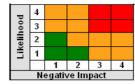
Risk Impact Risk Likelihood

 $1 = Minor \\ 2 = Moderate \\ 3 = Significant$ $1 = Unlikely \\ 2 = Possible \\ 3 = Likely$

4 = Critical 4 = Almost Certain



																ASS	Surance						
		Origina	al Score (De	c'16)		Target					Current				1st Line				2nd Line			3rc	d Line
Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Rating	Corporate Risk Area	Overall	MGT	Legal Fi	inancial	Projects P	erformance	CT HR&OD	BCM R	isk Internal	I External
CR00	Commissioning decisions are not based on appropriate intelligence	4	2		4	1		CR001-1 Identify Intelligence required and potential sources to inform decisions CR001-2 Develop engagement plans to gather the required infromation. CR001-3 Analyse the information and use the results to inform the commissioning decisions, using the intelligence team.	31-Mar-19		2		Commissioning	Δ	>								

															Assuranc	е					
		Origina	al Score (D	ec ' 16)		Target					Current			1st Line			2nd Line			3r	d Line
Cod	e Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Corporate Risk Area	Overall	MGT	Legal Financia	al Projects	Performance	ICT HR8	OD BCM	Risk Interna	al External
CR0	D2 Most appropriate and cost effective commissioning option to meet identified needs and achieve commissioning priorities	4		2	4			CR002-1 Options appraisal undertaken on service design following assessment of customer needs			2	Commissioning	Δ			,,,,,,,,				ΔΔ	Δ
	and outcomes is not chosen							CR002-2 Appropriate procedure followed to commission the preferred option, e.g. procurement, service re-design	31-Mar-19												

																Ass	surance						
		Origina	al Score (D	ec ' 16)		Target		1			Current				1st Line				2nd Line			3r	rd Line
	0 (0) 1 0 ()							Marie de Alei	Due Date				Corporate Risk Area					5	Б. (IOT LID	000 0014	D: 1 1 .	
Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelinood	Rating	Mitigating Actions		Impact	Likelihood	Rating		Overall	MGT	Legal	inanciai	Projects	Performance	ICT HR	%OD BCW	Risk Interna	al External
CR003	Commissioning assessment processis not	4	2	2	3	1		CR003-1 Review of performance to ensure	31-Mar-19	4	2		Commissioning	A								$\triangle \triangle$	
	undertaken on a timely or regular basis.						\smile	service delivery model is delivering					-										
								outcomes														1	
								CR003-2 Commissioning cycle to include	31-Mar-19	1												1	
								planned review date either linked to the														<i>i</i>	
								outcome or contract timescales														<i>i</i> 1	

															Assuranc	е				
		Origina	al Score (De	ec ' 16)		Target					Current			1st Line			2nd Line			3rd Line
Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact I	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Corporate Risk Area	verall	MGT	Legal Financia	l Projects	Performance	ICT HR&OD BCN	M Risk Inte	ernal External
CR00	The Priorities set out in the Corporate Plan do not align with the defined needs of the community	4	2		4	1		CR004-1 Corporate plan driven by required outcomes and commissioning activity	31-Mar-19	4	1	Strategic Planning)	Δ			0		0	
								CR004-2 Refresh of the JSNA to be undertaken	31-Mar-19											

														Assura	ice				
		Original Scor	re (Dec ' 16)		Target					Current			1st Line			2nd Line			3rd Line
Code	Corporate Risk Description	Impact Likeli	hood Ratin	g Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Corporate Risk Area	Overall	MGT	Legal Finan	cial Projec	ets Performanc	e ICT HR&OD	BCM Risk	Internal External
	Strategic plans are not adequately communicated on a timely basis to relevant Council officers and external partners responsible for delivering plans	4	3	4	2		CR005-1 Once approved, the Corporate Plan is communicated appropriately within the Council and with stakeholders	31-Mar-19	4		Strategic Planning	②				②			

															Assurance					
	Origina	al Score (F	Dec ' 16	5)	Target		1			Current			1st Line				2nd Line			3rd Line
Corporate Risk Description	Impact	Likelihoo	d Ratir	ng Impac	t Likelihoo	d Rating	Mitigating Actions	Due Date	Impact	Likelihood Rating	Corporate Risk Area	Overal	MGT	Legal	Financial	Projects	Performance	ICT HR&OD	BCM Risk	Internal Exter
he service planning process does not leliver all the actions to achieve the	3	,	3		3	2		31-Mar-19	9 3	2	Service / Business Planning	0				·	>			9
														,	Assurance					
	Origina	al Score (Γ	Dec ' 16	i)	Target		1			Current			1st Line				2nd Line			3rd Line
Corporate Risk Description	Impact	Likelihoo	d Ratir	ng Impac	Likelihoo	d Rating	Mitigating Actions	Due Date	Impact	Likelihood Rating		Overal	MGT	Legal	Financial	Projects	Performance	ICT HR&OD	BCM Risk	Internal Exter
ommunicated to relevant officer responsible	4	,	2	4	1	1	CR07-1 Business plans are communicated to the relevant officers involved in delivering the plan		9 4	2	Service / Business Planning	0								
	Origina	al Score ([Dec ' 16	i)	Target		1			Current			1st Line		Assurance		2nd Line			3rd Line
Corporate Risk Description						d Rating	Mitigating Actions	Due Date	Impact		Corporate Risk Area	Overall	MGT	Legal	Financial	Projects		ICT HR&OD	BCM Risk	
The level of services delivered by the council	4	Linoiiiioo	3	ig impac	4	1	CR008-1 Performance in relation to the delivery of outcomes is regularly monitored	31-Mar-19	-	2	Service Delivery Arrangements	Δ	3	Logar	Tinariolai	1 10,000	Torronnanco	101 1111000		
	Origina	al Score ([Dec ' 16	i)	Target		1	Due Dete		Current	Corporate Dialy Area		1st Line		Assurance		2nd Line			3rd Line
Corporate Risk Description	Impact	Likelihood	d Ratir	ng Impac	Likelihoo	d Rating	Mitigating Actions	Due Date	Impact	Likelihood Rating		Overal	MGT	Legal	Financial	Projects	Performance	ICT HR&OD	BCM Risk	Internal Exter
	4	:	3	4	4	2	CR009-1 Business continuity plans are in place and are tested for critical services	31-Mar-19	9 4	2	Service Delivery Arrangements		0						Ø	\triangle
Comparate Right Depositation		<u> </u>			Target	d Datin	Missasina Autona	Due Date	lmanat	Current	Corporate Risk Area	Overell				Decidate	2nd Line	ICT LIDSON	DOM Biol	3rd Line
Performance Management arrangements do	4	Likelinood	2	ig impac	4	u Raing	CR010-1 Clear performance measures are	31-Mar-19		Likelinood Rating	Performance Management	Overall	A	Legai	Fillalicial	Projects	Periormance	ICT HR&OD	DCIVI KISP	Internal Exter
ot identify if all priorities are being achieved							in place to identify if outcomes are being delivered													
														,	Assurance					
	Origina	al Score (D	Dec ' 16'	()	Target			Duo Data		Current	Corporato Dick Area		1st Line				2nd Line			3rd Line
Corporate Risk Description	Impact	Likelihood	d Ratir	ng Impac	Likelihoo	d Rating	0 0			Likelihood Rating		Overal	MGT	Legal	Financial	Projects	Performance	ICT HR&OD	BCM Risk	Internal Exter
	3	;	3		3	2	CR011-1 Targets should be set for all performance measures (where appropriate to do so) to clarify acceptable levels of performance	31-Mar-19	9 3	3 2	Performance Management	0					9			
															Assurance					
	Origina	al Score (D			T (1			Current			1st Line		Courance		2nd Line			3rd Line
	Origina	al Scole (L	Dec ' 16)	Target					Ourion										
Corporate Risk Description					t Likelihoo	d Ratino	Mitigating Actions	Due Date	Impact	Likelihood Rating	Corporate Risk Area	Overall	MGT	Legal	Financial	Projects	Performance	ICT HR&OD	BCM Risk	Internal Exter
	Corporate Risk Description Corporate Risk Description The level of services delivered by the council do not meet customer expectations Corporate Risk Description Corporate Risk Description Corporate Risk Description Service delivery arrangements are not resilient Corporate Risk Description Performance Management arrangements do not identify if all priorities are being achieved	Corporate Risk Description The service planning process does not deliver all the actions to achieve the Corporate priorities Origina Corporate Risk Description Service/business plans are not communicated to relevant officer responsible or delivering plan task. 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				T			Т		Due Date				Corporate Risk Area	_		_			Т		Т	1	-	
Code			Likelihood	Rating	Impact		-				Likelihood F	_		Overal	I MG	T Leg	gal Financ	ial Project	s Perform	ance IC	T HR&OI	D BCM	Risk Inte	ernal Extern
	Partner(s) do not perform their planned tasks as intended to deliver partnership objectives.	4	3		4	1	2	CR013-1 Performance management arrangements include a review of the	31-Mar-19	4	3		Partnership / Integrated working											
	Objectives and priorities of Council and other							achievement of outcomes where partners																
	partner(s) conflict/not aligned							have some responsibility for delivery																
														_										
												П					Assurar	ice						
		Origin	al Score (De	ec ' 16)		Target		1			Current	_			1st L	ine	71000101		2nd Lii	ne				3rd Line
Cada	Comparate Riels Decemention	lman a at	الم مطالميان ا	Dating	Immont	Likelihaas	Datina	Mitigating Astions	Due Date	Impost	Likalihaad		Corporate Risk Area	Overel	MO	T	ral Financ	ial Draina	a Darfarm	222	LIDOO	DOM	Diale Inte	ernal Extern
CR014	Corporate Risk Description Lack of understanding by each partner as to	Impact	Likelihood	Raung	Impact		2 A	Mitigating Actions CR014-1 Partnership agreement in place	31-Mar-19		Likelihood F	_	Partnership / Integrated working	Overal		ı Leç	gai Financ	iai Projeci	s Periorin	ance ic	I HK&UI	D BCIVI	RISK INTE	emai Extern
	objectives, and nature of partnership (e.g.					ĺ '		with each partner setting out the	or war re				rathership / integrated working	4	0								_	<u> </u>
	responsibilities, if applicable, sharing of profits, costs or losses, dispute resolution,							expectations of each party and the required reporting arrangements																
	governance, decision making, planning, risk							Toporting arrangements																
	sharing																							
								_									Assurar	ice						
		Origin	al Score (D	ec ' 16)	-	Target			Due Dete		Current		Comparate Dials Area		1st L	ine			2nd Lii	ne			_	3rd Line
Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood F		Corporate Risk Area	Overal	I MG	T Leg	gal Financ	ial Project	s Perform	ance IC	T HR&OI	ВСМ	Risk Inte	ernal Extern
	The product or service procured does not	3	1	1	3		1	CR015-1 The Council's procurement	31-Mar-19	3	1		Procurement	0	0								O	
	deliver the intended outcomes							procedures are followed and good procurement practice is undertaken															-	-
												- 1					Assurar	ice						
		Origin	al Score (D	ec ' 16)		Target		1			Current	_			1st L	ine	Assurar	ice	2nd Lii	ne				3rd Line
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Code	Corporate Risk Description		al Score (De Likelihood	T			d Rating				Current Likelihood F	ating		Overal					T		T HR&OI	D BCM	Risk Inte	3rd Line
CR016	Corporate Risk Description Procurement breaches legal and Council requirements			T			I Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to	Due Date			ating	Corporate Risk Area Procurement	Overal					T		T HR&OI	D BCM	Risk Inte	
CR016	Procurement breaches legal and Council			T			Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal				ating							T		T HR&OI	D BCM	Risk Inte	
CR016	Procurement breaches legal and Council			T			Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to				ating							T		T HR&OI	D BCM	Risk Inte	
CR016	Procurement breaches legal and Council			T			d Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal				ating							T		T HR&OI	D BCM	Risk Inte	
CR016	Procurement breaches legal and Council			T			Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal				ating					gal Financ	ial Project	T		T HR&OI	D BCM	Risk Inte	
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CR016	Procurement breaches legal and Council requirements	Impact 2	Likelihood	Rating	j Impact 2	Likelihood		CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process	31-Mar-19	Impact	Likelihood F	ating	Procurement	•	I MG	T Leg	gal Financo	ial Project	2nd Lin	ance IC				ard Line
CR016	Procurement breaches legal and Council requirements Corporate Risk Description	Impact 2	Likelihood	Rating	j Impact 2	Likelihood		CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR017-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal	31-Mar-19	Impact	Likelihood F	ating	Procurement Corporate Risk Area	Overal	I MG	T Leg	gal Financo	ial Project	2nd Lin	ance IC				ard Line
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Code CR018	Procurement breaches legal and Council requirements Corporate Risk Description Value for money not obtained Corporate Risk Description Corporate Risk Description	Origin Impact 3	al Score (Do	ec '16) Rating	Impact 3	Target Likelihood	d Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR017-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR018-1 The new Head of Contractual	Due Date 31-Mar-19	Impact 3	Current Likelihood F 2 Current Current	aating aating	Procurement Corporate Risk Area Procurement	Overal	1 1st L I MG	ine T Leç ine T Leç	Assurar Assurar	ial Project	2nd Lin 2nd Lin 2nd Lin 2nd Lin	ne ance IC	T HR&OI	D BCM	Risk Inte	3rd Line ernal Extern
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Code CR018	Procurement breaches legal and Council requirements Corporate Risk Description Value for money not obtained Corporate Risk Description Corporate Risk Description	Origin Impact 3	al Score (Do	ec '16) Rating	Impact 3	Target Likelihood	d Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR017-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR018-1 The new Head of Contractual Relationships will improve the skills in this area and will ensure that appropriate contract management arrangements are in	Due Date 31-Mar-19	Impact 3	Current Likelihood F 2 Current Current	aating aating	Procurement Corporate Risk Area Procurement Corporate Risk Area	Overal	1 1st L I MG	ine T Leç ine T Leç	Assurar Assurar	ial Project	2nd Lin 2nd Lin 2nd Lin 2nd Lin	ne ance IC	T HR&OI	D BCM	Risk Inte	3rd Line ernal Extern
Code CR017	Procurement breaches legal and Council requirements Corporate Risk Description Value for money not obtained Corporate Risk Description Corporate Risk Description	Origin Impact 3	al Score (Do	ec '16) Rating	Impact 3	Target Likelihood	d Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR017-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR018-1 The new Head of Contractual Relationships will improve the skills in this area and will ensure that appropriate	Due Date 31-Mar-19	Impact 3	Current Likelihood F 2 Current Current	aating aating	Procurement Corporate Risk Area Procurement Corporate Risk Area	Overal	1 1st L I MG	ine T Leç ine T Leç	Assurar Assurar	ial Project	2nd Lin 2nd Lin 2nd Lin 2nd Lin	ne ance IC	T HR&OI	D BCM	Risk Inte	3rd Line ernal Extern
Code CR017	Procurement breaches legal and Council requirements Corporate Risk Description Value for money not obtained Corporate Risk Description Corporate Risk Description	Origin Impact 3	al Score (Do	ec '16) Rating	Impact 3	Target Likelihood	d Rating	CR016-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR017-1 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process Mitigating Actions CR018-1 The new Head of Contractual Relationships will improve the skills in this area and will ensure that appropriate contract management arrangements are in place for all key procurements undertaken	Due Date 31-Mar-19	Impact 3	Current Likelihood F 2 Current Current	aating aating	Procurement Corporate Risk Area Procurement Corporate Risk Area	Overal	1 1st L I MG	ine T Leç ine T Leç	Assurar Assurar	ial Project	2nd Lin 2nd Lin 2nd Lin 2nd Lin	ne ance IC	T HR&OI	D BCM	Risk Inte	3rd Line ernal Extern

Current

Original Score (Dec ' 16)

Target

Assurance

2nd Line

3rd Line

1st Line

Code Corporate Risk Description	Impact	Likelihood	Rating I	mpact Li	ikelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood		Corporate Risk Area	Overall	I MGT	Legal Financial Projects	Performance ICT HR&OD	BCM Risk Internal External
CR019 Council fails to act within its statutory powers		3 1		3	1	_	CR019-1 Review of key decisions by Law and Governance	31-Mar-19		Littoiiiioot	_	Legality	Ovolun		S I I I I I I I I I I I I I I I I I I I	Tonomianoe let Tirkee	
							and covernance								1-1		
	Origin	al Score (De	ec ' 16)		Target		l			Current				1st Lin	Assurance e	2nd Line	3rd Line
Code Corporate Risk Description	Impact	Likelihood	Rating I	mpact Li	ikelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood		Corporate Risk Area	Overall	I MGT	Legal Financial Projects	Performance ICT HR&OD	BCM Risk Internal External
CR020 Fail to identify and manage the major risks and opportunities to delivering priorities and	3	3 2		3	1		CR020-1 Service Planning process to identify key risks	31-Mar-19	3		2	Risk Management	0	0			
plans							CR020-2 The Council's strategic and coroporate risks are identified, assessed and	31-Mar-19									
							managed through COG and the Audit and Governance Committee										
	Origin	al Score (De	ec ' 16)		Target					Current				1st Lin	Assurance e	2nd Line	3rd Line
Code Corporate Risk Description	Impact	Likelihood	Rating I	mpact Li	ikelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood		Corporate Risk Area	Overall	I MGT	Legal Financial Projects	Performance ICT HR&OD	BCM Risk Internal External
CR021 Performance reporting fails to give a full and accurate picture of the progress in achieving	3	1		3	1	2	CR021-1 Further developments to the reporting of performance in relation to the	31-Mar-19	3			Performance Reporting	0			O	O
corporate priorities and outcomes							achievement of outcomes and priorities, including the use of an appropriate ICT									_	
							solution.										
															Assurance		
	Origin	al Score (De	ec ' 16)		Target			Due Dete		Current		Corporate Risk Area		1st Lin	е	2nd Line	3rd Line
Code Corporate Risk Description	Impact	Likelihood	Rating I	mpact Li	ikelihood		• •	Due Date		Likelihood	Rating		Overall	MGT	Legal Financial Projects	Performance ICT HR&OD	BCM Risk Internal External
CR022 Strategic financial plans do not align to Council priorities, objectives and direction as set out as part of the corporate plan	4	2		4	1		CR022-1 The Corporate Plan Delivery Plan will need to be refreshed / updated in line with the agreed budget	31-Mar-19	4			Strategic Financial Planning / MTFS	0				
	Origin	al Score (De	ec ' 16)		Target		I			Current				1st Lin	Assurance e	2nd Line	3rd Line
Code Corporate Risk Description		Likelihood				Rating	Mitigating Actions	Due Date	Impact	Likelihood		Corporate Risk Area	Overall	I MGT	Legal Financial Projects		BCM Risk Internal External
CR023 Strategic financial plans fail to take into account all critical factors likely to affect the	3	3 1		3	1		CR023-1 Appropriate consultation and intelligence gathering is undertaken in	31-Mar-19		Liitoiii100t	-	Strategic Financial Planning / MTFS	Ovoice:		Zogar Financial Frojecto	Tonomiano io i intego	
Council's finances moving forward, e.g. changes in government funding streams,							assessing the Council's short to medium term financial position										
changes in government funding streams, changes in amounts of funding, inflation, pay awards, potential liabilities etc							term imanciai position										
arraido, potential llabilillos ete							<u> </u>										
	Origin	ol Cooro (De	22 ' 16)		Torgot		ı			Current				1st Lin	Assurance	2nd Line	2rd Lina
Code Community Birth 2		al Score (De			Target	Det:	Marine de la Aleit	Due Date	lar =	Current	D-v	Corporate Risk Area				2nd Line	3rd Line
Code Corporate Risk Description CR024 Financial reporting fails to reflect on how	Impact 3	Likelihood	Rating	mpact Li	ikelinood 1		Mitigating Actions CR024-1 The Council's financial position is	31-Mar-19		Likelihood		Financial Reporting	Overall	I MGT	Legal Financial Projects	Performance IC1 HR&OD	BCM Risk Internal External
financial changes in one area impacts on							regularly reported to the Executive										
															Assurance		
	Origin	al Score (De	ec ' 16)		Target			Due Date		Current		Corporate Risk Area		1st Lin	е	2nd Line	3rd Line
Code Corporate Risk Description	Impact	Likelihood	Rating I	mpact Li	ikelihood					Likelihood	Rating		Overall	MGT	Legal Financial Projects	Performance ICT HR&OD	BCM Risk Internal External
CR025 Financial Reporting fails to give a full and accurate picture of the progress to achieving corporate financial priorities and targets	3	5 1		3	1		CR025-1 Financial performance reporting is aligned to performance reporting to identify any potential inaccuracies or inconsistencies		3			Financial Reporting	9				
		<u> </u>												1			

																As	ssurance						
		Origin	al Score (E	Dec ' 16)		Targe					Current				1st Line				2nd Line			3	rd Line
Code	Corporate Risk Description	Impact	Likelihoo	d Ratin	g Impac	Likeliho	od Ratin	Mitigating Actions	Due Date	Impact	Likelihood	Rating	Corporate Risk Area	Overall	MGT	Legal F	Financial	rojects F	Performance	ICT HR&	OD BCM	Risk Intern	al Extern
	Management fail to manage financial performance or take appropriate prompt effective action in response to poor financial performance results reported	3		1		3	1	CR026-1 The financial management framework ensures that managers regular review their financial performance and are taking appropriate remedial action where necessary		9 3	1	②	Financial Management	②	②		•				4	70	②
																Δ	ssurance						
		Origin	al Score (E	Dec ' 16)		Targe		1			Current				1st Line		Jouranioo		2nd Line			3	rd Line
Code	Corporate Risk Description		Likelihoo	T			$\overline{}$	Mitigating Actions	Due Date	Impact	Likelihood	Rating	Corporate Risk Area	Overall	MGT	Legal F	Financial P	rojects F	Performance	ICT HR&	OD BCM I	Risk Intern	al Exte
CR027	The Council fails to pay its employees (and those of other clients) on time	3		1	1	3	1	CR027-1 Controls in place to ensure that t payroll runs are complete and accurate an operate efficiently		9 3	1	②	Financial Management	0		П	\Box					9	0
	Corporate Risk Description The Council fails to make payments to its suppliers and clients on time		al Score (E	T		Targe Likeliho	$\overline{}$	CR028-1 Procedures required for making payments on time are up to date and fully understood by staff within the payments	Due Date		Current Likelihood	Rating	Corporate Risk Area Financial Management	Overall	1st Line		Financial P		2nd Line Performance	ICT HR&	OD BCM I		rd Line
		<u> </u>						service		<u> </u>	ı	<u> </u>				As	ssurance						
		Origin	al Score (E	Dec ' 16)		Targe		1			Current				1st Line				2nd Line			3	rd Line
Code		Impact	Likelihoo	d Ratin	g Impac	Likeliho	od Ratin	Mitigating Actions	Due Date	Impact	Likelihood	Rating	Corporate Risk Area	Overall	MGT	Legal F	Financial	rojects F	Performance	ICT HR&	OD BCM	Risk Intern	al Exte
	The Council fails to process payments for housing benefit accurately or on time	4		1		1	1	CR029-1 Established procedures are in place and followed by adequately trained staff for the assessment and processing of benefit claims	31-Mar-1	9 4	1		Financial Management	②								②	②
1																As	ssurance						
																- "							
		Origina	al Score (E	Dec ' 16)		Targe		1			Current				1st Line				2nd Line			3	rd Line
Code	Corporate Risk Description		al Score (E	T) Mitigating Actions	Due Date	Impact	Current	Rating	Corporate Risk Area	Overall	1st Line	 	Financial P		2nd Line Performance	ICT HR&	OD BCM I		rd Line

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		Origin	al Score (D	ec ' 16)		Target					Current			1st Line				2nd Line				3r	rd Line
Code	e Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Corporate Risk Area	Overall	MGT	Legal	Financial	Projects	Performance	ICT H	IR&OD E	BCM Ris	k Interna	al External
CR03	Prosperity within the City fails to grow resulting in the expected level of income being uncollectable	4	3		4	2		CR031-1 Clear performance measures and regular monitoring of the debtor position	31-Mar-19	3	3	Income Collection (including CT/NNDR)	0									②	

					Assurance	
	Original Score (Dec ' 16) Target		Current	1st Line	2nd Line	3rd Line
0 / 5:15 ::		Due Date		Corporate Risk Area		
Code Corporate Risk Description	Impact Likelihood Rating Impact Likelihood Rating	Mitigating Actions	Impact Likelihood Rating	Overall MG1	Legal Financial Projects Performance ICT HR&OD BCM Risk	Internal External

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Comment Comment (Comment (Comm		3	1	3	1		aligned to the Council's Corporate Plan and	31-Mar-19	3	3 1		Capital Programme Management	Δ		•				S	0
Coppose Risk Description Figure 1. Express Sealer (Description Target 1. Express Miligrating Actions Description Target 1. Express Miligrating Actions Miligrating																				
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Colognal Score (Dec 116) Couprais Risk Description Impact Likelihood Rating Impact Likelihood R		3	3	3	2		and monitoring of the delivery of the wider	31-Mar-19	3	3		Capital Programme Management								
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Corporate Risk Description Means (Ukelihood Rating Impact Ukelihood Rating Impa																				
Corporate Risk Description Impact Likelimood Rating Imp	1	Original Score	e (Dec ' 16'	(i)	Target					Current				1st Line	Assu	rance	2nc	Line		3rd Line
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and capacity to deliver the City's priorities place that is appropriately minimizated to ensure it is effectively implemented of ensure it is effectively implemented			3 Ratin	ig impact		-				3 3			Overall		Legai Fina	anciai Pro	jects Pend	mance ICT HR&C	DD BCIVI RIS	internal Exte
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Corporate Risk Description Impact Likelihood Rating impact Likelihood											r				Assu	rance				
Original Score (Dec '16) CR035-1 Recognisation of reduced capacity 31-Mar-19 4 3 Median Mitigating Actions Impact Likelihood Rating Median Projects Performance ICT RRXOD BCM Risk Intervention Projects		Original Score	(Dec ' 16))	Target			1000		Current				1st Line			2nd	Line		3rd Line
workforce Original Score (Dec '16) Target Ode Corporate Risk Description Impact Likelihood Rating Impact Likelihood Rat	Corporate Risk Description	Impact Likelih	ood Ratin	ng Impact	Likelihood	Rating		Due Date		Likelihood			Overall	MGT	Legal Fina	ancial Pro	jects Perfo	rmance ICT HR&	DD BCM Ris	Internal Exte
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Council officers do not fully understand H&S and responsibilities CR037-1 H&S Strategy/Policy to be reviewed/revised CR037-2 Review/develop arrangements to effectively coordinate and oversee H&S Training programme across the council CR037-3 H&S responsibilities to be included 31-Mar-19 in leaver handover arrangements Original Score (Dec 16) Target CR037-1 H&S Strategy/Policy to be reviewed/revised CR037-2 Review/develop arrangements to effectively coordinate and oversee H&S Training programme across the council CR037-3 H&S responsibilities to be included 31-Mar-19 in leaver handover arrangements Assurance Original Score (Dec 16) Target Due Date Current Current Current Corporate Risk Area								Due Date		Т		Corporate Risk Area								3rd Line
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Due Date Corporate Risk Area								31-Mar-19	9											
de Corporate Risk Description Impact Likelihood Rating Impact Likelihood Rating Mitigating Actions Impact Likelihood Rating Overall MGT Legal Financial Projects Performance ICT HR&OD BCM Risk Inte		Original Co.	(Dec.140)		Tour			31-Mar-19	9	Comment				1et Line	Assu	rance		Line		Quilli:
							in leaver handover arrangements	Due Date		T		Corporate Risk Area								3rd Line
identified, understood or agreed CRO36-1 Establish corporate approach for strength as first are not strength as first a	Corporate Risk Description				Likelihood	Rating	in leaver handover arrangements Mitigating Actions	Due Date	Impact	T	Rating		Overall						DD BCM Ris	
CR038-2 H&S risk register to developed and 31-Mar-19	Corporate Risk Description ne council's key H&S risks are not					Rating	Mitigating Actions CR038-1 Establish corporate approach for	Due Date	Impact	T	Rating	Corporate Risk Area Health & Safety	Overall						DD BCM Ris	
together with clear roles and responsibilites	Corporate Risk Description ne council's key H&S risks are not				Likelihood	Rating	Mitigating Actions CR038-1 Establish corporate approach for the effective identification of key corporate CR038-2 H&S risk register to developed and	Due Date	Impact 9 4	T	Rating		Overall						DD BCM Ris	
for the ongoing management and delivery of agreed actions.	Corporate Risk Description ne council's key H&S risks are not				Likelihood	Rating	Mitigating Actions CR038-1 Establish corporate approach for the effective identification of key corporate CR038-2 H&S risk register to developed and communicated across senior officers together with clear roles and responsibilities	Due Date 31-Mar-19 31-Mar-19	Impact 9 4	T	Rating		Overall						DD BCM Ris	
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	Corporate Risk Description ne council's key H&S risks are not				Likelihood	Rating	Mitigating Actions CR038-1 Establish corporate approach for the effective identification of key corporate accommunicated across senior officers together with clear roles and responsibilities for the ongoing management and delivery of	Due Date 31-Mar-19 31-Mar-19	Impact 9 4	T	Rating		Overall						DD BCM Ris	
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Due Date Corporate Risk Area	Corporate Risk Description ne council's key H&S risks are not entified, understood or agreed	Impact Likelih	Rating	ng Impact 3	Likelihood 2	Rating	Mitigating Actions CR038-1 Establish corporate approach for the effective identification of key corporate accommunicated across senior officers together with clear roles and responsibilities for the ongoing management and delivery of	Due Date 31-Mar-19 31-Mar-19	Impact 9 4	Likelihood	Rating		Overall	MGT	Legal Fina	ancial Pro	pjects Perfo	ormance ICT HR&C	DD BCM Ris	Internal Exte
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and agreed to manage the council's key H&S risks H&C of development.	Corporate Risk Description ne council's key H&S risks are not entified, understood or agreed Corporate Risk Description propriate action plans are not developed agreed to manage the council's key	Impact Likelih	Rating	3 S)	Likelihood 2	Rating	Mitigating Actions CR038-1 Establish corporate approach for the effective identification of key corporate CR038-2 H&S risk register to developed and communicated across senior officers together with clear roles and responsibilites for the ongoing management and delivery of agreed actions. Mitigating Actions CR039-1 Review effectiveness of H&S Management System and agree any areas	Due Date 31-Mar-19 31-Mar-19	Impact 4	Likelihood 4 3	Rating	Health & Safety Corporate Risk Area		MGT	Legal Final	rance Pro	pjects Perfo	I Line		3rd Line

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				Due Date			Corporate Risk Area							
Code Corporate Risk Description Impact	t Likelihood Rating Impact	Likelihood Rating	Mitigating Actions		Impact L	Likelihood Rating		Overall MGT	Legal Financial Projects Performance ICT HR&OI	D BCM Risk Internal External				
CR045 The Council's business critical services	4 3 4	2 /	CR045-1 Business continuity plans are	31-Mar-19	4	2	Business Continuity Management	A (2)						
cannot function in the event of an incident		r	eviewed and tested on a regular basis											

										Assurance													
		Origina	iginal Score (Dec ' 16) Target					/ //			Current						2nd Line			Line			
									Due Date				Corporate Risk Area										
Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions		Impact	Likelihood	Rating		Overal	MGT	Legal F	inancial F	Projects	Performance	CT HR&OD	BCM Ris	sk Internal	External
CR04	6 Lack of awareness of content of business	4	3		4	2		CR046-1 Relevant staff are made aware of		4	2		Business Continuity Management	Δ							\triangle		
	continuity plans							the content of the business continuity plans						_	•					- -	_	•	
								and understand their role in implementing															
								them															

												Assurance											
		Origina	Original Score (Dec ' 16)			al Score (Dec ' 16)			Target					Current			1st Line			2nd Line		3r	d Line
Code	e Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions	Due Date	Impact	Likelihood	Corporate Risk Area	verall	MGT	Legal Financ	al Projects	Performance	ICT HR&OD BCM	Risk Interna	al External			
CR04	7 Programmes and projects fail to deliver the desired benefits and outcomes	3	2		3	1		CR047-1 The expected benefits of programmes and projects are clearly set out at the start and their achievment monitored throughout	31-Mar-19	3	2	Programme / Project Management	2	②		②							

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		Original Score (Dec '16) Target							Current						1st Line					3r	rd Line	
									Due Date				Corporate Risk Area									
Co	de Corporate Risk Description	Impact	Likelihood	Rating	g Impact	Likelihood	Rating	Mitigating Actions		Impact	Likelihood	Rating		Overall	MGT	Legal Fina	ncial Projec	ts Performance	ICT HR&OD BCM	Risk Interna	al External	
CRO	048 Opportunities are not taken to maximise the	3	3		3	2		CR048-1 The use of Council assets are	31-Mar-19	3	3		Asset Management	Α						AA		
	use of assets (land and property). Assets are							monitored on an ongoing basis, particularly					_	_								
	not fully utilised							in response to changing staffing levels and														
								changing service delivery models														

																A	Assurance							
		Origina	al Score (De	ec ' 16)		Target					Current			1st Line						2nd Line				
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Code	Corporate Risk Description	Impact	Likelihood	Rating	Impact	Likelihood	Rating	Mitigating Actions		Impact	Likelihood	Rating		Overal	I MGT	Legal	Financial	Projects	Performance	ICT HR8	OD BCM	Risk In	nternal Externa	
CR049	Lack of appropriate maintenance of	4	3		4		2	CR049-1 Condition of assets to be	31-Mar-19	4	3		Asset Management	Α	\triangle							1	\	
	physical assets							monitored on an appropriate basis and					-									/ [-		
								maintenance scheduled as required										ı I				/ I		

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	Origin	original Score (Dec ' 16) Target]		Current						2nd Line			Line			
Code Corporate Risk Description	Impost	Likelihoo	Boting	Impost	Likalihaad	Dotino	Mitigating Actions	Due Date	Impost	Likelihood		Corporate Risk Area	Overel	MCT	Logal Fina	noial Drainat	ts Performance	ICT UD®OD	PCM Bio	k Internal	Evtornol
	impaci	LIKEIIIIOO	Raung	Impact	Likeliilood	_	, ,			Likeliilood	J		Overal	IVIGI	Legai Filia	iciai Piojeci	is Periorillance	ICT HK&OD	DCIVI KIS	Killelliai	External
CR050 Council fails to prevent, detect and investigate acts of fraud and corruption	2		2	2	2		CR050-1 Managers are aware of the fraud risks within their area and maintain appropriate controls baring in mind changes to service delivery and staffing levels		2	2		Anti Fraud and Corruption	0	②						Ø	