| Corporate Risks                                       | Strategic Owner  | Score | Target | DoT                   | Corporate Risk Profile   |                    |                    |            |                       |             |                     |
|---|------------------|-------|--------|-----------------------|--|--------------------|--------------------|------------|-----------------------|-------------|---------------------|
| 01 Financial Sustainability                           | lan Lorimer      | 25    | 9      | 1                     |  | Critical (5)       |                    |            | 1                     |             | 1                   |
| 02 Transforming for the Future                        | Margo Williamson | 15    | 6      | 1                     | Impact   | Major (4)          |                    | 2          |                       | 3           |                     |
| 03 Performance Management                             | Vivien Smith     | 6     | 4      | $\leftrightarrow$     |  | Significant<br>(3) |                    | 1          | 3                     |             |                     |
| 04 Partnerships                                       | Vivien Smith     | 9     | 6      | $\leftrightarrow$     |  | Marginal (2)       |                    |            |                       |             |                     |
| 05 Information Governance                             | Jackie Buchanan  | 8     | 8      | $\leftrightarrow$     |  | Negligible<br>(1)  |                    |            |                       |             |                     |
| 06 Public Protection                                  | Kathryn Lindsay  | 8     | 8      | $\longleftrightarrow$ |  |                    | Very<br>Low<br>(1) | Low<br>(2) | Low to<br>High<br>(3) | High<br>(4) | Very<br>High<br>(5) |
| 07 <b>Legislation</b>                                 | Jackie Buchanan  | 9     | 6      | $\leftrightarrow$     |  |                    | Likelihood         |            |                       |             |                     |
| 08 IT Resilience & Cyber Attack (Business Continuity) | Sharon Faulkner  | 16    | 8      | $\longleftrightarrow$ | Emerging Risks – being monitored                                   |                    |                    |            |                       |             |                     |
| 09 Health & Safety Compliance                         | Mark Armstrong   | 9     | 6      | 1                     | National Care Service – awaiting completion of legislative process |                    |                    |            |                       |             |                     |
| 10 Climate Change                                     | Alison Smith     | 16    | 12     | $\leftrightarrow$     |  |                    |                    |            |                       |             |                     |
| 11 Pandemic – COVID19                                 | Margo Williamson | 16    | 12     | $\leftrightarrow$     |  |                    |                    |            |                       |             |                     |

N.B. Corporate Risk Profile represents number of risks with that score

Critical – cost overrun>10% of annual budget or fail to deliver multiple critical objectives or national press coverage or results in senior officer resignation Major – cost overrun>5% of annual budget or fail to deliver a critical objective or local press coverage or failure to deliver a statutory service Significant – cost overrun>3% of annual budget or may fail to deliver a critical objective

Marginal – cost overrun>2% of annual budget or local disruption to service(s) but statutory services & strategic objectives still delivered Negligible – cost overrun<2% of annual budget or some disruption to service(s) but manageable

Very High – 80-99% likely High – 60-70% likely Low to High – 40-59% likely Low – 20-39% likely Very Low – 1-19% likely