

Resources Overview and Scrutiny Panel

Agenda
Item:

A.5

Meeting Date: 4th April 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework
 Public / Private Public

Title: CORPORATE RISK MANAGEMENT
 Report of: Deputy Chief Executive
 Report Number: SD 03 13

Purpose / Summary:

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on the Corporate Risk Register.

Recommendations:

To scrutinise and provide feedback on the refreshed Corporate Risk Register.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) is submitted to this Panel for scrutiny.

2. PROPOSALS

2.1 Identifying risks

In line with the Council's Risk Management Policy 'all decisions affecting the achievement of Council's objectives must consider risk'.

Risks therefore can arise from:

- the delivery of the new Carlisle Plan
- service plans (operational)
- potentially other external pressure

From consideration of the above areas the Senior Management Team and Corporate Risk Management Group have drafted a new Corporate Risk Register and these risks are considered the significant risks to achieving the City Council's objectives for 2013/14. These risks have been described and scored. The actions required to mitigate the risks have been developed with an indication as to when that risk will reduce, by identification of a 'target risk'. The City Council is unable to eliminate risk completely on carrying out mitigation action and will be left with a residual risk. Such risk can be deleted from the Corporate Risk Register once mitigating action has reduced the risk to target levels but they will continue to be monitored at service level via operational risk registers.

2.2 The refreshed Corporate Risk Register

Following the 2013/14 annual review, all corporate risks from the previous Corporate Risk Register have been refreshed. These are detailed in Appendix A.

3. CONSULTATION

3.1 Corporate Risk Management Group 4th February 2013

4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

4.1 The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix A.

5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

5.1 This is the risk assessment for the Carlisle Plan. It will be reviewed quarterly.

Contact Officer: Sarah Mason

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**Appendices Appendix A
attached to report:**

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- None

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's – This is the purpose of the report

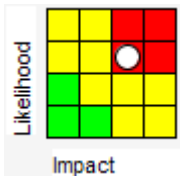
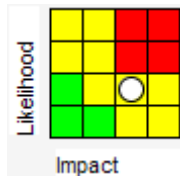
APPENDIX A

DRAFT Corporate Risk Register

20 March 2013

DRAFT RISK Delivering service objectives

'There is a risk that we don't have the optimum balance of resources targetted to deliver each of the our priorities'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Get resources placed appropriately for the objectives of the Council. 2. Develop clear service standards in order to monitor key priority areas, including the Carlisle Plan eg. Clean Up Carlisle and thus balance allocation of resources. 3. Newly formed Corporate Programme Board will schedule projects and activities to make the best use of available resources. 4. Preparation for 2014/15 budget.	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	6

Managed By	Jason Gooding
Portfolio Holder	Councillor Hendry

DRAFT RISK Workforce planning

'There is a risk that the Council may not have sufficient numbers of staff deployed to meet our organisational objectives. There is also a risk of not having sufficient management competency to deliver these objectives'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Review workforce plan 2. Review management training to include commissioning, commercial marketing skills and drafting tenders / monitoring contracts.	

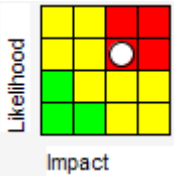
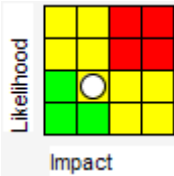
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	4

Managed By	Senior Management Team
Portfolio Holder	Councillor Tickner

DRAFT RISK Council's Income Targets

'There is a risk that the Council's income from chargeable services eg car parking does not meet MTFP targets and that the Council does not take advantage of other commercial opportunities'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Improved marketing of chargeable services. 2. Improved performance information to enable intervention measures to be taken quicker. 3. Review of commercial opportunities to identify a range of opportunities to pursue during 2013/14.	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	4

Managed By	Senior Management Team
Portfolio Holder	Councillor Tickner

DRAFT RISK Welfare Reform

Risks:

1. Downsizing the Council's Benefits services
2. Customer Contact Centre resources to manage the short term changes affecting vulnerable groups
3. Loss of government grant and impact on treasury management

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	20-Mar-2013	9	<ol style="list-style-type: none"> 1. Set up of Welfare Reform Board to oversee and co-ordinate move to Universal Credit. 2. Establish an effective communication strategy with vulnerable groups. 3. Planned reduction / cessation in benefits resources by 2017 and costed redundancy analysis. 	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	6

Managed By	Keith Gerrard; Peter Mason
Portfolio Holder	Councillor Riddle

DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - Improving Industrial Estate Performance

'There is a risk that Carlisle does not provide suitable industrial estate accommodation to grow our business base'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	1. Local Plan. 2. Kingstown Industrial Estate / Parkhouse / Morton development plans. 3. Liaison with other industrial estate owners to improve the quality of our offer.	

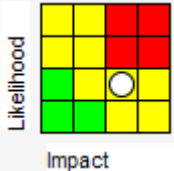
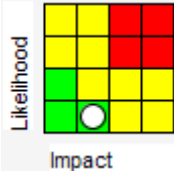
Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Jane Meek
Portfolio Holder	Councillor Glover

DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - Promoting Carlisle

'There is a risk that the Promoting Carlisle projects to deliver the key priority (Discover Carlisle, Carlisle Prospectus and Sense of Place) do not define Carlisle and achieve more investment in the City'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	6	Sense of Place Implementation Plan	

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Jane Meek
Portfolio Holder	Councillor Glover

DRAFT RISK FOR CARLISLE PLAN PRIORITY 1 Action - City Centre Masterplan

'There is a risk that the City Centre Masterplan does not reflect commercial reality'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	6	The City Centre Masterplan will be tested as part of the process.	

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Jane Meek
Portfolio Holder	Councillor Glover

DRAFT RISK FOR CARLISLE PLAN PRIORITY 2 Action - Developing our sports and leisure facilities

'There is a risk of being unable to meet the demand for sports and leisure facilities and improve stock and facilities for the next 15 years'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	To develop the sports facilities review into a comprehensive capital development plan with supportive partners by May 2013.	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Keith Gerrard
Portfolio Holder	Councillor Quilter

DRAFT RISK FOR CARLISLE PLAN PRIORITY 6 Action - Addressing Carlisle's current and future housing needs

'There is a risk that the delivery of social housing projects is slow and could impede availability of decent and healthy accommodation'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	06-Mar-2013	9	Review of partnership working with Registered Social Landlords (RSLs).	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Apr-2014
Target Risk Score	2

Managed By	Keith Gerrard
Portfolio Holder	Councillor Riddle

DRAFT RISK FOR CARLISLE PLAN PRIORITY 6 Action - Housing needs of vulnerable groups

'There is a risk that we are not able to reduce repeat use of access to our facilities'

Present Risk Matrix	Date	Present Risk Score	Current Action Status/Control Strategy	Target Risk Matrix
	20-Mar-2013	9	1. Strengthen procedures that support vulnerable people at the correct times of crisis. 2. Establish strong partnership working with Supported Housing Providers, Probation, Criminal Justice system, health professionals and pathways to training and employment.	

Current Impact Description	High
Current Likelihood Description	Reasonably probable
Risk Score	9

Target Risk Date	01-Dec-2014
Target Risk Score	6

Managed By	Keith Gerrard
Portfolio Holder	Councillor Riddle