

Corporate Risk Register January 2012

RR Ref	Source of Risk	Risk Category	Date of initial risk assessment	Risk description	Exec Risk Owner	Directorate Risk Owner	Existing control measures	Initial rating			Summary Risk Treatment Plan	Current rating			Completion date	Target /			Next Review date	Monitoring mechanism / assurance	Progress
								Consequence	Likelihood	Total		Consequence	Likelihood	Total		Consequence	Likelihood	Total			
111 Risks																					
HRD01/10 HR Directorate	EMB Scorecard	HR Operational	2011/12 Business Plan	Sickness levels: If we do not reduce sickness levels this will affect our ability to meet targets, create additional financial pressure on the organisation, and affect the ability of the organisation to win 111 contracts.	HR Director	HR Director	1. Clear Positive Management of Attendance policy in place. 2. Delivery of Competent Mgr Programme to all first line managers which includes attendance mgt. 3. Availability of HR reports/KPIs (Lexicon & ESR) for managers. 4. Balanced Scorecard.	4	4	16	All existing control measures remain in place, with the addition of the following:- 1. Review of the Positive Management Attendance Policy to remove areas of discretion. 2. Series of activities under Effective Organisation programme, including campaign on work related stress. 3. Tightening up of management reporting regime	4	3	12	Ongoing	3	2	6	Monthly February 2012	1. Ensure all first line managers have attended the Competent Manager programme. 2. Continue to monitor application of PMA policy. 3. Review trigger points in policy (possible reduction to 10 days per annum). 4. Board and EMB scorecard. 5. An audit in will commence in the latter part of January 2012 and will be reported to the audit committee in March/April 2012.	This risk rating has remained the same since the last assessment. ↔
CR024/10 HR Directorate	EMB Scorecard	HR Operational	2011/12 Business Plan	New Rostering Arrangements: Impact of "Our Future Workforce" organisational changes on performance - If the organisational changes are carried out poorly and without good staff engagement, then this will impact on operational performance, and may also result in individual and collective resistance.	HR Director	HR Director	Elaborate mechanisms in staff consultation period including:- 1. Partnership consultation group 2. Dedicated Intranet site 3. Engagement meetings between senior managers and staff during the consultation/implementation	4	4	16	1. Current engagement is keeping performance steady and consistent. 2. Good engagement with staff and staffside. 3. Board approved proposals 4. Implementation Programme includes staffside involvement 5. New arrangements will be in place in time for Easter	3	4	12	Ongoing	3	2	6	Monthly February 2012	1. Weekly meetings. 2. Current engagement is keeping performance steady and consistent	This risk rating has remained the same since the last assessment. ↔
Corporate Effectiveness																					
FM002 Finance Directorate	Senior finance team meeting	Financial	20th May 2011	Financial Duties: Failure to achieve break even duty in 2011/12	Director of Finance and Performance	J Dunn	1. Monthly management accounts process. 2. Budget holder sign off. EMB & Board reports	4	3	12	Some budget pressures identified with actions to manage; this includes identification of additional CIPs and removal of Q1 underspends from budgets. Operations Directorate is highest risk; monitoring of action plans takes place at monthly performance review meetings. Potential costs of re-organisation from commissioned contracts and organisational change being closely monitored and would need management action and mitigation.	4	3	12	Ongoing	4	1	4	Monthly Feb 2012	Monthly reporting and forecasting cycle	This risk rating has remained the same since the initial assessment ↔
Existing Service Delivery																					
No risks escalated to the CRR																					