

KEY OPERATIONAL RISKS																
ID	CAT.	RISK IDENTIFICATION (Describe risk and underlying cause)	IMPACT (Consequences of risk maturing)	Risk Owner	Inherent (raw) risk			Existing Controls	Sources of Assurance	Residual (net) risk			Movement Indicator	Further Actions	Deadline	Responsible Officer
					Impact	Likelihood	Risk Score			Impact	Likelihood	Risk Score				
Regeneration and Major Projects																
RMP1	Reputational	Civic Centre Project ( over run in completion) and / or Move to Civic Centre (systems failure).	Risk to Council's reputation. Delays in realising expected savings. Disruption to some services where leases have been terminated. Business Continuity arrangements.	Aktar Choudhury - Assistant Director Major Projects & Civic Centre	6	5	30	Programme Governance/ Civic Centre Programme Board/ Master Programme of Works - progress is monitored on an on-going basis. New governance arrangements have now been put in place with a new Programme Manager appointed to manage the move to the Centre. A task Register has also been set up with named officers assigned with specific tasks.	Regular Progress Reports provided to Project Board.	6	4	24		Move to Civic Project Governance embedded. Detailed communication plan in place for all staff.	December 2012 / April 2013	Aktar Choudhury / Caroline Rainhan
RMP2	Economic / Socio Cultural	Lack of external investment in regeneration of the borough	Reduced income receipts from business rates; reduction in housing supply within the borough. Increase in levels of poverty, unemployment and increased levels of deprivation within the borough.	Andy Donald - Director of Regeneration & Major Projects	6	6	36	De-risking by assisting with planning permissions etc. on behalf of developers; Maintaining dialogue with investors / developers. Reviewing other sources of capital finance.	Regular economic monitoring. Regular market contact.	6	6	36		Ongoing economic monitoring and market contact	On going	Aktar Choudhury/Dave Carroll
RMP3	Reputational/ Financial Economic / Socio Cultural	Inability to deliver social housing units in line with specified targets	Risk to councils reputation due to residents having to wait longer to be rehoused.  May affect councils ability to generate new homes bonus	Aktar Choudhury - Assistant Director Major Projects & Civic Centre	4	5	20	Performance monitored quarterly at corporate level  Closer links between Housing and Major Projects staff through restructure  Clear planning policy  Successful delivery of major residential developments	Regular Monitoring	3	4	12			On going	Dave Carroll
RMP4	Reputational; Economic / Socio Cultural	Inability to deliver enough school capacity through the Schools Capital Programme	Council in breach of its statutory duty. Increasing numbers of children having to be educated out of Borough	Richard Barrett Assistant Director Property and Asset Management	5	6	30	Work with Children & Families Dept. to identify alternative education solutions  Scope to identify future funding/grant funding options	Schools Expansion Policy agreed by Executive	4	5	20			On going	Richard Barrett/Rajesh Sinha
RMP5	Financial Environmental	Inability to meet government set Carbon & Efficiency savings targets with funding/fines attached	Council having a reduced services budget	Richard Barrett Assistant Director Property and Asset Management	5	6	30	Ensure works with Carbon Management Group ensuring data is captured and is of good quality, but that other Departments co-operate, share skills an k knowledge and communicate effectively	Regular Monitoring	4	3	12			On going	Anis Robinson

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RMP5	Financial Socio-cultural	Increase in homelessness caused by high levels of service demand caused by housing and welfare reforms as well as the current economic climate, will result in an.	Council unable to manage budget within agreed limits.  Major impact on children within homeless families	Perry Singh Assistant Director Housing	6	6	36	Delivery of the revised Accommodation Strategy  Detailed budget monitoring arrangements in place  Continue to focus resources on prevention of homelessness wherever possible  Reduction in the use of high cost temporary accommodation and introduction of new more cost effective contracts to provide temporary accommodation  Monitoring of temporary accommodation placements	Regular Monitoring			0			Mar-13	Laurence Coaker
RMP6	Reputational; Economic / Socio Cultural	Ability to deliver capital programmes and projects to time and budget, including affordable housing and schools, and also related corporate objectives in light of government cuts	Budget overruns, increased calls upon the Council's capital borrowing requirement	Andy Donald - Director of Regeneration & Major Projects	4	5	20	The use of the Capital Portfolio Office structures and methodology should drive forward the various capital projects with clear lines of reporting and ownership, and ease the decision making process	Regular monitoring by Portfolio Review Panel	4	3	12			Mar-13	Ian Hamilton
RMP7	Reputational; Economic / Socio Cultural	Department lacks project management skills / capacity to deliver projects	Major capital projects not managed to time or budget  Poorly managed and implemented procurement	Andy Donald - Director of Regeneration & Major Projects	5	4	20	Capital Portfolio Office should ensure robust project management system, in turn delivering major capital projects on time  Staff continuously up-skilled in project management techniques through training and secondment opportunities	Less outsourcing of project management	3	3	9		CPO to circulate Skills Profile questionnaire and establish training needs required  Managers to incorporate into individual training and development plan	Mar-13	Andy Donald