

Risk Assessment Form

Organisation/Department/Function/Project: **Corporate Risks**

Manager: **Sandra Whiles, Chief Executive**

Date: **14 July, 2010**

Risk (Threat to achievement of business objective)	Assessment of Current Risk (Assume CURRENT controls in place)			Risk Control Measures	Assigned To	Target Date (Priority)	Assessment of Controlled Risk (With controls in place)		
	Impact	Likelihood	Risk Rating				Impact	Likelihood	Risk Rating
CPA0035 - Political Effectiveness of elected Members	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> • Recruitment/member succession Recruitment/member succession • Standards committee Standards committee • Member development strategy/ supporting roles + responsibilities Member development strategy/ supporting roles + responsibilities • LRIP/ training, cabinet development LRIP/ training, cabinet development • Code of conduct Code of conduct 	Jane Toman Jane Toman Jane Toman Jane Toman		Major Impact 4	Unlikely 2	Low 8
CPA0036 - Political Maintain effective Scrutiny function If we do not maintain an effective Scrutiny function there will be no mechanism to provide the checks and	Minor Impact 2	Zero to Very Low 1	Low 2	<ul style="list-style-type: none"> • Appropriate training for Scrutiny Members 	Jane Toman		Minor Impact 2	Zero to Very Low 1	Low 2

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balances that challenge Cabinet Executive decisions, service delivery and budget setting.				<ul style="list-style-type: none"> • Review of scrutiny function <i>Approved</i> • Effective work planning 	Jane Toman Jane Toman				
<p>CPA0037 - Political Failure to deliver Corporate Plan objectives - If we do not deliver the corporate objectives the quality of life of residents and those who work in the district will not be improved.</p>	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Be clear about expected outcomes Explicitly define outcomes expected from delivery of the objectives and critical activities • Review and update SCS and Corporate Plan to clarify priorities from April 2010 onwards • Review Corporate Plan priorities regularly • Monitor delivery of Corporate Plan Quarterly monitoring of the critical activities in the corporate plan through performance board 	Sandra Whiles Sandra Whiles Sandra Whiles Sandra Whiles	31/03/2011 (Normal)	Medium Impact 3	Unlikely 2	Low 6

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				<ul style="list-style-type: none"> • All service plans aligned to Corporate Plan objectives Ensure SP guidance reflects making the links to corporate objectives and the services are effectively completing this. • Review 10/11 service plans at mtg with CE/Leader 	Jane Toman Sandra Whiles	 31/03/2010 (Normal)			
CPA0038 - Political Delivering national priorities for local government - CAA, MAA, LAA etc	Medium Impact 3	Unlikely 2	Low 6	<ul style="list-style-type: none"> • Ensure that the council maintains an understanding of national priorities 	Sandra Whiles		Medium Impact 3	Unlikely 2	Low 6
CPA0039 - Political If we fail to deliver improvements and efficiencies: Our reputation will be affected We may not have enough money to deliver services	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> • Refine method of capturing efficiencies from systems thinking Refine method of capturing efficiencies from systems thinking - Revised method of capturing expected and actual efficiencies now in place. These will now be captured as each piece of work is progressed 	Colin Jones		Medium Impact 3	Unlikely 2	Low 6

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				<ul style="list-style-type: none"> • Performance management systems in place • VFM strategy in place 	Jane Toman Jim Holden				
CPA0041 - Economic If we do not provide effective stewardship during economic downturn the Council could become financially unviable	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Regular reporting and monitoring (monthly) Regular reporting and monitoring of key income and expenditure streams (monthly) & taking appropriate action 	Jim Holden		Medium Impact 3	Unlikely 2	Low 6
CPA0042 - Social Provision of community leadership during the economic downturn	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Develop role of LSP Develop role of LSP • Increase awareness and impact of economic climate 	John Leach John Leach		Medium Impact 3	Unlikely 2	Low 6
CPA0043 - Social Failure to have an effective partnership arrangement to safeguard children and vulnerable adults may place people in danger	Major Disaster 5	Unlikely 2	Medium 10	<ul style="list-style-type: none"> • Continuous training of designated officers Training 	Jane Toman		Major Disaster 5	Unlikely 2	Medium 10

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				<ul style="list-style-type: none"> Policies in place and effectively communicated to staff Policies in Place - all staff aware of procedures should an incident arise 	Jane Toman				
CPA0044 - Technological Failure to deliver government IT security requirements	Major Disaster 5	Unlikely 2	Medium 10	<ul style="list-style-type: none"> Effective project management Effective project management - ICT Projects now controlled and reviewed Complete an internal audit of ICT and implement recommendations Audit scheduled for November 2009 to be completed by County Audit dept Audit completed. Draft out for agreement d/line 5/3/10. Final report to be issued and recommendations to be followed up before the end of March 10. 	Colin Jones Alison Moran		Major Disaster 5	Unlikely 2	Medium 10
CPA0045 - Legislative Failure to ensure adherence to internal control arrangements would leave the council open to fraud and this would have an effect on reputation	Major Disaster 5	Unlikely 2	Medium 10				Medium Impact 3	Unlikely 2	Low 6

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				<ul style="list-style-type: none"> • Audit committee regular review arrangements Audit committee regular review arrangements • Annual Governance statement Annual Governance statement • Adhere to financial control regulations Adhere to financial control regulations - PWC external audit opinion • Effective Internal Audit Function 	<p>Jim Holden</p> <p>Jim Holden</p> <p>Jim Holden</p> <p>Jane Toman</p>				

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CPA0046 - Environmental Failure to respond to climate change	Medium Impact 3	Unlikely 2	Low 6	Action plan in place and monitored Action plan in place Progressing actions on adopted CCAP Progressing actions on approved Green Travel Plan Approval of Carbon Management Programme following work with Carbon Trust Preparing evidence for submission under KLOE 3.1 Green Challenge Day - 16th Dec 2009 Driving simulator and Smarter Driving Training Energy League	Jon Wells		Medium Impact 3	Unlikely 2	Low 6

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CPA0047 - Competitive Failure to demonstrate improvement in Value for Money or National Indicators - Failure to improve VfM or NI will: - not improve service delivery to the customer - have a negative affect on the public satisfaction results - not improve efficiency of the council - have a reputational affect with audit commission and peers	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Deliver & evidence improvements in value for money and performance indicators Deliver improvements in value for money and performance indicators • Monitor delivery of UOR improvement plan • Monitor implementation of recommendations from managing performance assessment 	Management Board Jim Holden Jane Toman		Major Impact 4	Unlikely 2	Low 8
CPA0048 - Customer / Citizen Failure to design cost effective services around the needs of customers	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> • Systematic data capture and use (MOSAIC/CRT/Govmetrics/equalities monitoring) Systematic data capture and use (MOSAIC/CRT/Govmetrics/equalities monitoring) 	Colin Jones		Medium Impact 3	Likely 3	Medium 9

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				<ul style="list-style-type: none"> • Rollout systems thinking Rollout systems thinking_ A timetable now exists for future roll out of Systems Thinking work across the organisation • Influence access to services across agencies 	Colin Jones Colin Jones				
CPA0049 - Professional/Managerial Failure to have an effective Council structure to deliver service improvement and priorities	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Rollout effective PDA process and review Rollout effective PDA process • Conduct service reviews as appropriate 	Jane Toman Jane Toman		Medium Impact 3	Unlikely 2	Low 6
CPA0050 - Professional/Managerial Failure to deliver major corporate projects to specification will result in corporate objectives not being fulfilled. Non completion or delay will affect resources, costs, impact on other linked projects and delivery of the corporate priorities.	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Project board in place and effective Project board in place • Evaluation and shared learning from project outcomes 	Management Board Management Board		Medium Impact 3	Unlikely 2	Low 6

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				<ul style="list-style-type: none"> • Risk assessment of each project carried out Each individual project will be risk assessed and monitored 	Management Board				
<p>CPA0051 - Professional/Managerial If measurable service improvements are not delivered then corporate priorities will not be delivered. Customer service and accessibility will not be improved & customer satisfaction will decline. External bodies' assessment will be negative including the impact on the LAA and CAA for Leicestershire.</p>	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Maintain focus on corporate priorities Management Board to lead in maintaining a corporate focus on service improvement • Effective PDA's • Communicate success & achievements • Regular monitoring of performance Monitored through 121s, monthly reporting and quarterly portfolio performance reports and future developments in performance management 	Management Board Management Board Management Board Management Board		Medium Impact 3	Unlikely 2	Low 6

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<p>CPA0052 - Professional/Managerial If the council does not maintain up to date and effective business continuity planning arrangements then we will be unable to deliver vital services in the event of a major emergency</p>	Major Disaster 5	Likely 3	Medium 15	<ul style="list-style-type: none"> • Develop business continuity plan Business Continuity Plan issued on 15th Feb 2010 and section created within ISIS to allow staff to access • Increase internal resilience • Regular testing of business continuity plans Neighbourhood Services refuse collection testing exercise scheduled for 25th Feb 2010. Benefits Service testing exercise scheduled for 24th March 2010 • Reviewed at Management Board monthly Each month an update report is submitted to MB 	Jon Wells Management Board Jon Wells		Major Disaster 5	Unlikely 2	Medium 10

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CPA0053 - Financial If we fail to deliver cashable efficiency savings in line with government requirements (NI 179) we may not have the money to deliver services.	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> Quarterly reporting of progress at performance board Regular monitoring through NI179 Group and quarterly reporting of progress at performance board NI179 (CSR07) Efficiencies Group in place Robust efficiency plans 	Management Board Management Board Management Board		Minor Impact 2	Unlikely 2	Low 4
CPA0054 - Financial If we do not align financial resources to corporate priorities these will not be delivered Ability to align resources with changing priorities and budget pressures Sustainability of the MTFS	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> Agree strategy with members to close potential funding gap (MTFS) Agree strategy with members to close potential funding gap (MTFS) Maintain an awareness of changing priorities Make financial resource adjustments in line with changes in priorities 	Management Board Jim Holden		Medium Impact 3	Unlikely 2	Low 6

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CPA0055 - Financial Not managing increasing costs of key commodities will impact on budgets	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> Effective procurement & financial monitoring 	Senior Management Team		Medium Impact 3	Unlikely 2	Low 6
CPA0056 - Financial Inability to maintain adequate income levels from investments and services may impact on provision of services to customers	Major Impact 4	Very Likely 4	High 16	<ul style="list-style-type: none"> Manage existing income more effectively (debt management) Manage existing income more effectively (debt management) Develop more services to sell - looking for additional business opportunities Develop more services to sell - looking for additional business opportunities Effective treasury management strategy 	Management Board Management Board Senior Management Team		Major Impact 4	Likely 3	Medium 12
CPA0057 - Legal Failure to manage significant contracts will affect delivery of services to customers Service performance not improved or delivered	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> Systematic review of contracts and management Systematic review of contracts and the management of them 	Management Board		Major Impact 4	Unlikely 2	Low 8

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<p>Significant contracts are: Three Oaks Homes, SLM, VABD, CAB, Children's Centre Commissioning Programme, TARMAC</p> <p>Financial losses may be incurred and potential for overcharging or fraud</p>				<ul style="list-style-type: none"> • Ensuring contracts are fit for purpose • Ensure internal Audit work includes review of contracts Contract review to form part of individual audit Risk based audits of contracts to be included in annual audit plan • Contracts Register kept up to date - contracts above £5,000 Corporate Risk Group advise this register should be held by Legal Services (2nd March 2010) 	<p>Senior Management Team</p> <p>Alison Moran</p> <p>Judith Warner</p>				
<p>CPA0058 - Legal Non compliance with legislation could result in not meeting our statutory obligations</p> <p>The organisation promotes and demonstrates the principles and values of good governance (check wording)</p>	Minor Impact 2	Unlikely 2	Low 4	<ul style="list-style-type: none"> • Constitution regularly reviewed and kept up to date Up to date constitution 	Management Board		Minor Impact 2	Unlikely 2	Low 4

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				<ul style="list-style-type: none"> Independent Member Committees Audit Committee and Standards Committee meet regularly, independence of Committee Members maintained?? 	Liz Read				
<p>CPA0059 - Contractual/Partnership If significant partnerships are not managed effectively improvements will not be delivered and efficiencies will not be made.</p> <p>Partnerships include: LAA/Leicestershire Together Blaby Together MAA</p>	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> Ensure effective governance arrangements are in place Measure of outcomes (SLA) - performance management framework in place 	Management Board Management Board		Medium Impact 3	Unlikely 2	Low 6
<p>CPA0060 - Physical If fit for purpose business accommodation is not maintained, working conditions of staff and service delivery may be affected.</p>	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> Further investment in physical infrastructure Further investment in physical infrastructure Alternative ways of working Alternative ways of working 	Management Board Management Board		Medium Impact 3	Unlikely 2	Low 6

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CPA0061 - Physical If we do not keep an up to date and regularly reviewed Asset Management Plan there may be ineffective use of assets.	Minor Impact 2	Very Likely 4	Low 8	<ul style="list-style-type: none"> Asset management plan in place and up to date Asset management plan in place and up to date Maximise use of assets 	Management Board Martin Taylor		Minor Impact 2	Unlikely 2	Low 4
CPA0062 - Physical If we are not ready to respond to major disaster/incident we may not be able to provide emergency support to residents and service delivery may be disrupted particularly affecting vulnerable residents.	Major Disaster 5	Likely 3	Medium 15	<ul style="list-style-type: none"> Emergency Plan in place Supplementary Plans Supplementary plans for: Rest Centres Flooding Regular testing of Emergency Plans Testing exercise - Kingfisher - taking place on 9th June 2010 	Jon Wells Jon Wells Jon Wells		Major Disaster 5	Unlikely 2	Medium 10
CPA0063 - Professional/Managerial If we fail to recruit and maintain an effective skilled workforce:	Major Impact 4	Unlikely 2	Low 8				Medium Impact 3	Unlikely 2	Low 6

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Essential services may not be delivered Corporate Plan objectives may not be achieved Increased pressure on staff which may result in increased sickness levels				<ul style="list-style-type: none"> • PDA process PDA process should identify work related issues, training needs • Develop employees Training and development programme in place • People Strategy - recruitment and retention of staff 	Management Board Jane Toman Jane Toman				
<p>CPA0064 - Customer / Citizen If we do not maintain high levels of customer satisfaction this may:</p> <p>Damage our reputation & public confidence in the Council and its services</p> <p>Judgements from statutory bodies may not be good</p> <p>Cause an increase in complaints</p> <p>Morale of staff, sickness absence and members affected</p>	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> • Customer access strategy Customer access strategy • Knowing our customers and being aware of their needs. Knowing our customers and being aware of their needs. • Effective continuous feedback mechanism 	Management Board Management Board Colin Jones		Medium Impact 3	Unlikely 2	Low 6

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				<ul style="list-style-type: none"> • Service blueprints Services have been assessed for their degree of health and safety risk. A hierarchical table of risk has been established and thereafter a timetable of rolling in the corporate h&s management system 'blueprint' All high risk services have been rolled in and received audits Medium risk services have commenced roll in 	Clare Proudfoot				
<p>CPA0067 - Legislative Comprehensive Area Assessment</p> <p>Not achieving a good CAA score may affect: The reputation of the Council with customers, partners and external audit Staff morale and result in increased inspection regime - impact on staff time, and morale and increase in cost to external audit</p>	Medium Impact 3	Very Likely 4	Medium 12	<ul style="list-style-type: none"> • Working in partnerships working in partnerships • Focus on improvement priorities and efficiencies Focus on improvement priorities and efficiencies 	Management Board Management Board		Medium Impact 3	Likely 3	Medium 9

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				<ul style="list-style-type: none"> • Increase capacity to improve housing services, community safety and access to services Increase capacity to improve housing services and community safety 	Management Board				
CPA0068 - Legislative If we do not improve access to services we may not meet the needs of customers in an efficient and joined up way.	Major Impact 4	Very Likely 4	High 16	<ul style="list-style-type: none"> • Understanding our customers Various methods now used to collate and understand data around customers • Customer Access Strategy Customer Access Strategy and Action Plan in Place • Effective Project Management and Strong Leadership Effective Project Management and strong leadership 	Colin Jones Management Board Management Board		Medium Impact 3	Likely 3	Medium 9

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<p>CPA0069 - Legislative Failure to ensure adequate fraud and corruption arrangements are in place will leave the council open to potential financial losses, wrong doing, breaches of the council's procedures and policies, and legal responsibilities.</p> <p>This can affect contracts with outside suppliers, fraudulent claims for benefits, employment of staff with false records and theft etc.</p>	Major Impact 4	Unlikely 2	Low 8	<ul style="list-style-type: none"> • Anti fraud and corruption and Benefit Fraud policies reviewed and adopted Policies reviewed and adopted by Cabinet, Fraud response plan, whistle blowing policy, prosecution policy etc written Audit Committee 25 March 2010 to go to Cabinet in April • HR policies and practice in place to prevent, deter and deal with fraud and corruption Liaise with Alison about new policy and possibility of slot/raise awareness at Corporate Induction. Discuss approach for raising awareness amongst current workforce. <p>Fraud listed in the disciplinary procedure as an example of an act of gross misconduct.</p> <ul style="list-style-type: none"> • Staff and Member awareness and training 	Alison Moran	30/04/2010 (High)	Medium Impact 3	Unlikely 2	Low 6

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CPA0070 - Environmental Inadequate infrastructure around new housing developments (SUE) to support sustainable communities	Major Impact 4	Very Likely 4	High 16	<ul style="list-style-type: none"> • Section 106 policy & implement Section 106 policy & implement • Influencing MAA Influencing MAA • Deliver LDF/core strategy Effective input into housing 	Management Board Management Board John Leach		Major Impact 4	Very Likely 4	High 16
CPA0071 - Technological Use of Macros which may contain malicious code/malware which could cause serious damage to the Authority's ICT systems. Complete elimination of this risk is not viable because macros are required by the Authority for the delivery of efficient services.	Major Disaster 5	Almost Certain 5	High 25	<ul style="list-style-type: none"> • Limit access Limit areas that the internal user has access to and provide recoverable backups of any assets • Up to date anti-virus and malware Deployment of up to date anti-virus and malware detection software at each of the gateways leading into the Authority, together with active scanning anti-virus and malware detection software at the host. 	Julian Runeckles Julian Runeckles		Major Disaster 5	Unlikely 2	Medium 10

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				<ul style="list-style-type: none"> Training for employees Employees are made aware of their responsibilities at induction. See BDC Computer, Telephone and Desk Use Policy (S 6.1), breach of any of these conditions is subject to the Authority's Disciplinary Procedure 	Julian Runeckles				
<p>CPA0073 - Contractual/Partnership The wording of the agreement with SLM for the operation of Enderby Leisure Centre is somewhat ambiguous and SLM are claiming that the Councils responsibilities for the maintenance and repair of plant and equipment is much more extensive than has been assumed until now. This has financial implications for revenue and capital budgets and may change the H&S enforcement position with regard the HSE.</p> <p>Legal advice is that the intention of the contract is clear and has actually been implemented from the start of the contract. The sloppy drafting of Appendix by leaving in the previous responsibilities column is not relevant. SLM have failed to provide any contrary legal advice and therefore the position</p>	Medium Impact 3	Unlikely 2	Low 6	<ul style="list-style-type: none"> 1. Legal clarification 2. Confirmation to both parties and officers concerned 3. Budget accordingly Clarify the interpretation of the Agreement, confirm the obligations of BDC and SLM with regard to the Agreement and make the necessary financial provision. 	Steve Beard	11/12/2009 (Normal)	Medium Impact 3	Unlikely 2	Low 6

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taken by the Council will be the one that prevails.									
CPA0074 - Political Emerging governance structures could lead to democratic deficit.	Major Impact 4	Likely 3	Medium 12						
CPA0075 - Economic Future levels of external grant funding may affect ability to deliver services	Major Impact 4	Very Likely 4	High 16	<ul style="list-style-type: none"> • Revised Corporate Plan 2011-2014 • Revised MTFS • Efficiency programme 	Management Board Management Board Management Board		Major Impact 4	Likely 3	Medium 12
CPA0076 - Contractual/Partnership Failure to respond to 'Total Place'	Medium Impact 3	Unlikely 2	Low 6	<ul style="list-style-type: none"> • Set up Project Team to deliver our response 	Management Board		Medium Impact 3	Unlikely 2	Low 6

Risk Assessment Form

Organisation/Department/Function/Project: **Corporate Risks**

Manager: **Sandra Whiles, Chief Executive**

Date: **14 July, 2010**

Risk (Threat to achievement of business objective)	Assessment of Current Risk (Assume CURRENT controls in place)			Risk Control Measures	Assigned To	Target Date (Priority)	Assessment of Controlled Risk (With controls in place)		
	Impact	Likelihood	Risk Rating				Impact	Likelihood	Risk Rating
CPA0077 - Physical LEGIONELLA colonisation at Enderby Leisure Centre	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> NALCO and Clearwater water management contracts due for renewal SLM maintain two water contractor contracts - NALCO for the Enviroxes, and Clearwater for other water management services, including sampling, which are renewable each year on 1st April. Authorised Officer to obtain proof of renewal of both contracts from SLM at next Contract Review Meeting. Reactive Water sampling taken in accordance with published regime DGAM monitors SLM contract monthly and reports Pete Williams has agreed monitoring schedule in accordance with Appendix 5 of BDC Legionella Management Plan 	Jon Thorpe Jon Thorpe Jon Thorpe		Minor Impact 2	Unlikely 2	Low 4

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	Impact	Likelihood	Risk Rating				Impact	Likelihood	Risk Rating
				<ul style="list-style-type: none"> Annual audit of Legionella management records Hydro-X records and BDC management records being reviewed and established to allow effective management <i>Under Review (40% complete)</i> 	Jon Thorpe				
CPA0079 - Economic Closure or relocation of one of the districts major employers may cause a rise in unemployment.	Major Impact 4	Likely 3	Medium 12	<ul style="list-style-type: none"> Working with Project Leicestershire Working with Project Leicestershire to secure jobs within Blaby District 	Jim Holden		Major Impact 4	Unlikely 2	Low 8
CPA0080 - Financial If Three Oaks Homes do not renew their contract to occupy BDC offices in 2012, BDC will lose a significant income stream.	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> Work with TOH to ensure accommodation continues to meet their needs Work with TOH to ensure accommodation continues to meet their needs 	Jim Holden		Minor Impact 2	Likely 3	Low 6
CPA0081 - Legal Failure to implement effective CORPORATE GOVERNANCE of H&S issues	Medium Impact 3	Unlikely 2	Low 6				Medium Impact 3	Unlikely 2	Low 6

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	Impact	Likelihood	Risk Rating				Impact	Likelihood	Risk Rating
				<ul style="list-style-type: none"> Joint H&S Committee JH&SC meets quarterly to review corporate position on emerging issues and review learning from past H&S performance 	Jon Thorpe				
CPA0082 - Legal Absence of competent H&S ADVICE/CH&SA	Minor Impact 2	Likely 3	Low 6	<ul style="list-style-type: none"> EHOs and key supervisory staff trained in H&S competencies. Supervisory staff trained in H&S competencies. Back up reporting process/procedures/personnel maintained (EHOs/HLGM) in case of need. CH&SA undertakes CPD training as identified by self at WDR. 	Jon Thorpe		Minor Impact 2	Zero to Very Low 1	Low 2
CPA0083 - Financial Insufficient FUNDS available to control urgent risk issue	Medium Impact 3	Unlikely 2	Low 6	<ul style="list-style-type: none"> CH&SA reports direct to Director of Operations on such matters 	Jon Thorpe		Medium Impact 3	Unlikely 2	Low 6
CPA0084 - Physical Significant change in RISK PROFILE of organisation due to new activities undertaken	Medium Impact 3	Likely 3	Medium 9				Medium Impact 3	Likely 3	Medium 9

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Risk (Threat to achievement of business objective)	Assessment of Current Risk (Assume CURRENT controls in place)			Risk Control Measures	Assigned To	Target Date (Priority)	Assessment of Controlled Risk (With controls in place)		
	Impact	Likelihood	Risk Rating				Impact	Likelihood	Risk Rating
				<ul style="list-style-type: none"> • Loss Event potential indicator completed by service managers Every two years - odd years. Diary will only accept 12 month diary period. • HLGM reports via fixed agenda item on SMT 	Jon Thorpe Jon Thorpe				
CPA0085 - Physical Absence of effective LONE WORKER management	Medium Impact 3	Likely 3	Medium 9	<ul style="list-style-type: none"> • Solo Protect Implementation of lone worker monitoring system • Whiteboards, mobiles and diaries Each department tracks and checks on its own workers manually to their own local procedures 	Jon Thorpe Jon Thorpe	31/03/2011 (High)	Medium Impact 3	Unlikely 2	Low 6