

Corporate Risk Register

Key

APPENDIX A

RED RISK (>=15)  
CLOSED RISK

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
	Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence		Date raised	1 to 6	I	P	I	P			
CRR-001	Delivery of key projects = ability to deliver cross cutting projects	T	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.	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.	12-Jan-10	6	4	3	3	2	4	3	JY	31-Jan-11	
CRR-002	Financial Reporting	T	Accounts qualified	Changes in financial regulations and Accounting standards leading to much greater complexity, loss of staff skills and delivery of robust internal controls	Reputation 1) ability to borrow funds in the future (negative perception of the council's ability to manage its finances) 2) Lack of confidence in internal support 3) additional audit costs	12-Jan-10	6	5	3	5	2	5	3	JY	31-Jan-11	
CRR-003	Supplier Management	T	Ability of the council to manage large contracts and to obtain best value from those contracts	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	12-Jan-10	6	3	4	2	3	3	3	JY	31-Jan-11	
CRR-004	Health and Safety	T	Existence of operational risks (relating to internal as well as public concerns - property not vehicle).	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.	12-Jan-10	1, 3	4	3	2	2	3	3	DE	31-Jan-11	
CRR-005	Failure to achieve budget reductions over four year period	T	Inability to achieve savings in budget	Significant efficiency savings and service reductions as a result of Comprehensive Spending Review	Increased use of balances or further reductions to be identified	31-Oct-10	6	4	3	3	3	3	3	JY	31-Jan-11	
CRR-006	Impact on homelessness of changes in Housing Benefit	T	Changes in housing benefit and universal housing benefit increase homelessness	Changes in housing benefit and universal housing benefit increase homelessness	Cost the council more money in administration and payments to landlords	1-Dec-09	1	5	3	4	3	4	4	DE	31-Jan-11	
CRR-007	Management of HRA reform and self-financing	T	That the self financing regime is difficult to administer and the 30 year cashflow is not favourable to the council	From the 1st April 2012 the HRA subsidy system is replaced with self financing, this entails the council taking on £200m of debt, keeping the income from rents and self financing the service		31-Jan-11	6	4	3	4	3	4	3	JY	31-Jan-11	

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## DRAFT Corporate Risk Register - Action Plans

### ACTIONS MUST BE 'SMART'

Specific, Measurable, Achievable, Realistic and Time bound

Key

CLOSED ACTION/Risk

Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	%Action Complete	Date Reviewed
CRR-001	Delivery of key projects	JL	Reduce	Development of corporate approach to project management via a corporate project management office.	Submit 'Vision for Corporate Functions' to CMT End June	100%	17/05/10
CRR-001	Delivery of key projects	JL	Reduce	Development of a business partner model to project management using centre of knowledge within the Project Management office	Update actions following on from approval of 'Vision for Corporate Functions' End June	100%	17/05/10
CRR-001	Delivery of key projects	SH	Reduce	Develop clear roles, responsibilities and job descriptions/expectations for managers, heads of, directors	Dec-10	10%	20/01/11
CRR-001	Delivery of key projects	SS	Reduce	Development of options appraisal methodology for capital projects	30-Apr-10	100%	31/03/11
CRR-002	Financial Reporting	NK	Reduce	Deliver Final Accounts and working papers within agreed timetable	01-Jan-11	80%	31/03/11
CRR-002	Financial Reporting	NK	Reduce	Ensure robust quality assurance around working papers prior to submission	01-Jan-11	80%	31/03/11
CRR-002	Financial Reporting	NK	Reduce	Identify issues within previous years audits and resolve them	01-Jan-11	100%	31/03/11
CRR-003	Supplier Management	JL	Reduce	Development and approval of procurement strategy. Ensure consistent approach towards supplier management across the organisation.	1) CEB approval of strategy 15-feb-10. 2) Develop operation principles for contract management to apply to all contracts 30-June-10. 3) Agree with internal audit programme of audit 31-May-10	100%	17/05/10
CRR-003	Supplier Management	JL	Reduce	Implement standard contract documentation and approach (based on 4Ps approach to contract management )	Put in place and forms part of the Leisure contract	100%	31/03/11
CRR-003	Supplier Management	JL	Reduce	centre of excellence for relationship management.	management best practice ran for key staff in summer 2010	100%	31/03/11
CRR-003	Supplier Management	JL	Reduce	Implement a mentoring/work shadowing programme where expertise can be shared with new contract managers.	Procurement team provide support to contract managers, formal network of experts to share expertise to be put in place	50%	31/03/11
CRR-004	Health and Safety	SS	Reduce	Establish Corporate Asset Management Group to create a joined up approach towards management of Corporate Assets	Group first meeting 28-Feb-10	50%	31/03/11
CRR-004	Health and Safety	SS	Reduce	Develop a corporate approach towards health and safety	Agree detailed actions with HR - 31-March-10	100%	31/03/11

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### DRAFT Corporate Risk Register - Action Plans

Risk ID		Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestones	%Action Complete	Date Reviewed
CRR-004		Health and Safety	SS	Reduce	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.	One view developed 31-Aug-10	50%	31/03/11
CRR-008		Failure to achieve budget reductions over four year period	NK	T	Detailed monitoring, early intervention	Ongoing	50%	31/03/11
CRR-009		Impact on homelessness of changes in Housing Benefit	HB	T	Monitoring and intervention, ensure takeup of benefits	Ongoing	50%	31/03/11
CRR-010		Management of HRA reform and self-financing	GS	T	Establish Board, engage consultants, agree debt profile, write asset management plan and business plan	May 2011- April 2012	10%	31/03/11

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