Strategic Risk Register (November 2024) **Appendix 1**

This register records the 'higher level' or strategic risks facing the Authority and identifies who is responsible for managing them. Full details of how each risk is managed are set out in the Operational Risk Register.

Category of risk	Description of risk	Risk assessment (see explanation, below table)	Owner	Entry on Operational Risk Register
Strategic & Commercial risks				
1. Reputation damage	Damage that undermines relationships with key partners, sponsors or the workforce, to the extent that the Authority's objectives become undeliverable.	Manageable	Members / CEO/SMT	1
2. Partnerships	Failure to achieve objectives in an efficient / effective / economic manner or to identify joint liabilities.	Material	Members / CEO/SMT	2
Economic & Financial risks				
3. Failure of Defra Grant	Further significant cut (>5%) in Defra core grant, necessitating additional operational cut-backs.	Severe	CEO/ SMT	4
4. Other Funding Risks	Failure (i.e. absence or shortfall) of External 'Grant' Funding; Ineffective partnership with YDMT and FLD; Bad Debts; Shortfalls in earned income.	Severe	CEO/ SMT	4
Organisational management & human factors				
5. Inadequate staffing resources	Inability to deliver corporate objectives, grant funded projects or to maintain services (including statutory services) at agreed / accepted levels.	Material	CEO/ SMT	14
6. Health, safety and wellbeing	Risk to staff, Members, volunteers and the public where proper procedures are not followed.	Material	CEO/ SMT/ Section Heads	16
Political and societal factors				
7. Public liability	Professional advice (e.g. planning, agricultural-related) given proves to be inadequate, leaving the Authority with significant exposure. Also, public liability in relation to works undertaken by the Authority that provides services or recreational opportunities.	Manageable	MO/ DCS	11

Category of risk	Description of risk	Risk assessment (see explanation, below table)	Owner	Entry on Operational Risk Register
Technical and operational risks				
8. Business Continuity	Arising through either failure of communication network, or systematic failure of IT server environment, or of the maintenance capacity of either; leads to inability of Authority to operate.	Severe	SMT/HoF/ ICT Manager	25

Explanation of Risk Assessment and Evaluation

All identified risks are scored against the likelihood of their materialising and for their impact if they did materialise. The following three tables describe this scoring system: **Table 1** identifies the 'likelihood' criteria, **Table 2** the 'impact' characteristics, and **Table 3** combines these two factors to give an overall classification ranging from 'Very Severe' to 'Manageable'.

Table 1

Risk **Likelihood** Ratings	
Probability	***Criteria***
Small	0-5% (extremely unlikely to occur)
Low	6-20% (unlikely but not impossible to occur)
Medium	21-50% (fairly likely to occur)
High	51-80% (more likely to occur than not)
Very High	>80% (almost certain to occur)

Table 2

Risk **Impact** Ratings	
Probability	***Characteristics***
Small	Minimal loss, delay, inconvenience or interruption. Easily and quickly resolved
Low	Minor loss, delay, inconvenience or interruption. Short to medium term effect
Medium	Significant waste of time and resources. Impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover
High	Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.
Very High	Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover

Table 3

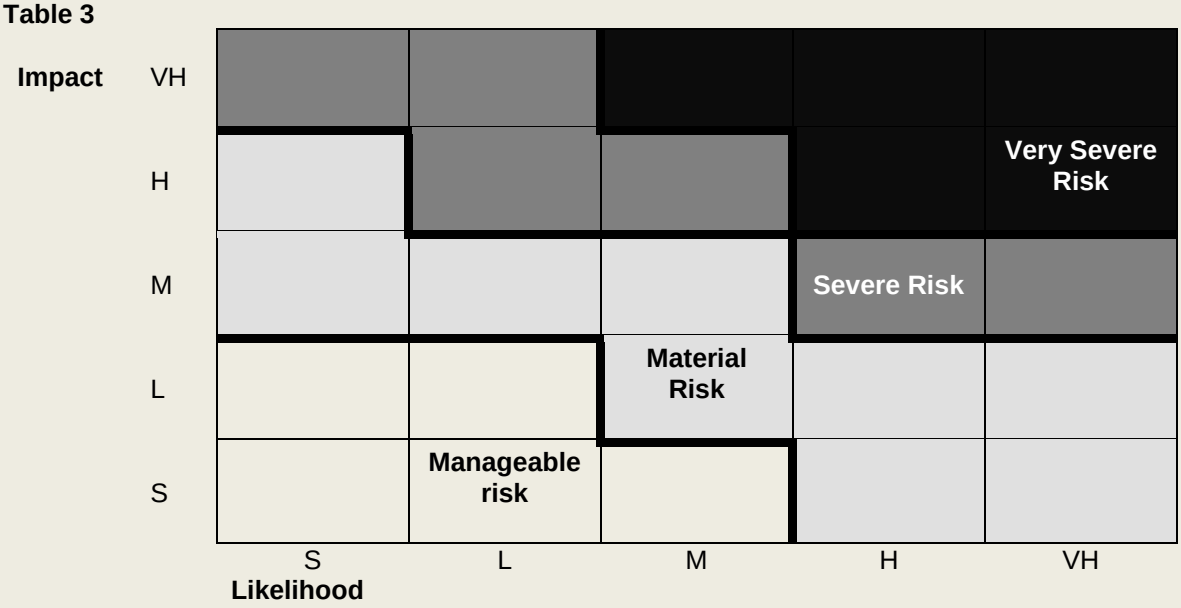


Table 3 identifies four classes of risk:

- **Very Severe** Risks are those which cause most concern: their materialisation would have a potentially disastrous impact on the Authority's reputation or business continuity; immediate and comprehensive action would be required.
- **Severe** Risks are also of significant concern and should be covered by contingency plans: their materialisation would be severe but not disastrous, and some immediate action would be required, along with the development of an appropriate action plan.
- **Material** Risks have consequences that are not severe and which can be managed by contingency plans and more detailed action plans which can be developed later. But such risks still need regular monitoring.
- **Manageable** Risks are those that are inherent in most activities; the consequences of their materialising are generally not important enough to affect the whole business, and they can be managed during delivery. The status of such risks will be reviewed periodically.

The scoring of particular risks is the responsibility of SMT, subject to any advice from the Audit & Review Committee. In determining the likelihood of a risk occurring, all factors, including existing control mechanisms, will be taken into account.

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