



Leicester
City Council

WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

5th January 2009

Corporate Risk Register

Report of the Chief Finance Officer

1. Purpose of Report

To present to the Cabinet a Corporate Risk Register for its approval and to obtain agreement for a process for monitoring the risks and associated agreed actions contained therein.

2. Summary

2.1. The Council has had a Corporate Risk Register for some years now. It has recently been reviewed, in order to

2.1.1. Align it better with “One Leicester”

2.1.2. Focus solely on the most significant risks, such that the register is a useful tool at top management level

2.2. As a consequence, the number of risks in the register has reduced.

2.3. Attached at Appendix 1, is the proposed new Risk Register, which has been considered and endorsed by the Corporate Directors’ Board.

2.4. The register identifies what are, in the opinion of the Board, the key risks facing the Council at this time.

2.5. Each risk has been aligned to a responsible officer and to the draft 5-year action plan being developed as part of the Developing Excellence Programme.

2.6. This report also defines a process for ensuring that actions to address the identified risks are identified and progress monitored.

3. Recommendations

The Cabinet is recommended to

3.1. Adopt the attached Appendix 1 as its Corporate Risk Register

3.2. Adopt the outline process as set out in the report and request the Corporate Directors' Board to monitor and report back to the Cabinet on progress made in implementing risk mitigation measures set out in the register.

4. Report

4.1. The Council's vision for the future of the City is set out in the One Leicester document.

4.2. This document identifies the overall objectives for the Council and its partners.

4.3. In attempting to deliver its vision, there will inevitably be issues that if not identified, assessed and managed will prevent or hinder their delivery.

4.4. The Corporate Risk Register is designed to identify the most significant risks, to assign responsibility for the management of each risk and to provide a means by which progress in managing risks can be measured.

5. Monitoring of Actions

5.1. The Corporate Risk Register is attached as Appendix 1.

5.2. Against each risk is a suggested solution to mitigate the impact of the risk and a risk owner. (Attached at Appendix 2 is the register sorted by risk owner.)

5.3. The Risk Register which is submitted quarterly to the Corporate Directors' Board would contain

- An update from each of the risk owners on progress in delivering the solutions
- The identification of new key risk issues by the Corporate Risk Manger as they arise

6. Financial and Legal Implications

The risks identified within the register may require the investment of revenue and/or capital resources in order to mitigate the impact.

7. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting Information
Equal Opportunities	N	-
Policy	N	-
Sustainable and Environmental	N	-
Crime and Disorder	N	-
Human Rights Act	N	-
Elderly/People on Low Income	N	-

8. Background papers – Local Government Act 1972

Files held by Internal Audit

9. Consultations

Corporate Directors' Board

10. Report Author/Officer to contact:

Laurie Goldberg, Head of Audit and Governance, Financial Services, Resources Department. Ext 297402

M. Noble
Chief Finance Officer

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

APPENDIX 1

Corporate Risk Register (by Risk)

5 Year outcome	Risk	Project Solution	Risk Owner
Delivering Excellence	Insufficient capacity and skills to deliver the service transformation agenda	Creation of effective programme management capacity	Head of Change Management
Delivering Excellence	Management capability to manage and obtain the best value and results from its staff	Skills and core competencies analysis; compulsory ongoing management development programme	Head of HR
Delivering One Leicester Vision	Council fails to achieve the One Leicester objectives	CDB actively manage progress against milestone targets and deliverables	Chief Executive
Delivering One Leicester Vision	Ineffective Partnership Management leads to liabilities falling on LCC and non-delivery of key outcomes	Review partnership structure	Chief Operating Officer
Delivering One Leicester Vision	Accountable Body status compromised where funding streams not used for the purpose envisaged	Establish central auditable funding and grant register and include in financial management and audit processes	Chief Operating Officer
Improving wellbeing and health	The Council's duty of care to its clients in receipt of Council services outsourced to external service providers is not sufficiently protected by contractual arrangements.	Contract drafting and monitoring to place greater emphasis on this.	Chief Operating Officer
Investing in our children	Government introduce remedial measures because of Poor Education Standards	Implement TLL and TLE action plans	Strategic Director (Investing in Children)
Investing in our children	Council fails to deliver the educational transformation or secure sufficient funds for the Future BSF Phases	Recruit experienced education transformation project management to design future educational needs and environments	Strategic Director (Investing in Children)
Investing in skills and enterprise	Council does not improve core processes due lack of urgency in compliance with Internal Audit Findings	Reporting to Audit Committee and CDB with appropriate action on audit findings and the introduction of enforcement measures	Already happens- reports go via CDB to Audit Committee (HoA&G) Enforcement measures still need improving (Chief Operating Officer)
Investing in skills and enterprise	Industrial action from disagreements over Single Status	Develop communications and consultation plans and manage expectations of all stakeholders	CDB
Investing in skills and enterprise	Resource Management System does not deliver benefits	Develop benefits realisation plan and appoint business change manager	CFO
Investing in skills and enterprise	Traded Services discourage use of key services	Revise current charging system for Legal Services and internal Property Management	CFO

APPENDIX 1

Corporate Risk Register (by Risk)

5 Year outcome	Risk	Project Solution	Risk Owner
Investing in skills and enterprise	Local management use their discretion to apply inconsistent processes and interpret Corporate Procedures, perpetuating varying standards across business units	Review and enforcement of key procedures, e.g. H&S, financial, HR by senior management	CFO Chief Operating Officer CMO Head of HR
Investing in skills and enterprise	Department Policies dilute Corporate Polices	One set of Corporate Policies only with supporting Guidance and regular review programme by a panel of experts in that field and CDB enforcement	Chief Executive
Investing in skills and enterprise	Council fails to modify Department Service Plans in the light of operational issues and changing priorities	Establish a cohesive set of Service Plans which realise the benefits of the proposals against measurable performance criteria	Chief Operating Officer
Investing in skills and enterprise	Effective Use of Resources compromised by Property Maintenance being split between landlord and tenant and ineffectual enforcement of landlord status	Review the way in which the Council manages premises	Chief Operating Officer
Investing in skills and enterprise	Property value and condition compromised because of poor Premises Portfolio Management	Review the way in which the Council manages premises	Chief Operating Officer
Investing in skills and enterprise	EU Procurement breaches	Regular Audit of procurement activities to CDB and members	Head of Audit & Governance
Investing in skills and enterprise	Personal or sensitive data compromised	Identify all sources and undertake an audit of where such data is recorded or held or transmitted	Head of Information Governance
Investing in skills and enterprise	EU Procurement breaches	Procurement Process Simplification	Head of Procurement
Investing in skills and enterprise	IT and telephony systems fail	Ongoing upgrading of Disaster Recovery facility (to restore all Business-Critical systems) and network resilience	Head of Support Services
Reducing carbon Footprint	Council not in a position to respond sufficiently rapidly to serious flooding to parts of the City	Drainage system to be mapped, inspected and blockages/ weaknesses managed	Chief Operating Officer

APPENDIX 2

Corporate Risk Register (by Risk Owner)

Risk Owner	5 Year outcome	Risk	Project Solution
CFO Chief Operating Officer CMO Head of HR	Investing in skills and enterprise	Local management use their discretion to apply inconsistent processes and interpret Corporate Procedures, perpetuating varying standards across business units	Review and enforcement of key procedures, e.g. H&S, financial, HR by senior management
CFO	Investing in skills and enterprise	Resource Management System does not deliver benefits	Develop benefits realisation plan and appoint business change manager
CFO	Investing in skills and enterprise	Traded Services discourage use of key services	Revise current charging system for Legal Services and internal Property Management
Chief Executive	Delivering One Leicester Vision	Council fails to achieve the One Leicester objectives	CDB actively manage progress against milestone targets and deliverables
Chief Executive	Investing in skills and enterprise	Department Policies dilute Corporate Policies	One set of Corporate Policies only with supporting Guidance and regular review programme by a panel of experts in that field and CDB enforcement
Chief Operating Officer	Delivering One Leicester Vision	Accountable Body status compromised where funding streams not used for the purpose envisaged	Establish central auditable funding and grant register and include in financial management and audit processes
Chief Operating Officer	Delivering One Leicester Vision	Ineffective Partnership Management leads to liabilities falling on LCC and non-delivery of key outcomes	Review partnership structure
Chief Operating Officer	Improving wellbeing and health	Injuries and abuse arising out of the transport of vulnerable children and adults	Review the Council's passenger transport programmes
Chief Operating Officer	Improving wellbeing and health	The Council's duty of care to its clients in receipt of Council services outsourced to external service providers is not sufficiently protected by contractual arrangements.	Contract drafting and monitoring to place greater emphasis on this.
Chief Operating Officer	Investing in skills and enterprise	Council does not improve core processes due lack of urgency in compliance with Internal Audit Findings	Reporting to Audit Committee and CDB with appropriate action on audit findings and the introduction of enforcement measures
Chief Operating Officer	Investing in skills and enterprise	Council fails to modify Department Service Plans in the light of operational issues and changing priorities	Establish a cohesive set of Service Plans which realise the benefits of the proposals against measurable performance criteria
Chief Operating Officer	Investing in skills and enterprise	Effective Use of Resources compromised by Property Maintenance being split between landlord and tenant and ineffectual enforcement of landlord status	Review the way in which the Council manages premises

APPENDIX 2

Corporate Risk Register (by Risk Owner)

Risk Owner	5 Year outcome	Risk	Project Solution
Chief Operating Officer	Investing in skills and enterprise	Property value and condition compromised because of poor Premises Portfolio Management	Review the way in which the Council manages premises
Chief Operating Officer	Reducing carbon Footprint	Council not in a position to respond sufficiently rapidly to serious flooding to parts of the City	Drainage system to be mapped, inspected and blockages/ weaknesses managed
Corporate Directors' Board	Investing in skills and enterprise	Industrial action from disagreements over Single Status	Develop communications and consultation plans and manage expectations of all stakeholders
Head of Audit & Governance	Investing in skills and enterprise	EU Procurement breaches	Regular Audit of procurement activities to CDB and members
Head of Change Management	Delivering Excellence	Insufficient capacity and skills to deliver the service transformation agenda	Creation of effective programme management capacity
Head of HR	Delivering Excellence	Management capability to manage and obtain the best value and results from its staff	Skills and core competencies analysis; compulsory ongoing management development programme
Head of Information Governance	Investing in skills and enterprise	Personal or sensitive data compromised	Identify all sources and undertake an audit of where such data is recorded or held or transmitted
Head of Procurement	Investing in skills and enterprise	EU Procurement breaches	Procurement Process Simplification
Head of Support Services	Investing in skills and enterprise	IT and telephony systems fail	Ongoing upgrading of Disaster Recovery facility (to restore all Business-Critical systems) and network resilience
Strategic Director (Investing in Children)	Investing in our children	Council fails to deliver the educational transformation or secure sufficient funds for the Future BSF Phases	Recruit experienced education transformation project management to design future educational needs and environments
Strategic Director (Investing in Children)	Investing in our children	Government introduce remedial measures because of Poor Education Standards	Implement TLL and TLE action plans