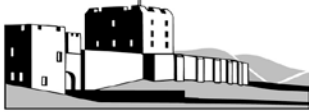


# AUDIT COMMITTEE

CARLISLE  
CITY COUNCIL



[www.carlisle.gov.uk](http://www.carlisle.gov.uk)

## *Committee Report*

**Public**

**Date of Meeting:** 11<sup>th</sup> April 2011

**Title:** Corporate Risk Management

**Report of:** The Strategic Director and Deputy Chief Executive

**Report reference:** CE 10/11

**Summary:** The purpose of this report is to update Members on the Council's Corporate Risk Management arrangements.

**Recommendations:** The Committee is asked to note

- the contents of the report as an indication of the continuing commitment to sound governance arrangements for corporate risk management.
- and comment on the level of risk management maturity achieved to date as shown in Appendix B and the resulting action plan for further development.

**Contact Officer:** Sarah Mason

**Ext:** 7053

## **CITY OF CARLISLE**

To: Audit Committee

Date: 11 April 2011

### **1. Background**

In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) is submitted to the Resources Overview and Scrutiny Panel (ROSP) and the Audit Committee for consideration on a quarterly basis.

This report contains the Risk Register (see Appendix A) to be presented to ROSP on 31<sup>st</sup> March 2011.

### **2. Comments on the Corporate Risk Register**

The current risks associated with delivering the Corporate Plan have recently been reviewed by the Senior Management Team and the Corporate Risk Management Group. The risks are detailed in the Appendix showing updated mitigation controls and risk scores.

As requested by ROSP in Jan 2011 the CRR now identifies the risk rating score for the target risk.

The new front cover of the CRR reflects the corporate style and shows the corporate priorities, objectives and outcomes that the CRR supports.

### **3. Risk Management Healthcheck**

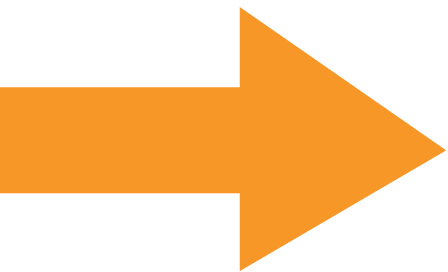
A recent healthcheck of the Council's risk management arrangements has been carried out assessing the level of maturity of risk management principles at a strategic level. This highlights the Council's strengths and weaknesses in these areas and an action plan for further development has been drafted. The Committee is asked to note and comment on this, in particular the aspired levels for future risk management development.

Travelers, the Council's insurance company, will be carrying out a risk management healthcheck at an operational level in April 2011 and the outcome of this will be added to this action plan.

#### **4. Recommendations**

The Committee is asked to note the Corporate Risk Register as an indication of the continuing commitment to sound governance arrangements for corporate risk management and note the comments as set out in section 2 above.

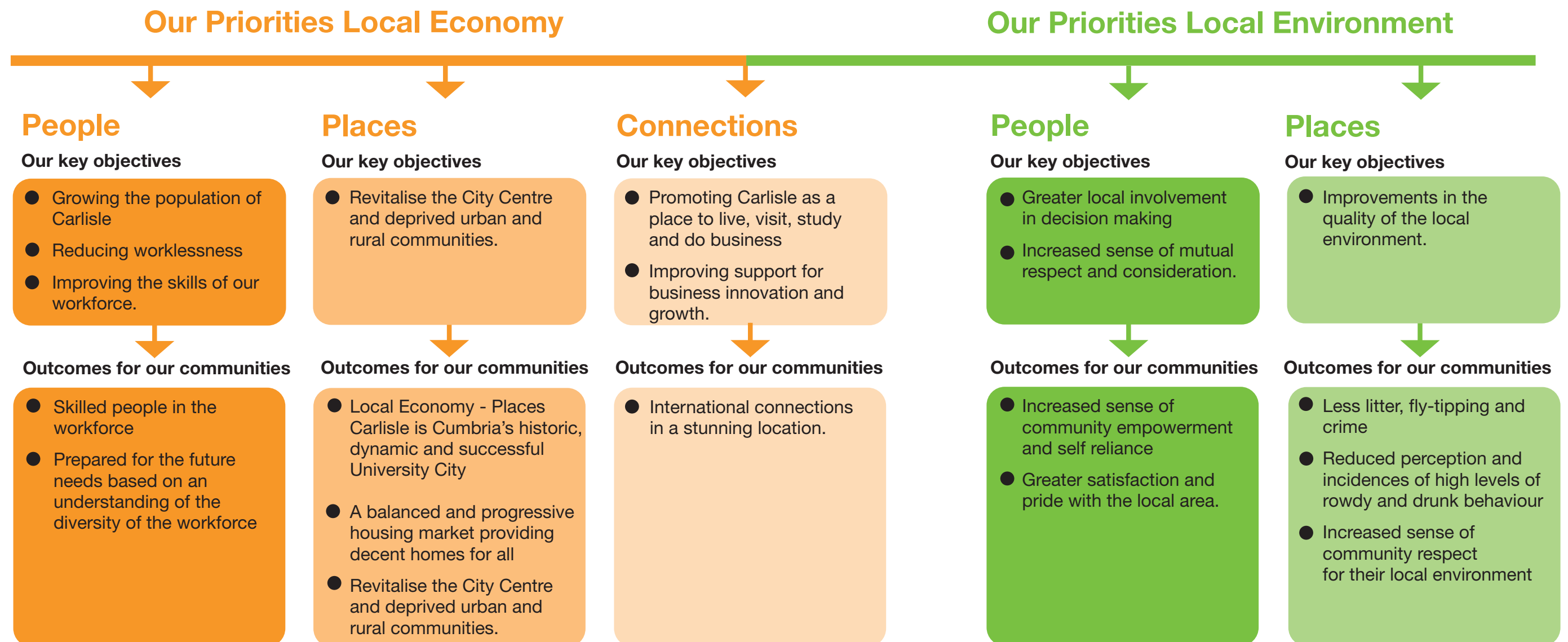
The Committee is asked to note and comment on the Risk Management Healthcheck and resulting action plan.



## Appendix A

# Corporate Risk Register March 2011

Managing the opportunities and threats in delivering the Corporate Plan

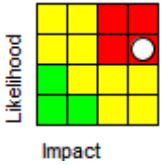
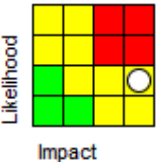
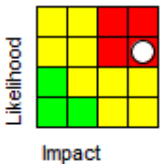


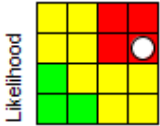
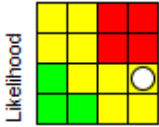
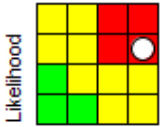
# Corporate Risk Register

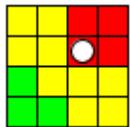
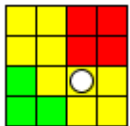
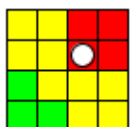
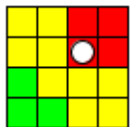
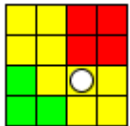
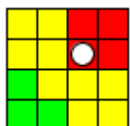
## March 2011

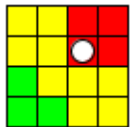
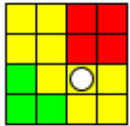
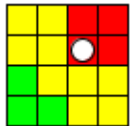
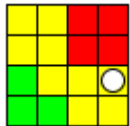
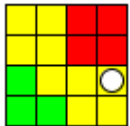
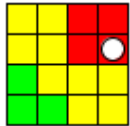
Note: Amendments in the last quarter are marked in *red italics* (or italics only on a black and white version)  
 The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last quarterly update.  
 A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.



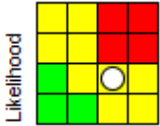
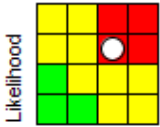
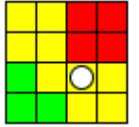
Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
<b>Limited Resources</b>	There is a risk that scarce resources are not directed to priority areas within the Council's key objectives of local environment and local economy.	 <b>08 Mar 2011</b>	<b>12=</b>	<b>Impact</b> Critical	To make sure that the Transformation Programme, and the Medium Term Financial Plan and the Annual Budget are coherently focussed toward the appropriate allocation of resources to deliver the organisation's key objectives. It is anticipated that it will take 2 budget cycles to be confident in delivering the required efficiencies. Two year (2011/12 and 2012/13 budgets) RSG settlement is in line with Council projections for transformational savings requirements.	 <b>Target risk rating 8</b> <b>March 2013</b>	Deputy Chief Executive  PH: Governance & Resources
		 <b>08 Dec 2010</b>					

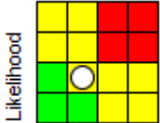
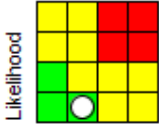

Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
Strategic Housing Authority	There is a risk that the Council fails to deliver in its role as a strategic housing authority in achieving a balanced housing market.	 <p>08 Mar 2011</p>	12=	<b>Impact</b> Critical  <b>Likelihood</b> Reasonably probable	<i>The transformation review of Health, Housing and Well Being has now been completed and recruitment to the revised staff structure is underway. This includes a focus on housing and homeless services.</i> The Carlisle Strategic Housing Partnership is now <i>meeting on a regular basis and remains</i> focused on: <ul style="list-style-type: none"> <li>- Supporting vulnerable and homeless people</li> <li>- Providing decent homes</li> <li>- Developing the housing market</li> </ul> <i>As at 15<sup>th</sup> December</i> these key foci are all working with a full understanding of the current changes in housing capital grants and government welfare reform. The impact of significantly reduced capital resources announced in the 2011/12 RSG settlement on the partnerships' desired outcomes <i>is being addressed. However, it is felt that the risk has not (at this stage) been significantly reduced.</i>	 <p>Target risk rating <b>8</b> March 2012</p>	Strategic Director PH: Housing
		 <p>15 Dec 2010</p>					

Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
<b>Effective and Efficient Neighbourhood services</b>	There is a risk that the Council fails to deliver effective and efficient neighbourhood services, and improve residents' perception of Carlisle through local environment issues.	 <b>Impact</b> <b>08 Mar 2011</b>	<b>9=</b>	<b>Impact</b> High  <b>Likelihood</b> Reasonably probable	<i>The transformation review of Local Environment is ongoing and entering a second phase (phase 1 being focused on the Service Management Team). This review will develop and implement a cost efficient approach to neighbourhood management with key Council Partners. This work is to be co-ordinated by the Assistant Director (Local Environment).</i>	 <b>Impact</b> <b>Target risk rating 6</b> <b>March 2012</b>	Assistant Director (Local Environment)  PH: Community Engagement
		 <b>Impact</b> <b>09 Dec 2010</b>					
<b>Supporting Employment</b>	There is a risk that the Council fails to adequately support employers during the economic downturn.	 <b>Impact</b> <b>08 Mar 2011</b>	<b>9=</b>	<b>Impact</b> High  <b>Likelihood</b> Reasonably probable	<i>The Council and its Partners are now revising the Economic Development and Enterprise (E,D&amp;E) Action Plan to reflect a range of key issues. These are identified under 'Vision for the City'. Partners working on these key issues are focused on Improving Business Performance and Innovation, Supporting Growth and Investment and Raising Skills and Reducing Unemployment.</i>	 <b>Impact</b> <b>Target risk rating 6</b> <b>March 2011</b>	Strategic Director  PH: Economic Development
		 <b>Impact</b> <b>09 Dec 2010</b>					

Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
<b>Vision for the City</b>	There is a risk that there is no clear consensus/vision for the City's Economy and no agreed strategy with Partners.	 <p>Likelihood</p> <p>Impact</p> <p><b>08 Mar 2011</b></p>	<b>9 =</b>	<b>Impact</b> High  <b>Likelihood</b> Reasonably probable	<i>The Transformation review of Economic Development is now entering it's second phase and is focused on developing economic development and regeneration services that will support the E, D and E Action Plan.</i> <i>This plan is now under development across six key drivers, these are:</i> <ul style="list-style-type: none"> <li>• Improving Business Performance</li> <li>• Supporting Growth and Investment</li> <li>• Growing the Low Carbon Economy</li> <li>• Raising Skills and Reducing Unemployment</li> <li>• Enhancing Quality of Life</li> <li>• Place shaping and connectivity</li> </ul>	 <p>Likelihood</p> <p>Impact</p> <p><b>Target risk rating</b> <b>6</b></p> <p><b>March 2011</b></p>	Chief Executive  PH: Promoting Carlisle
		 <p>Likelihood</p> <p>Impact</p> <p><b>08 Dec 2010</b></p>					
<b>Use of Resources and Assets</b>	There is a risk that the Council fails to adequately use resources and assets to stimulate, support and sustain economic growth in the area.	 <p>Likelihood</p> <p>Impact</p> <p><b>08 Mar 2011</b></p>	<b>8 ↓</b>	<b>Impact</b> Critical  <b>Likelihood</b> Reasonably probable	To put in place fit for purpose arrangements for the management of our strategic operation and investment. <i>The Asset Management Business Plan was agreed at full Council on 11th Jan 2011. The Deputy Chief Executive is leading on the implementation of the Plan over the next four years.</i>	 <p>Likelihood</p> <p>Impact</p> <p><b>Target risk rating</b> <b>8</b></p> <p><b>April 2011</b></p>	Deputy Chief Executive  PH: Governance & Resources
		 <p>Likelihood</p> <p>Impact</p> <p><b>09 Dec 2010</b></p>					



Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
<b>Workforce Planning</b>	There is a risk that the Council is unable to continue to deliver and develop services due to lack of skills/capacity within the workforce.	<div>  <p>Impact <b>08 Mar 2011</b></p> </div> <div>  <p>Impact <b>08 Dec 2010</b></p> </div>	<b>6</b> ↓	<b>Impact</b> High  <b>Likelihood</b> Remote	Workforce Planning Group established; Organisational Development <i>Plan has been developed and is addressing</i> authority-wide issues; Workforce planning tools being developed to identify and address current workforce planning issues; <i>Demographic data is being used to support workforce planning.</i> Skills and capacity issues are being addressed through the transformation programme. Learning and development initiatives to support this are ongoing.	<div>  <p>Impact <b>Target risk rating 6 Sept 2011</b></p> </div>	Chief Executive  PH: Performance & Development

Risk	Description	Present and Previous Risk Matrices	Current Risk Rating	Rating Description	Current Action Status/Control Strategy	Target matrix and date	Managed By/ Portfolio Holder(PH)
<b>Community involvement in decision making</b>	There is a risk that communities are not appropriately engaged in decision making.	 <p>Likelihood</p> <p>Impact</p> <p><b>08 Mar 2011</b></p>	<b>4=</b>	<b>Impact</b> Marginal  <b>Likelihood</b> Remote	<i>Engagement activity is now taking place with a range of community and charitable organisations who are responding to the current financial issues and assisting with future Council grant policies and budget preparations.</i>  <i>The Council is also working with other Local Strategic Partners to establish other mechanisms for engaging local communities e.g. the review of neighbourhood forums.</i>	 <p>Likelihood</p> <p>Impact</p> <p><b>Target risk rating 2</b></p> <p><b>March 2011</b></p>	Assistant Director (Community Engagement)  PH: Community Engagement
		 <p>Likelihood</p> <p>Impact</p> <p><b>08 Dec 2010</b></p>					

## Executive Summary

The aim of this healthcheck is to benchmark the Council's risk management capability and maturity. This information will be used as a reference for future assessments and to help understand where improvement can be achieved. The following risk principles have been utilised to benchmark the Council against the widely accepted Office of Government Commerce Management of Risk (MoR) framework:

- Organisational Objectives
- Stakeholder Involvement
- Organisational Context
- Approach to Risk Management

A desktop exercise indicates at a strategic level that the Council has a very good understanding of risk management associated with development of the Corporate Plan, organisational development and medium term financial planning. The results are summarised below:

### Strategic level

At the strategic level risks associated with the Government and Council priorities are clearly identified, defined and to date the Council has a good track record of managing strategic risk. Clear policies and procedures are in place and a central risk function has been established. Members are kept fully informed on strategic risk matters. Areas requiring further development are the consistent use of the risk arrangements regarding strategic partnerships. Also, examination of the long term impact of the current decisions being made within the transformation programme on the Council's Corporate Plan priorities.

### Operational level

At an operational level the integration of risk management and service planning is patchy. However, the new style service plans gives the Council the opportunity to raise awareness and fully integrate service, partnership and operational plans with risk management (including shared services). The use of Covalent enables actions, PIs and risks to be recorded and integrated in a form easily available to staff and as a tool for further development of risk management within the Council.

### Staff

Whilst Council staff indicate a very high awareness of their own role in risk management, evidence of putting this into practice is again patchy. New style team appraisals will give an opportunity to link individual and team objectives to the Corporate Plan and identify areas of risk and mitigation actions.



### Communication



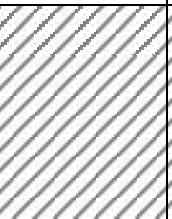
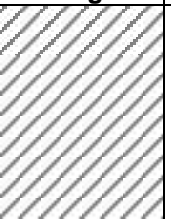


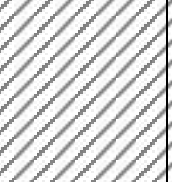
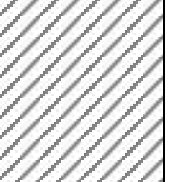




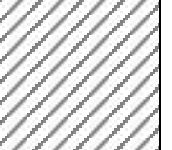




Risk policy and strategy needs better dissemination to managers and staff. A clear route to escalate risk issues needs communicating.

# DRAFT

## Appendix B

The matrix below summarises the results, showing clear areas of good practice and weaker areas that require further development.

	Indicates consistent evidence of risk management activity at that level
	Indicates evidence of risk management activity in certain areas of the Council's business; use at that level is inconsistent

	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimising	Comments
<b>Organisational objectives</b>						Corporate Plan objectives are being cascaded down the organisation and risks are being linked to performance goals. Individual and team objectives (facilitated by new team appraisal system) are to be directly aligned to the corporate objectives. At a strategic level the risks in delivering the key objectives have been identified. There is a need to integrate objectives and action planning with MoR activity at all levels within the organisation.
<b>Stakeholder involvement</b>						There is evidence of good practice within this area. It is a critical area of risk management for the Council and important for the effective delivery of SMART objectives. Partnership working is an area that requires improved risk management: it is important for partners to collectively define and manage expectation, objectives and risks.
<b>Organisational context</b>						This is clearly an area of strength within the Council. Examination of the organisational context and using it to inform the MoR process, objective setting and opportunity management is a level of management to which the Council aspires to. This is particularly important in the context of dwindling resources.
<b>Approach to management of risk</b>						A risk management policy and strategy is in place. Inconsistent understanding and use of risk analysis techniques. Clear route for escalation of risk required.

### The way forward

1. As indicated above the new service planning arrangement gives an opportunity to better focus risk management issues in delivering the Corporate Plan at all levels of the organisation.
2. The middle management training programme being introduced provides an opportunity to train managers in respect to risk management.
3. It is suggested that this healthcheck is presented at management briefing followed by a workshop enabling managers to comment on

and provide further evidence to support this desktop assessment, and start to identify a way forward within their areas.

4. Other issues that need to be given further thought include:

- Risk management in respect to partnerships particularly where the Council is not the lead partner.
- The level that the Council aspires to in respect of the 4 principles of risk management.

## Introduction and aim of healthcheck

### Introduction

The Office of Government Commerce (OGC) defines risk as ‘an uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives’. The uncertain event could have a negative impact on objectives (and be perceived as a threat) or could have a favourable impact on objectives (and be seized as an opportunity).

A risk consists of a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives (**impact x likelihood**).

For the Council to achieve its objectives a certain amount of risk taking is inevitable.

Managing risk effectively helps to improve performance, contributing to better service delivery, more efficient use of resources, better management of contingent and maintenance activities with fewer sudden shocks and unwelcome surprises.

### Aim of this healthcheck

The aim of this healthcheck is to benchmark the Council’s risk management capability and maturity. This information will be used as a reference for future assessments and to help understand where improvement can be achieved. Use of the following risk principles will be examined, using the widely accepted OGC Management of Risk (MoR) framework:

- Organisational Objectives
- Stakeholder Involvement
- Organisational Context
- Approach to risk management

These are essential for the development of good risk management and will be examined against a reference model of mature practices. Each element of the framework will be assessed against the 5 levels of maturity.

## Organisational Objectives

### Consideration

The management of risk should be undertaken against clear objectives. In order to understand and manage the threats to and opportunities arising from these objectives, risks need to be identified against the Council's objectives.

<b>Maturity levels</b>	<b>Level 1 Initial</b>	<b>Level 2 Repeatable</b>	<b>Level 3 Defined</b>	<b>Level 4 Managed</b>	<b>Level 5 Optimising</b>
<b>Assessment criteria</b>	Activity objectives are not always made explicit before MoR activity	Threats are identified against explicit objectives	Objectives include stakeholder requirements	MoR is used to redefine objectives where appropriate as part of risk response planning	MoR is used to identify opportunities and influence objective setting
<b>Current evidence</b>		<b>Evidence at level 2</b> At a strategic level the risks associated with delivering the corporate objectives have been identified and are recorded in the Corporate Risk Register. The majority of service plans and operational risk registers are not directly interrelated. The development of a self-assessment based on Corporate Plan actions and sub-actions, along with performance indicators and risks linked to those key actions.	<b>Evidence at level 3</b> Corporate Plan includes stakeholder requirements.	<b>Evidence at level 4</b> Organisational development plan 2011-13 to mitigate workforce challenges.	

## Stakeholder involvement

### Consideration

The management of risk should involve all major stakeholders. The number of stakeholders and groups of stakeholders involved with Council business is large and varied, involving not only the local community but also community groups with varying needs eg. Council rate payers, businesses, the elderly, children, partners, Members and Council staff. Management of shared services and other partnerships is becoming an increasingly important part of the Council's work.

Involvement of stakeholders leads to effective delivery of objectives and requires support, acceptance and collective ownership/division and responsibility, including the identification of risk.

<b>Maturity levels</b>	<b>Level 1 Initial</b>	<b>Level 2 Repeatable</b>	<b>Level 3 Defined</b>	<b>Level 4 Managed</b>	<b>Level 5 Optimising</b>
<b>Assessment criteria</b>	<b>Not all stakeholders are consulted</b>	<b>Stakeholders are identified and engaged</b>	<b>Communication strategy is developed. Stakeholder objectives are identified, captured, aired, aligned, agreed and signed off</b>	<b>Fully documented processes. Clear process map of activities.</b>	<b>Advance lobbying of stakeholders to encourage support and engagement very early in the investment cycle.</b>
<b>Current evidence</b>		<b>Evidence at level 2</b> Consultation with key stakeholder groups <ul style="list-style-type: none"> <li>▪ Neighbourhood forums</li> <li>▪ Empowerment pilots</li> </ul> Local Development Framework ('Planning Carlisle's future' key issues consultation) Carlisle City Council acts as lead partner and host for the Local Strategic Partnership. This actively engages a broad range of partners across public, private, community and third sectors, through its priority groups and through full forum meetings.	<b>Evidence at level 3</b> Partnership Policy in place: Objective setting, risk analysis, legal contracts and annual reviews for significant Partnerships. Development and Support Team provide assistance in set up of new partnerships. Inconsistent practice of this protocol (draft Audit report Dec 2010). Sustainable Community Strategy (SCS) is agreed and formally signed off across all LSP partners. This presents a common set of aims and shared priorities and also reflects the Council's Corporate Plan. Delivery aligns existing activity and provides partnership agreement on new activity.	<b>Evidence at level 4</b> SCS development follows a documented process agreed with partners. Process is being established to map delivery activity.	



## Organisational Context

### Consideration

The management of risk should reflect the context of the organisation and the nature of the organisational activity under examination. The context of the Council is wide ranging – local and national issues (political, economic, social, technological, legal, and environmental issues). These are major sources of risk and need to be examined in order to identify the threats and opportunities and other areas of uncertainty.

<b>Maturity levels</b>	<b>Level 1 Initial</b>	<b>Level 2 Repeatable</b>	<b>Level 3 Defined</b>	<b>Level 4 Managed</b>	<b>Level 5 Optimising</b>
<b>Assessment criteria</b>	Context of the organisation is not reflected in risk identification	Examination of the context is built into the risk process	Context is rigorously examined to explore both threats and opportunities	Managers proactively inform the central risk function of major changes in the context	The context is used to inform the MoR process, objective setting and opportunity management
<b>Current evidence</b>			<b>Evidence at level 3</b> Economic Development Strategy. Initial response to Localism and Decentralisation Bill. Staff involvement in transformation programme.	<b>Evidence at level 4</b> SMT and JMT action. DMTs. PAG inform of risks associated with projects and operational objectives/activities.	<b>Evidence at level 5</b> Workforce planning. Response to budgetary pressures and realignment of objectives and management of opportunities - <ul style="list-style-type: none"> <li>▪ Transformation programme</li> <li>▪ Medium Term Financial Plan</li> <li>▪ Annual Budget</li> <li>▪ Asset Management Review</li> </ul>

## Approach to management of risk - policies, processes, strategies and plans

### Consideration

Organisations should develop an approach to the management of risk that reflects its context and objectives.

<b>Maturity levels</b>	<b>Level 1 Initial</b>	<b>Level 2 Repeatable</b>	<b>Level 3 Defined</b>	<b>Level 4 Managed</b>	<b>Level 5 Optimising</b>
<b>Assessment criteria</b>	Undocumented or vague. No operating limits defined. No review of emerging risks or opportunities.	Policies and processes are defined. Risk tolerance levels are established. Timing of MoR is agreed.	Policies are further developed, refined and disseminated. Central risk function is established.	MoR is routinely used to support decision-making. Improved quantitative analysis.	Enterprise-wide strategies. Focus is on continual improvement.
<b>Current evidence</b>		<b>Evidence at level 2</b> Council Risk Management Policy and Strategy. Timing of MoR is agreed. Corporate risk management arrangements are managed centrally and are reviewed quarterly by SMT, the Corporate Risk Management Group (CRMG), Resources Overview and Scrutiny Panel and the Audit Committee.	<b>Evidence at level 3</b> Central risk function is in place. Corporate Risk Management Group. A recent employee Survey 2011 shows that 92% of 327 staff that responded stated that they were aware of their own role in managing risk within their area of work; If staff thought a risk was being ignored 73% would talk to their line manager, 20% to Health & Safety Manager, 2% to Personnel, 4% to Trade Union, and 1% to other.	<b>Evidence at level 4</b> Transformation programme. Risk registers available in Covalent and the Intranet. Covalent is the corporate system for performance, action planning, risk and assessment. This one system approach allows linkage of these areas.	

**Summary Matrix and suggested improvements****Summary**

The desktop exercise indicates at a strategic level that the Council has a very good understanding of risk management associated with development of the Corporate Plan, organisational development and medium term financial planning. The results are summarised below:

Strategic level At the strategic level risks associated with the Government and Council priorities are clearly identified, defined and to date the Council has good track record of managing strategic risk. Clear policies and procedures are in place. A central risk function has been established. Members are kept fully informed on strategic risk matters. Areas requiring further development are the consistent use of the risk arrangements regarding strategic partnerships. Also examination of the long term impact of the current decisions being made within the transformation programme on the Council's Corporate Plan priorities.

Operational level At an operational level the integration of risk management and service planning is patchy. However, the new style service plans gives the Council the opportunity to raise awareness and fully integrate service, partnership and operational plans with risk management (including shared services). The use of Covalent enables actions, PIs and risks to be recorded and integrated in a form easily available to staff and as a tool for further development of risk management within the Council.

Staff Whilst Council staff indicate a very high awareness of their own role in risk management, evidence of putting this into practice is again patchy. New style team appraisals will give an opportunity to link individual and team objectives to the Corporate plan and identify areas of risk and mitigation actions.

Communication Risk policy and strategy needs better dissemination to managers and staff. A clear route to escalate risk issues needs communicating.

**The way forward**

1. As indicated above the new service planning arrangement gives an opportunity to better focus risk management issues in delivering the Corporate Plan at all levels of the organisation.
2. The middle management training programme being introduced provides an opportunity to train managers in respect to risk management.
3. It is suggested that this healthcheck is presented at management briefing followed by a workshop enabling managers to comment on and provide further evidence to support this desktop assessment, and start to identify a way forward within their areas.
4. Other issues that need to be given further thought include:
  - Risk management in respect to partnerships particularly where the Council is not the lead partner.
  - The level that the Council aspires to in respect of the 4 principles of risk management.

**Sarah Mason**

**Corporate Project and Risk Management Officer**