

## FEES AND CHARGES - RISK MATRIX – ANNEX A

| Issue/Risk  | Consequences if allowed to happen  | Likelihood | Impact   | Mitigation   | Mitigated Likelihood | Mitigated Impact |
|---|--|------------|----------|--|----------------------|------------------|
| The increases in fees and charges are counter productive as demand falls in excess of additional income | Failure to achieve budget targets will require additional savings to be identified or cuts to other services | <b>3</b>   | <b>D</b> | Demand and competition factors are reviewed in setting charges and where evidence shows that increases will have a negative impact alternatives are recommended to members | <b>2</b>             | <b>B</b>         |

| Score | Likelihood     | Score | Impact   |
|-------|----------------|-------|----------|
| 1     | Very Low       | A     | Low      |
| 2     | Not Likely     | B     | Minor    |
| 3     | Likely         | C     | Medium   |
| 4     | Very Likely    | D     | Major    |
| 5     | Almost Certain | E     | Disaster |