Open	16-Jun-21		
R022	WM Consortium	10-May-21	Delay in project delivery and restrictions in delivery project outcomes	Big Issue Invest has provided reassurance as the risk carrier and funding source that they have experience of dealing with similar circumstances	30-Mar-24	Central Government / Home Office and BI	Long	5	5	25	Long	2	5	10	-	Open	16-Jun-21		
R023	WM Consortium	10-May-21	Unable to meet project outcomes	Identify other members of the team to 'step in' on an interim basis. Start recruitment process inc secondment opportunity		WM Consortium				0				0	=				
										0				0	=				
										0				0	=				
										0				0	=				
										0				0	=				
										0				0	=				
										0				0	=				