

Formal Risk Summary

As at: Sept-2012

Ref	Title	Risk description	Risk		Consequence	Date Raised	Owner	Gross		Current		Residual		Controls			
			Opp/ threat	Cause				I	P	I	P	I	P	Control description	Due date	Progress	Owner
CRR-007	Health & Safety	Existence of operational risks (relating to internal as well as public concerns - property not vehicle)	T	Health and Safety practices are not robust enough. Under investment in property, potential lack of clarity of accountability and of ownership of health and safety	Increased insurance claims and ultimately premium costs. Reputational implications.	2-Jan-2010	David Edwards	4	3	4	3	3	2	Create 'one view' of all corporate assets (issues, status of building, budget, work required, timescales). 'One view' being everything documented in consistent and understandable format which can be shared across organisational boundaries.	1-Mar-2012	50%	Steve Sprason
														Complete annual H&S report to CEB including claims record and statement on housing landlord responsibilities	30/9/12	75%	Steve Sprason
														Develop a corporate approach towards health and safety	1-Mar-2012	100%	Steve Sprason
														Complete H&S records on all estate management electronic records	30/9/12	75%	Steve Sprason
														Establish Corporate Asset Management Group to create a joined up approach towards management of Corporate Assets	1-Mar-2012	50%	Steve Sprason
CRR-013	Impact on homelessness of changes in Housing Benefit	Changes in housing benefit and universal housing benefit increase homelessness	T	Changes in housing benefit and universal housing benefit increase homelessness	Cost the council more money in administration and payments to landlords	1-Dec-2009	David Edwards	5	3	3	5	3	3	Monitoring and intervention, ensure take up of benefits	1-Mar-2012	50%	Helen Bishop
CRR-004	Delivery of key projects = ability to deliver cross cutting projects	People and the council are not developed sufficiently to make risk based decisions, carry out options appraisals. Decision making can be poor. Innovation is not encouraged, low risk appetite.	T	Recent adoption of Project Management methodology (experience in the council is minimal). Conflict between BAU and Project work. Process focused and not fully embedded.	Project methodology is not applied consistently across the council. Budget variations, volatility in results and benefits not realised. Board intervention. Council does not innovate or change. Ability of the council to deliver objectives.	2-Jan-2010	Jacqui Yates	4	3	3	3	3	2	CMT act as mentors within boards to encourage innovation and a culture where decisions are taken based on a robust options appraisal	1-Mar-2012	65%	CMT
														Develop clear roles, responsibilities and job descriptions/expectations for managers, heads of, directors	1-Mar-2012	50%	Simon Howick
														Development of a business partner model to project management using centre of knowledge within the Project Management office	1-Mar-2012	100%	Jane Lubbock
														Development of corporate approach to project management via a corporate project management office.	1-Mar-2012	100%	Jane Lubbock
														Development of options appraisal methodology for capital projects	1-Mar-2012	100%	Steve Sprason
CRR-006	Supplier Management	Ability of the council to manage large contracts and to obtain best value from those contracts	T	Correctly identifying appropriate staff with corporate and commercial awareness to manage contracts (where balancing reduction in staff with keeping best staff to manage contracts)	Council does not realise benefits from large contracts	2-Jan-2010	Jacqui Yates	2	4	3	2	3	2	Corporate contract management framework written and will be rolled out during 2012	3-Dec-2012	70%	Jane Lubbock
														Develop the procurement team as a centre of excellence for relationship management.	1-Mar-2012	100%	Jane Lubbock
														Development and approval of procurement strategy. Ensure consistent approach towards supplier management across the organisation.	1-Mar-2012	100%	Jane Lubbock
														Implement a mentoring/work shadowing programme where expertise can be shared with new contract managers.	1-Mar-2012	70%	Jane Lubbock
														Implement standard contract documentation and approach (based on 4Ps approach to contract management)	1-Mar-2012	100%	Jane Lubbock
CRR-012	Failure to achieve budget reductions over four year period	Inability to achieve savings in budget	T	Significant efficiency savings and service reductions as a result of Comprehensive Spending Review	Increased use of balances or further reductions to be identified	1-Oct-2010	Jacqui Yates	4	3	3	3	3	3	Effective budget monitoring framework in place	1-Mar-2012	100%	Nigel Kennedy
														Proactive management and tracking of major forecast uncertainties	1-Mar-2012	100%	Nigel Kennedy
														Robust MTF planning framework in place	1-Mar-2012	100%	Nigel Kennedy

Current Risk Score

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk and reduce the Council's exposure.

Residual Risk Score

This is the risk score after mitigating actions have taken place. The residual risk score shows how effective your action plans are at managing the risk.

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