

**REPORT FOR DECISION**

Agenda Item	
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**MEETING:** THE EXECUTIVE COUNCIL

**DATE:** 21 MARCH 2007  
28 MARCH 2007

**SUBJECT:** RISK MANAGEMENT ANNUAL REPORT 2006/07

**REPORT FROM:** EXECUTIVE MEMBER – QUALITY COUNCIL (RESOURCE AND PERFORMANCE)

**CONTACT OFFICER:** M OWEN – DIRECTOR OF FINANCE AND E-GOVERNMENT

**TYPE OF DECISION:** COUNCIL

**FREEDOM OF INFORMATION/STATUS:** This paper is within the public domain

**SUMMARY:**

The second Risk Management Annual Report provides Members with details of risk management activity that has taken place over the past 12 months. It goes on to outline risk management policies and practices now in place and the key issues that will be addressed during the coming financial year, including recommendations made by the external auditors following the CPA Use of Resources Auditor Judgement undertaken in November 2006.

**OPTIONS AND RECOMMENDED OPTION :**

Members are recommended to note the Annual Report and in particular to approve the minor amendments suggested to the Risk Management Policy and Strategy in section 6 of the report.

**IMPLICATIONS -**

<b>Corporate Aims/Policy Framework:</b>	Do the proposals accord with the Policy Framework? Yes
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**Financial Implications and Risk Considerations**

See DoFEG comment below

**Statement by Director of Finance and E-Government:**

There are no direct resource implications arising from this report.

Risk management is an integral part of the Council's approach to Corporate Governance and service and financial planning and it is essential that robust risk management practices are put in place to safeguard the Council's assets and its reputation.

Corporate, departmental and operational risk assessments have been undertaken and key elements of the resultant Management Action Plans are incorporated into Departmental Plans.

**Equality/Diversity implications**

No

**Considered by Monitoring Officer:**

**Are there any legal implications?**

No

**Staffing/ICT/Property:**

There are no direct human resource, IT or land and property implications arising from this report.

**Wards Affected:**

All

**Scrutiny Interest:**

Resource and Performance Scrutiny Commission

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**TRACKING/PROCESS**

**DIRECTOR:** Mike Owen

<b>Chief Executive/ Management Board</b>	<b>Executive Member/ Chair</b>	<b>Ward Members</b>	<b>Partners</b>
	Executive Member – Quality Council (Resource and Performance)		The Council's insurance brokers and main insurance provider
<b>Scrutiny Panel</b>	<b>Executive</b>	<b>Committee</b>	<b>Council</b>

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## **1.0 BACKGROUND**

- 1.1 The Executive approved the revised authority's Risk Management Policy and Strategy in March 2006. Since then considerable activity has taken place and in line with the requirements of the Strategy this report takes the form of an annual report on Risk Management.

## **2.0 APPROACH TO RISK MANAGEMENT IN BURY**

- 2.1 Risk management forms an integral part of strategic planning in Bury MBC ensuring early intervention and management of risk in delivering key strategic priorities and outcomes that follow from the Council's Financial and Forward Planning Cycle Appendix B.
- 2.2 The risk management process forms an integral part at the early stages of this strategic planning process.
- 2.3 Early intervention and assessment of strategic plans ensures Departments are able to fully prepare their existing and new priorities within their own development and service plans as part of this annual planning cycle and manage their objectives effectively against financial, reputation and performance risks.
- 2.4 This approach to risk management ensures a continuous and evolving process that runs throughout the council's operations at all levels, increasing opportunity to optimise operational efficiency at the very lowest levels of service, programme and project delivery.

*Good risk management supports accountability, performance measurement and reward, thus promoting operational efficiency at all levels. "A Risk Management Standard – IRM"*

- 2.5 Risk Assessment Action Plan Registers (RAAP's) have been introduced and are used across teams to help record, action and monitor risk events as a result of strategic planning and service delivery. RAAP Registers as they are referred to throughout this report are used at all levels throughout the Council to record information and help manage Corporate, Departmental Strategic and Operational risks.
- 2.6 Risk management is used as an effective tool in the achievement of the Council's aims and objectives, with processes in place that allow for corporate, departmental strategic and operational activity to quickly identify, evaluate and manage risk. These arrangements include:
- An approved Corporate Policy & Strategy for Risk Management that can be read online or downloaded
  - Corporate Risk Management Member Group
  - Corporate Operational Risks Management Group
  - Comprehensive Intranet Risk Management Website and Toolkit
  - Corporate Risks Assessment Action Plan Register
  - Departmental Strategic Risks Assessment Action Plan Registers
  - Operational Risks Assessment Action Plan Registers

- A Common Risks Register (General Good Administrative Management Practices)
- Dedicated risks management team

2.7 Also in place is an effective communication and reporting risk management network:

- The Executive Committee
- Resource Scrutiny & Performance
- Star Chambers
- Management Board
- Corporate Risks Management Member Group
- Corporate Operational Risks Management Officer Group
- All departments and Service Heads

2.8 The diagram at Appendix A has been drawn up to help visualise Bury MBC's risk management process, illustrating strategic and operational planning across the authority, also the delivery and movement of risks associated with these two key risk drivers.

### **3.0 PROGRESS DURING 2006/07**

3.1 Considerable activity has been taking place in the area of risk management since the previous report, with the main emphasis being to embed the structures and practices developed during the previous year.

3.2 The main achievements during 2006/07 have been:

- Completion of the risk management intranet pages
- Production of the risk management Toolkit
- Further development of corporate and departmental risk Action Plans showing the approach to be taken to tackle each risk that has been identified
- Regular monitoring, reporting and up-dating of Action Plans via Star Chambers, Management Board, Departmental Management Teams and the Corporate Risk Management Group
- Further refinement of approach to risk management within the corporate finance and performance monitoring process
- Provision of risk management training to officers and Members
- Development of a register of Common Control Measures to assist in the risk management process
- Risk assessments rolled out to cover operational risks
- Considerable work undertaken towards the production of a Business Continuity Plan including the roll out of a comprehensive Business Impact Assessment process
- Restructure of the Audit and Risk Management section to allow specific focus on the individual subject areas under the management of the Head of Strategic Finance

- Risk management applied to specific issues such as the development of the Joint Venture Company
- 3.3 All key activities set out in the 2006/07 Action Plan have been achieved with the exception of the Business Continuity Plan, where a more detailed and structured approach has been adopted which will take longer to fully implement, and identifying risks relating to key partnerships.
- 3.4 The challenge for the coming year will be to maintain the momentum, address the issues raised in the CPA judgement and to continue to review and enhance risk management processes so that it can be clearly demonstrated that they are fully integrated into the business and financial planning processes.
- 3.5 The 2006 CPA Use of Resources assessment considered the authority's risk management arrangements and four recommendations were made that should allow the authority to achieve a score of at least 3 out of 4 for risk management arrangements in future:
- Risk management arrangements should be formally reviewed on an annual basis (*this report will meet this requirement*).
  - The approach to the inclusion of partnerships in departmental risk registers should be consistent across the Authority (*see section x of this report*).
  - Significant partnerships should be included with specific risks related to those partnerships identified and documented (*see section x of this report*).
  - The Corporate Risk Management Group should meet and review the Authority's corporate risks on a regular basis (*achieved*).
- 3.6 Taking on board the authority's own assessment of its risk management arrangements, progress against the Action Plan, and the auditors' recommendations then work will be focussed in the following areas in 2007/08:
- Establishing a framework for identifying and managing risk across partnerships
  - Further developing risk solutions
  - Continuing to raise Member involvement in risk management
  - Actively responding to the Civil Contingencies Act
  - Completing the Business Continuity Plan
  - Continuing to strengthen risk management arrangements in key strategies such as the Financial Strategy, the Workforce Development Strategy, the Asset Management Strategy etc.
  - Continuing the development of risk reporting and monitoring processes
  - Strengthening risk management arrangements at the operational level of the authority
  - Benchmarking with other public and private sector organisations

#### 4.0 RISK ASSESSMENT REVIEWS

- 4.1 Corporate and Departmental Risk Assessment Action Plans (RAAP's) have been reviewed on a quarterly basis during the year and the results and latest risk registers are set out in appendices C to F. All updates to the risk registers have been recorded onto the risk management database and all RAAP's are available for reference on-line via the Intranet.
- 4.2 Movements between review periods have been reported to the Management Board, Star Chambers and the Corporate and Operational Risk Management Groups.
- 4.3 The Corporate RAAP has also been reviewed regularly and the table below shows, as an example, the changes that have occurred between the two periods July-September 2006 and October-December 2006.

Risk Reference	Risk Event	Change to Risk	High Medium Low	Decision
(11)	Secure Housing Contract	Removed	N/A	N/A
11	Back-log Maintenance Programme	New Risk	H	Controlled
12	Travellers Site	New Risk	H	Controlled
13	Pay & Grading Review	New Risk	H	Controlled

- 4.4 The following table sets out the Corporate Risks that are currently in place

**CORPORATE RISK ASSESSMENT ACTION PLAN REGISTER - 2ND QUARTER REVIEW UPDATE**

Risk Event Category	Reference	Department	Risk Event	Impact (New)	Likelihood (New)	Residual Risk Score	Rank	Action Taken	Target Risk Score	Responsible Officer
Assets	11	Corporate	Backlog of Maintenance	3	3	9	H	Controlled	4	Graham Atkinson
Budgets	13	Corporate	To conduct a pay and grading review in line with NJC pay agreement and implement a revised remuneration strategy, free from equalities with effect from 01st April 2007	4	4	16	H	Controlled	8	Guy Berry
Budgets	1	Corporate	Budget is unsustainable and inadequate to support the achievement of the Council's Priorities and Ambitions	3	2	6	M	Controlled	4	Mike Owen
Community Safety	12	Corporate	Travellers Site - Grant not available for new site from RHB - unable to proceed with relocation. Human rights issues of site residents.	3	3	9	H	Controlled	4	Ruth Fairhurst
HumanResource	3	Corporate	Absenteeism levels are unacceptably high (as measured by BVPI targets)	3	2	6	M	Accepted	3	Guy Berry
HumanResource	7	Corporate	Arrangements for workforce development do not support the provision of a 'Fit for Purpose' workforce	3	1	3	L	Accepted	3	Guy Berry
OrganisationalChange	6	Corporate	Structures and or resources within Children Services are not met	3	2	6	M	Controlled	4	Eleni Ioannides
OrganisationalChange	9	Corporate	Uncontrolled demands for Social Care out-strip the available resources and capacity	2	2	4	L	Accepted	2	Pat Horan
Partnerships	5	Corporate	Failure to establish clear, appropriate and effective governance arrangement for all partnerships	3	1	3	L	Accepted	3	Ruth Fairhurst
Performance	2	Corporate	Performance levels reduce as measured by CPA / JAR performance management systems	3	2	6	M	Accepted	0	Mike Kelly
Performance	8	Corporate	Development planning policies and performance are unable to provide the framework and or infrastructure to meet the Community Strategy Ambitions for the borough	3	1	3	M	Accepted	3	Graham Atkinson
Performance	10	Corporate	Disaster Management policies practices and manuals are ineffective	2	3	6	M	Accepted	2	Guy Berry
Technologies	4	Corporate	ICT systems are inadequate to facilitate change agenda or to allow the achievement of efficiency targets	2	1	2	L	Accepted	2	Mike Owen

## **5.0 RISK MANAGEMENT IN PARTNERSHIP**

5.1 Bury MBC is making good progress in identifying and managing risks at both a strategic and operational level. However the authority also recognises the need to include “Partnership Working” within its risk management framework.

5.2 Risks need to be assessed at “Partnership” level; i.e. risks to the aims / objectives of the Partnership. Similarly it is necessary to assess the risks facing each organisation as a member of a “Partnership”.

5.3 It is intended that this will be tackled in the following ways:

- By taking a consensus approach to risk management in Partnership working
- By the alignment of individual risk management methodologies in relation to Partnership activities.
- By the development of “Partnership Risk Register”, accepted by all parties.

5.4 Partnership working presents a number of new risks:

- Partner organisations will have different aims and objectives
- Often Partnerships are innovative, and there is no proven track record for the work they are undertaking.
- By definition, they involve different organisations, with different cultures and systems.
- It is likely each organisation will have a different approach to the management of risk
- Organisations will have differing risk thresholds / risk “appetite”

5.5 It is essential that the Partnership manages risks (and maximises opportunities) that can impact upon the aims and objectives of the Partnership as a whole. Equally, Partner organisations need to understand the nature and extent of the risk they face individually through Partnership working.

5.6 The following work will be undertaken:

- Identification of key partnership objectives / activities – all thematic groups
- Assessment of Risk Management models in each respective organisation
- Alignment of Risk Management methodologies with respect to Partnership working
- Development of a shared “Partnership Risk Register”

5.7 It is intended to have a template Partnership Risk Register that can be used to compile partnership risk registers in place by 1<sup>st</sup> April 2007.

5.8 The following progress has already been made:

- Meeting held with Public Services Board to identify key lead officers in each of the main public sector services PCT, GMP, Fire Services
- Meeting held with the PCTs Director of Resources to explore models/practices and agree on way forward



- Risks to the Council working in partnership are being explored and register being compiled
- An internal framework for risk managing partnerships is being developed
- A Code of Practice available for all type partnership arrangements

## **6.0 REVIEW OF RISK MANAGEMENT POLICY AND STRATEGY**

6.1 The Risk Management Policy and Strategy has been reviewed and it is proposed that a new section will be incorporated making specific reference to partnership risk, success criteria will be built in to allow more focussed monitoring of the Policy itself, the roles and responsibilities section will be amended to reflect the fact that internal audit has been separated out from risk management (although risk management will form a key element of each audit) and risk scores will be reversed to match practice adopted during the year (so that 4 is the highest risk/impact/likelihood). Other than this the Policy and Strategy is felt to be fit for purpose.

6.2 Members are asked to approve these changes and a revised Policy and Strategy will be placed on the intranet

## **7.0 CONCLUSIONS**

7.1 Considerable progress has been made in the area of risk management and in embedding the approach to risk management into the authority's processes and culture. However there is no room for complacency and this subject will continue to be given significant attention over the coming twelve months.

**Councillor Mike Connolly**  
**Executive Member – Quality Council (Resource and Performance)**

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### **Background documents:**

Various files held within the Director's office.

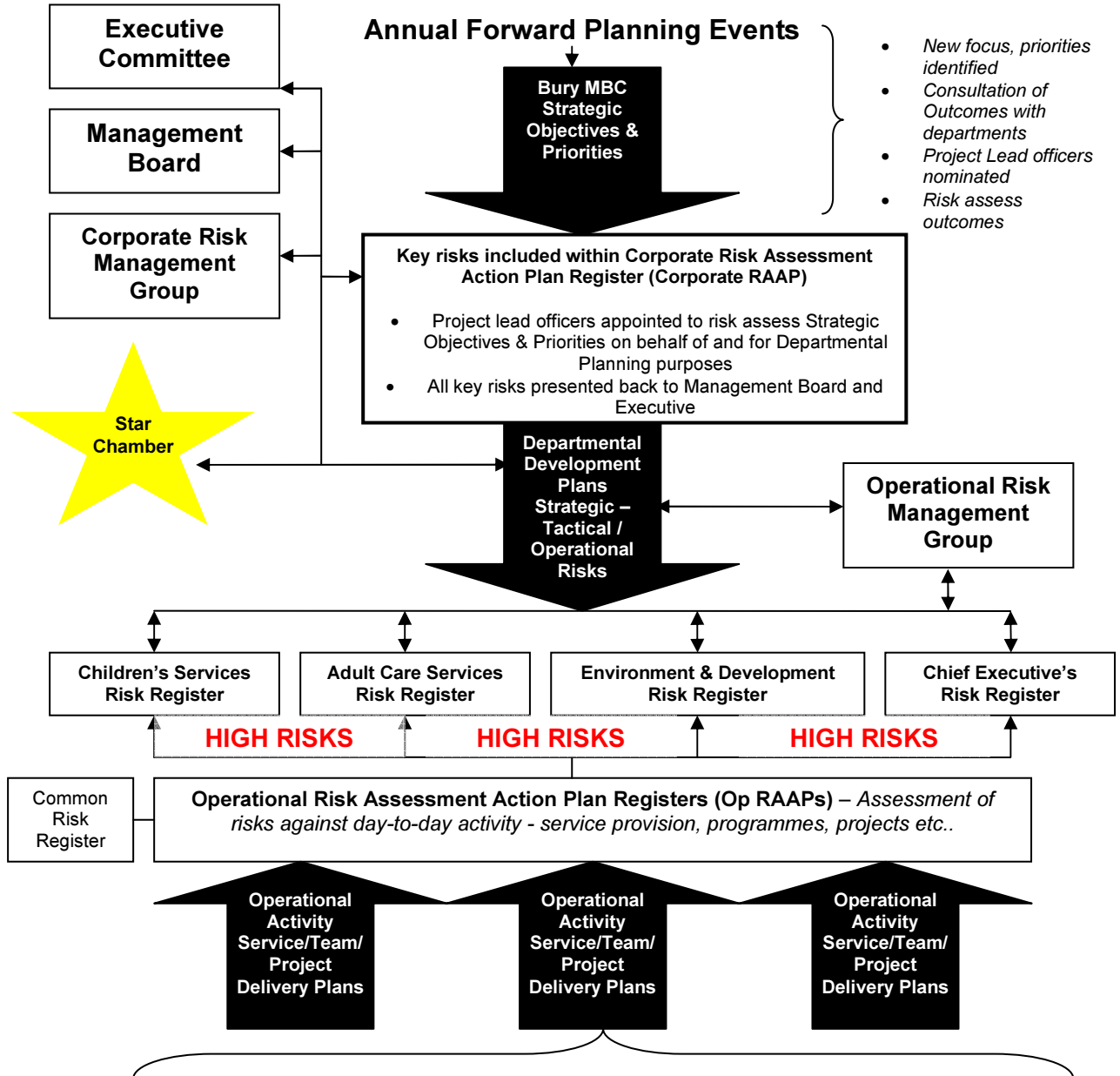
### **For further information on the contents of this report, please contact:**

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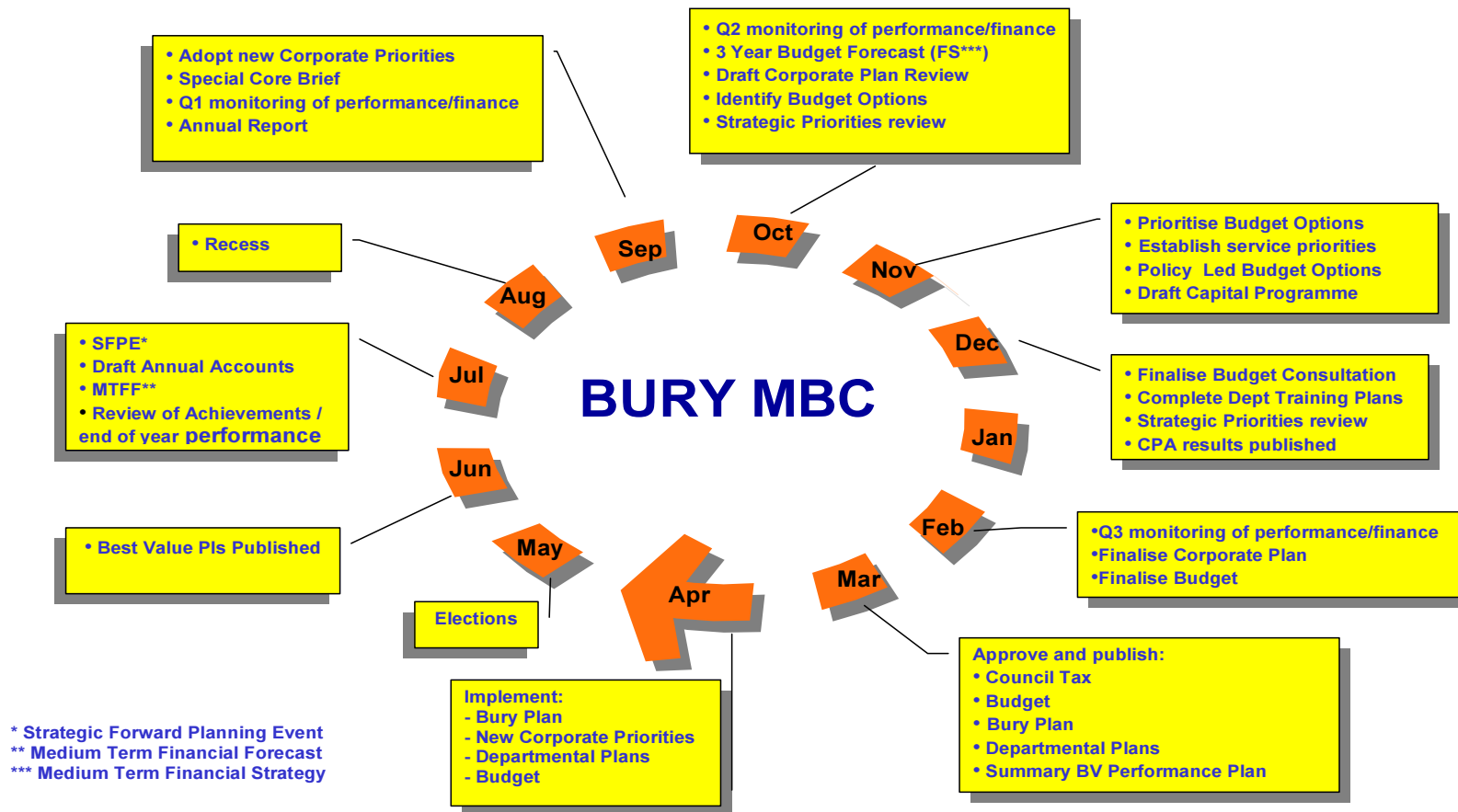
**APPENDIX A**



**Risks Internal & External Environment**

External Drivers			
Financial	Strategic	Operational	Hazards
Interest Rates Credit	Competition Customer Change Industry change Customer Demand Political Change	Regulations Culture	Contracts Natural events Suppliers Environment
Internal Drivers			
Liquidity Cash Flow	Research Development	Accounting Information Systems	Employees Public Access Properties Products/Services

FINANCIAL AND CORPORATE PLANNING CYCLE

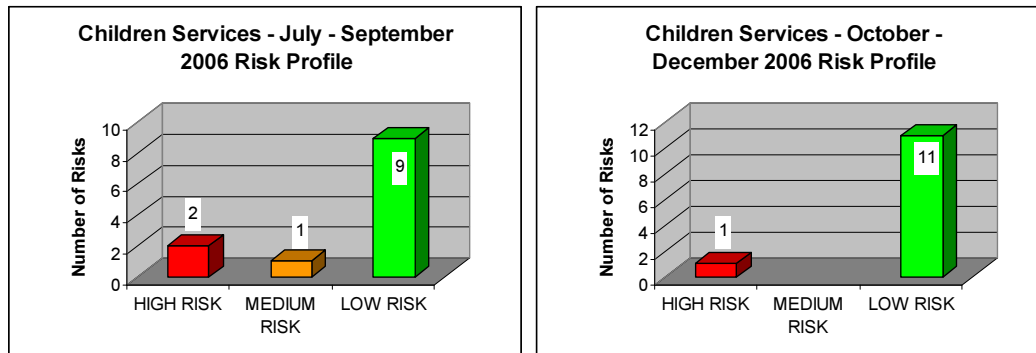


\* Strategic Forward Planning Event  
 \*\* Medium Term Financial Forecast  
 \*\*\* Medium Term Financial Strategy

September 2006

**CHILDREN SERVICES RISK PROFILES**

Comparison risk profile:



**Children Services High Risks!**

Risk Reference	Risk Event	Impact	Likelihood	Residual Score	Action
005	Failure to manage effectively workforce reforms (schools, childcare, service wide), staff development and training, recruitment and retention	2	4	8	Accepted and Modify

Summary

The following table provides a summary report covering Children Services Risk Review for October – December 06. A full copy of CS RAAP is available via the Intranet at:

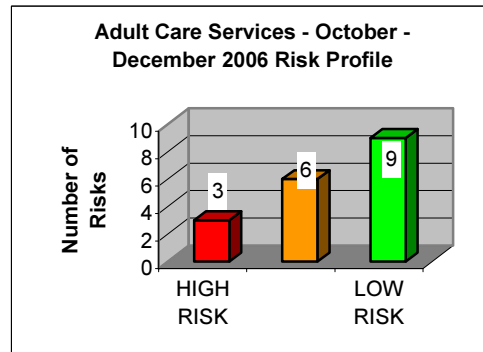
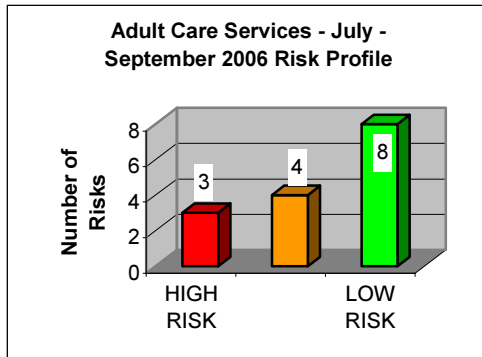
<http://intranet.bury.gov.uk/RiskManagement/DMT+RAAPS.htm>

## CHILDREN SERVICES OCTOBER - DECEMBER 06 REVIEW

Risk Event Category	Reference	Department	Risk Event	Impact (New)	Likelihood (New)	Residual Risk Score	Rank	Action Taken	Target Risk Score
Assets	9	Children Services	Capital Projects	2	1	2	L	Controlled	2
Assets	11	Children Services	Accommodation not fit for purpose	2	1	2	L	Controlled	2
Budgets	2	Children Services	Poor levels of funding	2	2	4	L	Controlled	4
Communications	10	Children Services	Participation and consultation	2	1	2	L	Controlled	2
CommunitySafety	12	Children Services	Child Protection	2	1	2	L	Controlled	2
Contracts	8	Children Services	Failure to put in place effective commissioning arrangements	2	2	4	L	Controlled	4
HumanResource	5	Children Services	Human resources	2	4	8	H	Modified	8
Legal	4	Children Services	Failure to respond to legislative change	2	1	2	L	Controlled	2
OrganisationalChange	3	Children Services	Organisational change	2	2	4	L	Controlled	4
Partnerships	1	Children Services	Failing to establish effective governance and protocol arrangements	2	1	2	L	Controlled	2
Performance	6	Children Services	Performance management and service performance	2	1	2	L	Controlled	2
Performance	7	Children Services	Business Continuity and service delivery	2	2	4	L	Controlled	4

**ADULT CARE SERVICES RISK PROFILES**

Comparison Risk profile:



**Adult Care Services High Risks:**

Risk Reference	Risk Event	Impact	Likelihood	Residual Score	Action
005	Base budget is less than that required to meet existing demand	3	3	9	Accepted and controlled
006	Future years budget fails to meet demand	3	3	9	Accepted and Controlled
009	Inability to fund the outcomes of the Pay & Grading Review	3	3	9	Accepted And Modify

The following table provides a summary report covering Adult Care Services Risk Review for October – December 06. A full copy of ACS RAAP is available via the Intranet at:

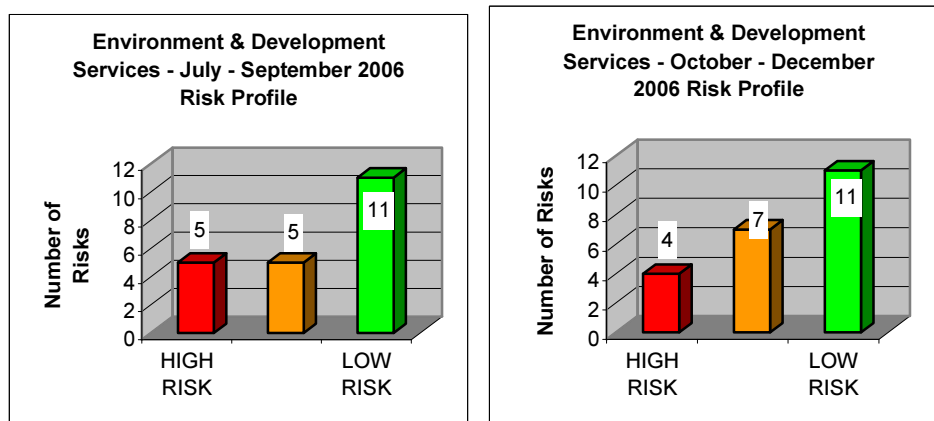
<http://intranet.bury.gov.uk/RiskManagement/DMT+RAAPS.htm>

ADULT CARE SERVICES OCTOBER - DECEMBER 2006 REVIEW

Risk Event Category	Reference	Department	Risk Event	Impact (New)	Likelihood (New)	Residual Risk Score	Rank	Action Taken	Target Risk Score
Assets	11	Adult Care Services	Insufficient funds to ensure existing building standards are maintained	3	2	6	M	Accepted	6
Budgets	5	Adult Care Services	Base budget is less than that required to meet existing demand	3	3	9	H	Controlled	3
Budgets	6	Adult Care Services	Future years budget fails to meet demand	3	3	9	H	Controlled	6
Budgets	9	Adult Care Services	Inability to fund the implications of the Pay & Grading Review (backdating or ongoing)	3	3	9	H	Modified	6
Budgets	15	Adult Care Services	Inability to progress 'invest to save' & other significant service improvements (esp. learning disabilities), because cannot access external capital funds	3	2	6	M	Accepted	6
CommunitySafety	13	Adult Care Services	Injury to a service user whilst in care or death waiting for service	4	1	4	M	Accepted	4
CommunitySafety	16	Adult Care Services	Protection of Vulnerable Adults	3	2	6	M	Accepted	4
GovernmentDirectives	10	Adult Care Services	Inability to implement the whole range of changes to adult social care proposed in the White Paper	2	2	4	L	Accepted	4
HumanResource	7	Adult Care Services	Staff do not have the required qualifications (NVQ etc) that are increasingly mandatory across social care	4	1	4	M	Accepted	4
HumanResource	8	Adult Care Services	Inability to recruit sufficient staff in key areas of social care (egs home carers/ social workers)	2	2	4	L	Accepted	4
Legal	17	Adult Care Services	Non-Compliance with the Mental Capacity Act	2	2	4	L	Accepted	4
Legal	18	Adult Care Services	Non-Compliance with Health & Safety Regulations	4	1	4	M	Accepted	4
OrganisationalChange	14	Adult Care Services	Managerial Capacity to deliver all the changes required	2	2	4	L	Accepted	4
Partnerships	1	Adult Care Services	Market failure or lack of capacity - private and voluntary sector services fail	2	2	4	L	Accepted	4
Partnerships	3	Adult Care Services	Failure to achieve effective working relationships with various partners	2	2	4	L	Accepted	4
Performance	2	Adult Care Services	Recommendations resulting from CSCI inspections & other reviews may lead to increase staffing levels, extra costs to meet care provision	2	2	4	L	Accepted	4
Regeneration-Development	12	Adult Care Services	Care Village does not happen	2	2	4	L	Accepted	4
Technologies	4	Adult Care Services	Phase 1 AGRESSO delayed - does not meet required standards	2	1	2	L	Accepted	2

**ENVIRONMENT & DEVELOPMENT SERVICES RISK PROFILES**

Comparison risk profile:



**Environment & Development Services High Risks!**

Risk Reference	Risk Event	Impact	Likelihood	Residual Score	Action
002	Unable to resource Control Rooms	4	3	12	Accepted
020	Pimhole re-development under resourced	4	3	12	Modify
021	Travellers Site - Grant not available for new site from RHB - unable to proceed with relocation. Human rights issues of site residents. Decision to close site.	4	4	16	Report
022	Pay & Grading Review	3	3	9	Accepted

The following table provides a summary report covering Environment & Development Services Risk Review for October – December 06. A full copy of EDS RAAP is available via the intranet at:

<http://intranet.bury.gov.uk/RiskManagement/DMT+RAAPS.htm>

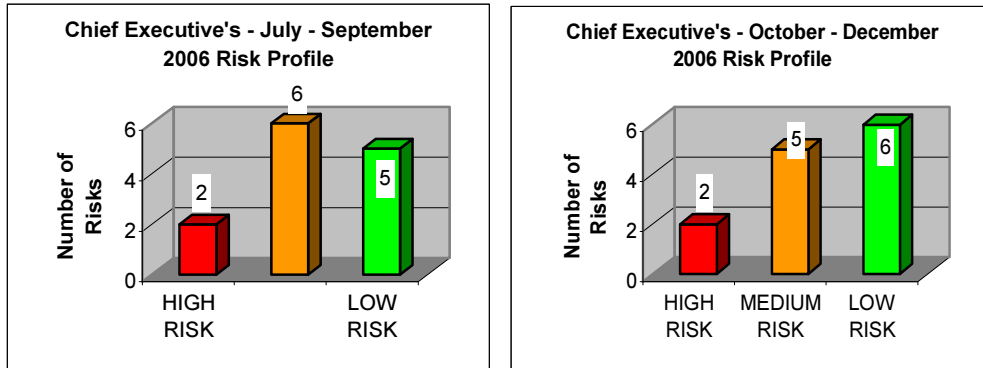


**ENVIRONMENT & DEVELOPMENT SERVICES RISK REVIEW OCTOBER - DECEMBER 2006**

Risk Event Category	Reference	Department	Risk Event	Impact (New)	Likelihood (New)	Residual Risk Score	Rank
Assets	12	Environment & Development Services	Failure to keep pace with deteriorating stock capital resource and investments	3	1	3	L
Budgets	24	Environment & Development Services	Failure to balance budget 2007/08	2	3	6	M
Budgets	22	Environment & Development Services	Pay and Grading Review and related pay issues	3	3	9	H
CommunitySafety	2	Environment & Development Services	Unable to resource Control Rooms - no strategic direction on how the authority and partner agencies provide its control room functions which include monitoring of CCTV.	4	3	12	H
CommunitySafety	21	Environment & Development Services	Travellers Site - Grant not available for new site from RHB - unable to proceed with relocation. Human rights issues of site residents. Decision to close site.	4	4	16	H
HumanResource	13	Environment & Development Services	Failure to recruit and retain suitable staff	2	1	2	L
Leisure	15	Environment & Development Services	Leisure Management Deficit - Financial impact on Environment & Development Services through ongoing service deficit	2	2	4	L
OrganisationalChange	1	Environment & Development Services	Failure to retain services and secure ALMO contracts	3	1	3	L
OrganisationalChange	14	Environment & Development Services	Organisational change - May lead to losing key officers through VER and re-allocation of budgets/resources from key services	1	1	1	L
OrganisationalChange	17	Environment & Development Services	Failure to organise move across of services and personnel effectively to Townside Field as a result of timing of move and accommodation not being ready	3	1	3	L
Partnerships	3	Environment & Development Services	Drain on resources introducing new partner groups. Area Board and other partnerships having huge drain on resource. Also new partner trials being undertaken.	2	2	4	L
Performance	18	Environment & Development Services	Inability to achieve performance targets - waste management	2	2	4	L
Regeneration-Development	20	Environment & Development Services	Pimhole re-development under resourced / fails to deliver outcomes	4	3	12	H
Technologies	9	Environment & Development Services	Trent HR/Payroll data not available to managers and or incomplete due to delays	3	2	6	M
Technologies	4	Environment & Development Services	Finance systems Phase 1 AGRESSO not implemented on time or to required standards	3	1	3	L
Technologies	7	Environment & Development Services	Procurement systems phase 2 (AGRESSO) not implemented on time or to required standards	2	3	6	M
Technologies	11	Environment & Development Services	CCM systems delayed - does not meet required standards	3	2	6	M
Technologies	10	Environment & Development Services	EDRM system delayed -does not meet required standards	3	2	6	M
Technologies	8	Environment & Development Services	Trent HR/Payroll system (Phase 1) not implemented on time or to required standards	3	2	6	M
Technologies	25	Environment & Development Services	Trent HR/Payroll system (Phase 2) not implemented on time or to required standards	3	1	3	L
Technologies	23	Environment & Development Services	Departmental systems TASK SBS not implemented on time or to expected standards	2	2	4	L
Transport	16	Environment & Development Services	Failure to secure adequate car parking spaces	3	2	6	M

**CHIEF EXECUTIVE’S RISK PROFILES**

Comparison risk profile:



**Chief Executive’s high risks:**

Risk Reference	Risk Event	Impact	Likelihood	Residual Score	Action
005	Pay & Grading Review	4	4	16	Reported
002	Failure to have in place appropriate e-procurement solutions, including paperless ordering, invoicing and payment end-to-end	4	2	8	Accepted

The following table provides a summary report covering Chief Executive’s Risk Review for October – December 06. A full copy of CE RAAP is available via the Intranet at:

<http://intranet.bury.gov.uk/RiskManagement/DMT+RAAPS.htm>

## CHIEF EXECUTIVES RISK REVIEW OCTOBER - DECEMBER 2006

Risk Event Category	Reference	Risk Event	Impact (New)	Likelihood (New)	Residual Risk Score	Rank	Action Taken	Target Risk Score
Budgets	6	LEA Funding creates drain on budget that has to be offset against somewhere else	2	2	4	L	Accepted	4
Budgets	5	To conduct a pay and grading review in line with NJC pay agreement 2004/07 and the Single Status Agreement and implement a revised remuneration strategy, free from inequalities with effect from 01st April 2007	4	4	16	H	Reported	4
Budgets	4	To achieve local land charges target for income generation and minimise the potential financial implications of Home Information Packs on the land charges budget position	3	2	6	M	Accepted	4
CommunitySafety	12	Failure to provide the high level support and resource for community safety initiatives	3	2	6	M	Accepted	6
HumanResource	9	Workforce Planning will result in less available capacity to complete key strategic tasks causing stress, poor performance etc.	3	1	3	L	Accepted	3
HumanResource	8	Failure to reduce Sickness and Absenteeism levels within the department	2	2	4	L	Accepted	4
Partnerships	10	Failure to establish clear, appropriate and effective governance arrangement for all partnerships	3	1	3	L	Accepted	3
Performance	7	Failure to continue to perform in line with CPA & JAR improvement management system	2	2	4	L	Accepted	4
Scrutiny	11	Failure to have in place effective arrangements to carry out reviews and scrutinise decisions made by Executive	1	1	1	L	Accepted	1
Technologies	13	Opportunity as being one of the first nationally to have online documents management system operational	1	4	4	M	Accepted	2
Technologies	3	Failure to having systems in place to ensure effective CRM across access channels and back office systems, including integration with partners, providing first time fix for citizens and business.	2	3	6	M	Accepted	2
Technologies	2	Failure to have in place appropriate e-procurement solutions, including paperless ordering, invoicing and payment end to end.	4	2	8	H	Accepted	4
Technologies	1	AGRESSO Ph1 live with mainframe fully operational within agreed timescales	4	1	4	M	Accepted	3

