

Corporate Assurance Risk Register 2014/15

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Southend-on-Sea Borough Council's Corporate Assurance and Risk Register is a best practice template for recording and managing risks. The Council also promotes the use of Assurance and Risk Registers for managing risks within service areas which are recorded and managed in service and project plans.

The Risk Register is a management tool where a review and updating process identifies, assesses and manages down the risk to acceptable levels. It provides a framework in which problems that may arise and adversely affect the delivery of the Council's aims and priorities are captured and actions instigated to reduce the likelihood and impact of that particular risk.

Section 1 - Three Stage Risk Scoring Process

Southend-on-Sea Borough Council operates a 3 Stage Risk Scoring process as outlined in the Council's Risk Management Toolkit which is available on the Council intranet site. The information below offers a brief overview of each stage of the Risk process.

Inherent score – the risk scored with no controls, assurances or actions in place.

Current score – the risk scored with controls, assurances and progressed actions.

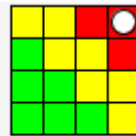
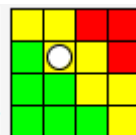
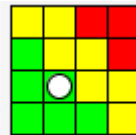
Target score – the risk score with controls and assurances in place and linked actions completed.

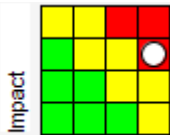

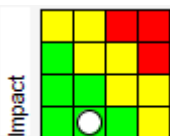
As controls and assurances are put in place and actions completed the Risk will be more controlled and, therefore, the current score moves towards the Target Score. The current score from the last reported Corporate Risk Register is shown in brackets.

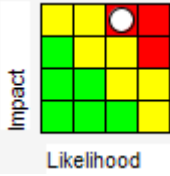
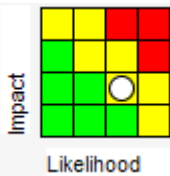

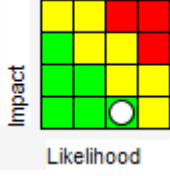

Section 2 - Risk Matrix



E X A M P L E S				IMPACT	CORPORATE RISK GRID			
Reputational:	Compliance	Financial:	Service Provision / Continuity:					
National publication (name and shame) by external body leading to a loss of control over the running of Council operations. Front page of national paper.	The council faces serious penalties or prosecution & criticism from institutions such as, Ombudsman, Information commissioner. Customers are treated unfairly & suffer damage by the council.	Over £1m loss More than 20% of total budget individually or cumulatively	Service delivery affected by over 3 months. Statutory / critical service delivery will cease for a period of time without any effective contingency.	Catastrophic	7	11	14	16
National or local front-page press article leading to a reduced ability to affectively deliver one or more services. National press article.	The council may face criticism and be ordered to comply with legislation by an external body as a result of a breach.	Between £500k - £1m, 10-20% of total budget individually or cumulatively	Delivery affected between 1 & 3 Months. Loss of a non-critical service for a significant period of time.	Severe	4	8	12	15
Disgruntled local groups/ individuals possibly leading to internal complaints with research into the causes. Local press article &/or ombudsman enquiry.	The council may commit largely undetectable breaches in legislation and internal procedures that could have other minor effects on reputation, service delivery etc.	Between £50k - £499k, 5 – 10% of total budget individually or cumulatively	Delivery affected by up to 1 month. Minor disruption or inconvenience to service delivery & customers. (Reduced staffing, late opening, temp loss of IT).	Material	2	5	9	13
Rumour and gossip	All other material risks.	Under £50k, less than 5% of total budget individually or cumulatively	Minor disruption	Negligible	1	3	6	10
					Very Unlikely <10%	Unlikely 10-40%	Likely 40-75%	Very Likely >75%
					LIKELIHOOD			

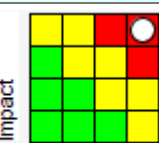
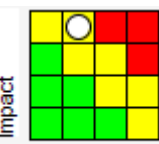
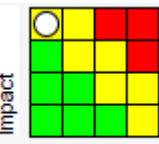
2014-15 Corporate Risk Register

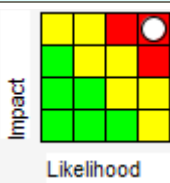
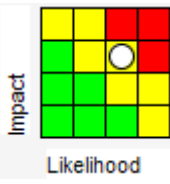
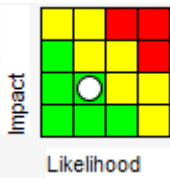
Risk Title 1. Setting a Balanced Budget for 2015/16							
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		Impact Likelihood
1415CRR01	Risk that there is an in-year overspend of the 2014/15 budget and the Council fails to identify the required savings to enable a balanced budget to be set for 2015/16.	Sally Holland	Strategic	Financial	16		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score		Impact Likelihood
<p>1. Control – Budget setting process to identify required savings through: budget proposal reports to Departmental and Corporate Management Teams; member seminars; Cabinet; Scrutiny Committees; Council – Assurance - reports to and minutes of meetings.</p> <p>2. Control – Management oversight of budget setting process through: reports to CMT and Administration - Assurance – Reports/Minutes</p> <p>3. Control – Senior member and Chief Executive challenge to departments on proposed savings - Assurance – Reports and minutes of meetings.</p> <p>4. Control - Director challenge to Heads of Service - Assurance - Minutes of Departmental Management Team meetings/emails.</p> <p>5. Control – Regular monitoring of overall budget and budget savings through: budget reports to Departmental and Corporate Management Teams; Cabinet; Scrutiny Committees; Council – Assurance - reports to and minutes of meetings.</p>					8		
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact Likelihood
1415CRA0101	Continually monitor and assess government's position on grant to be distributed to Local Authorities and any other Government announcements that impact funding.	Joe Chesterton	31-Mar-2015	Head of Finance and Resources horizon scanning for all relevant government announcements. Utilising treasury networks as an additional source of information.	✓	5	
1415CRA0102	Budget Timeline outlining key milestones to be agreed with Joint Administration and Senior Leadership Team.	Joe Chesterton	31-July-2014	In progress - draft timeline being prepared.	✓		
1415CRA0103	All Members briefing session on local government finance.	Joe Chesterton	31-Aug-2014	Briefing session being planned for July.	✓		
1415CRA0104	Continual monitoring and reporting of progress on options to meet the saving target required to set a balanced 15/16 budget.	Joe Chesterton	31-Mar-2015	Senior Leadership Team presentation on current financial position provided in April. Further relevant meeting to be arranged once budget timeline is agreed.	✓		

Risk Title		2. Workforce Development and Planning					
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1415CRR02	Risk that failure to provide appropriate career opportunities and rewards will adversely affect the Council's ability to retain staff with the required levels of skills and experience.	Sally Holland	Strategic	Service Provision	15	 Likelihood	
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working							
<p>1. Control – Managing Organisational Change Policy; Redeployment Policy & Procedure; Redundancy Policy & Procedure: Assurance – Policy documents available via intranet.</p> <p>2. Control – Oversight of policies and procedures to ensure consistency of HR policies and processes and in implementing policies relating to restructures through the People Management & Development Working Party; Corporate Management Team and Workforce Planning Panel - Assurance – Reports to and Minutes of meetings.</p> <p>3. Control – All staff vacancies, redeployments and redundancies reviewed by the Workforce Planning Panel – Assurance – Minutes of Workforce Planning Panel</p> <p>4. Control - Effective outplacement support made available for all staff affected by re-organisations, through the Working Through Tough Times support package- Assurance – Working through tough times support package available to all staff on intranet.</p> <p>5. Control - Feedback obtained from staff on change management process and re-organisations, including complaints received from staff, in relation to organisational restructures. Assurance - Staff engagement survey feedback, staff complaints records and direct feedback from the union.</p> <p>6. Control - Regular, 6 weekly, liaison with Unions to communicate information and obtain feedback, including in relation to restructures and operation of the Talent Pool. Assurance - Minutes of Meetings and reports.</p> <p>7. Control - Annual review of restructures to identify lessons learnt. Assurance - Annual Review report and actions.</p>					Current risk score	9	 Likelihood
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1415CRA0201	Revise the People Management Strategy, including the re-focused Organisational Development and Employee Engagement Strategies, to drive underpin and support the Council in meeting its objectives at a time of change.	Joanna Ruffle	31-Mar-2015	Updated People Management Strategy and 14/15 action plan was endorsed at People Management and Development Working Party on 13th May. Actions within the plan are currently on target.	✓	3	 Likelihood

Risk Title		3. Reputational Damage					
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	Impact Likelihood	
1415CRR03	Risk that negative criticism received as a result of undertaking budget savings, a reduction in service quality or contractor insolvency will significantly damage the reputation of the Council	Sally Holland	Strategic	Reputation	14		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working							
<p>1. Control - Communications action plan reported to People and Policy DMT - Assurance - Communications Strategy in place.</p> <p>2. Control - Monthly scanning of communication from central government departments and media to identify potential areas of negative coverage- Assurance: Monthly media monitoring report circulated to Leadership Group of officers and included in HR Business Partner reports.</p> <p>3. Control - Monitoring of all Freedom of Information requests by media team to assess and anticipate appropriate response - Assurance: FOI database reviewed by Media Manager</p> <p>4. Control - Essex Media & Communications officer network to highlight issues impacting on local authorities more widely - Assurance: Meeting minutes</p> <p>5. Control - Obtain regular audited management accounts of contractors and undertake regular financial due diligence - Assurance: Audited accounts</p>					Current risk score	9	
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1415CRA0301	Evidence pro-active communications strategy highlighting Council successes including robust explanations of rationale for changes and savings	Lysanne Eddy; Kirsty Horseman	31-Mar-2015	Budget 2015/16 Communications Action Plan produced, covering all internal and external budget related communications activities to March 2015. Media and Communications officers and advisors continue to work closely with service teams to help them implement and manage communications strategies and plans to minimise reputational risks associated with service changes and reviews. Summer edition of Outlook magazine currently being collated for distribution in July. Content planned in close collaboration with DMTs and CE/Leader to ensure that information on service changes and other priority messages are included. Media and communication officers continue to liaise with Portfolio holders to ensure that any potential media/reputation management issues are identified early.		6	
1415CRA0302	Actively challenge negative and inaccurate media coverage, managing expectations with a range of stakeholders	Kirsty Horseman	31-Mar-2015	Media coverage is monitored daily and the Media & Comms team pursues local media partners for corrections in the event of incorrect coverage, and where necessary arrange interviews with appropriate Members or senior officers for follow-up articles by way of giving balance.			

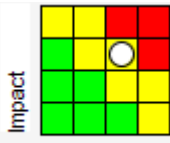
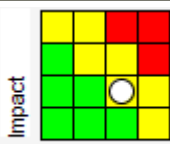
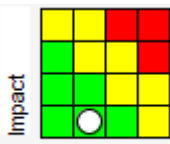
1415CRA03 03	Continue to proactively develop good media relationships	Kirsty Horseman	31-Mar-2015	The Senior Media Relations Advisor continues to foster good relations with editorial staff of the Echo and other local papers, radio stations and broadcasters. Communications Advisors attend Full Council, Cabinet Development Control Committee and other Council meetings.				
1415CRA03 05	Continue to provide proactive performance management to help the council judge how well it is performing and where it needs to focus resources	Tim MacGregor	31-Mar-2015	Monthly Performance Reports have been published regularly. Further analysis of the Council's performance, including against other local authorities, has been undertaken.				

Risk Title	4. Business Continuity						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1415CRR04	Risk that the testing of the Council's revised business continuity processes will require further deployment of resources to ensure arrangements are sufficiently resilient.	Sally Holland	Strategic	Business Continuity	16		 Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working					Current risk score		
1. Control – Corporate Business Continuity Strategy – Assurance – Corporate Business Continuity Strategy. 2. Control – Departmental Business Continuity Plans monitored through DMTs - Assurance – Update reports to DMT. 3. Control – Civic Centre refurbishment Business Continuity Plan – Assurance – reports to New Ways of Working 4. Control - Identification and prioritisation of Corporate ICT systems for recovery as part of Business Continuity Plan - Assurance - Reviewed annually and reported to Head of Customer Services. Monthly monitoring at Customer Service Management Team and by Emergency Planning / Business Continuity Liaison Officers. 5. Control – ICT System processes and skills in place to re-establish key systems - Assurance – Regular reports to Head of Customer Services					11		 Likelihood
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1415CRA0401	Run a Business Continuity exercise to test revised processes	Lysanne Eddy	30-Oct-2014	Exercise planned for the autumn - scenario currently being scoped.	✓	7	 Likelihood
1415CRA0402	Implement BCP action plan for 14/15	Joanna Ruffle	31-Mar-2015	The initial phase of Business Impact Assessments across the organisation is nearing completion. Work on Tickfield underway.	✓		

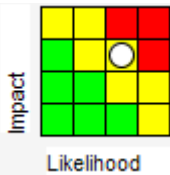
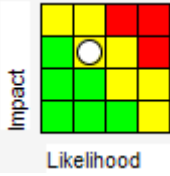
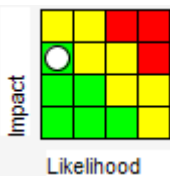
Risk Title	5. Financial implications of legislation and other Government policy changes						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1415CRR05	Risk that the impact of government policy, particularly in relation to welfare reform, social care and health integration and any changes in local government funding, will have a significant impact on the Council's finances	Sally Holland	Strategic	Financial	16		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working							
<p>1. Control - Government Consultations register to record forthcoming changes in Government policy and potential legislation to enable potential implications to be considered. Assurance: Consultation register held on intranet.</p> <p>2. Control - Regular tracking of new legislation, government regulations and policy developments. Assurance: Production of Policy briefings and reports to Corporate Management Team. Finance team also monitor and respond to Consultations accordingly.</p> <p>3. Control - Head of Finance and Resources linked into LA treasury network, LGA and LG Futures. Assurance: Reports</p> <p>4. Control - Medium Term Financial Strategy (MTFS), including budget pressures to regularly consider financial impact of Government policy reported to CMT, Cabinet and Council Assurance: Reports and minutes of meetings.</p> <p>5. Control - Regular review of budget monitoring reports to identify potential areas of change in expenditure. Assurance: Reports and minutes to CMT</p> <p>6. Control - Budget agreed by Full Council. Assurance: Report to Council/minute of meeting.</p> <p>7. Control - Regular reporting on Essential Living Fund. Assurance: Monthly reporting.</p>					Current risk score	12	
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1415CRA0501	Senior managers to identify the impact of Government legislation and activity on their service area to support future budget planning and inclusion in revised MTFP.	Joe Chesterton	31-Jan-2015	Regular review of the impact of new and impending legislation and policy changes on-going.	✓	5	
1415CRA0502	Undertake a review of the Local Council Tax support scheme for 2015/16	Joe Chesterton	31-Dec-2014	Review has commenced and is on target.	✓		
1415CRA0503	Undertake review of the continued funding for Essential Living Fund team and associated support budget	Veronica Dewsbury	31-Oct-2014	Review is underway including discussions with Essex and Thurrock regarding continuation of the scheme.	✓		
1415CRA0504	Monitor and assess the outcome of any government funding announcements	Joe Chesterton	31-Mar-2015	Regular monitoring is underway.	✓		
1415CRA0505	Analyse Provisional Local Government Settlement in early December to ensure alignment with MTFP and identify necessary action where necessary	Joe Chesterton	31-Dec-2014	Not yet due.	✓		
							

Risk Title	6. Health and Social Care Integration					
Stage 1 - Risk without controls (Inherent risk)						
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score	
1415CRR06	Risk that new joint working and commissioning arrangements between the council and key health partners, conflicting budget pressures and operational difficulties result in an inability to deliver expected health and social care requirements to local people.	Simon Leftley	Strategic	Service Provision Financial	16	 Likelihood
Stage 2 - Risk with Controls and Assurances (current risk)						
List of controls and associated assurances to ensure controls are working					Current risk score	
1. Control: Quality, Innovation, Productivity and Prevention (QIPP) Programme in place and monitored. Assurance: Programme reports and minutes of meetings. 2. Control: Regular 1:1s between Director of Public Health with chief operating officer of CCGs to review implementation and areas of potential risk. Assurance: Minutes of meetings of Southend Health and Wellbeing Board and Essex Surveillance Group. 3. Control: Joint Executive Group (JEG). Assurance: Reports/Meeting Minutes. 4. Control: Health and Wellbeing Board. Assurance: Reports/Meeting Minutes.					12	 Likelihood
Stage 3 - Further actions to reduce the risk (target risk)						
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score
1415CRA0601	Support the monitoring and implementation of the Southend Clinical Commissioning Group Integrated Strategy and support alignment with the Joint Health and Wellbeing Strategy	Simon Leftley	31-Mar-2015	Joint Health and Wellbeing Strategy monitored through the Health and Wellbeing Board. Clinical Commissioning Group strategy now aligned with Health & Wellbeing Strategy.	✓	 Likelihood
1415CRA0602	Ensure that the Joint Health and Wellbeing Strategy is underpinned by effective action plans	Simon Leftley	31-Sept-2014	Refresh of the current action plan underway.	✓	
1415CRA0603	Work with Southend Clinical Commissioning Group and partners to support Integrated Pioneer status	Simon Leftley	31-Mar-2015	Programme manager in place. Work streams in place to develop joint commissioning, integrated services and prevention and engagement. Action delivery monitored through Health and Wellbeing Board.	✓	
1415CRA0604	Better Care Fund	Simon Leftley	31-Mar-2015	Initial plan submitted by due date – awaiting national feedback. Work underway to refine Better Care Fund action plan.	✓	
1415CRA0605	Effectively implement the Care and Support Bill	Simon Leftley	31-Mar-2015	Project team in place led by Head of Service. Initial scoping of actions required completed with a detailed plan being developed.	✓	

Risk Title	7. Regeneration						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		Impact Likelihood
1415CRR07	Risk that the failure to adequately influence the Local Enterprise Partnership/Central Government funding plans will limit the progress of major infrastructure projects in Southend.	Andrew Lewis	Strategic	Financial	15		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working						Current risk score	Impact Likelihood
<p>1. Control – South East Local Enterprise Partnership Board identification of regeneration opportunities. Assurance: Meetings/Minutes/Reports</p> <p>2. Control – Joint Area Action Plan for London Southend Airport and surrounding areas setting out regeneration plans and opportunities for the area. Assurance: JAAP Action Plan</p> <p>3. Control - Airport Consultative Committee to support private sector regeneration of Southend. Assurance: Meetings/Minutes/Reports</p> <p>4. Control - Corporate Delivery Board, Capital Board and Capital Asset and Strategy Group support of regeneration projects and ambitions Assurance: Meetings/Minutes/Reports</p>						9	
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	Impact Likelihood
1415CRA0701	Identification of opportunities stemming from new government funding streams and initiatives	Scott Dolling	31-Mar-2015	City Deal agreed and signed. Secured £1.8m Regional Growth Fund funding and £1.25m Coastal Communities funding. Business case for investment submitted to SELEP for local growth fund.	✓	5	
1415CRA0702	Work in partnership with the private sector to provide opportunities to bring forward regeneration projects of difficult sites and to lever in private investment	Scott Dolling	31-Mar-2015	Public Sector Plc partnership in place to bring forward site development proposals. Successful negotiation of City Deal assisting regeneration. Work underway on new business hub at former Central Library as part of City Deal	✓		
1415CRA0703	Continue work on Development Briefs and plans to ensure the Council is well placed for an upturn in the economic climate and a more supportive regeneration environment.	Peter Geraghty	31-Mar-2015	Elm Road approved. JAAP had its Examination in Public during April/May. Inspectors draft report has been received to which the council is preparing its response.	✓		
1415CRA0704	Continued incremental development of Southend's transport infrastructure, including through the Local Sustainable Transport Fund, Better Bus Area fund and investment in Southend's cycling network.	Peter Geraghty	31-Mar-2015	Successful Government award of £3.2 million for Tesco roundabout programme. Business case for transport and highways investment submitted to SELEP for local growth fund.	✓		

Risk Title	8. School Inspection Regime							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score			
1415CRR08	Risk that the new Ofsted Inspection ratings for schools will result in reduced confidence in Southend schools.	Simon Leftley	Strategic	Reputational	12		 Likelihood	
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	9	 Likelihood	
1. Control - Improving Learning Together Strategy in place with impact reviewed by Southend Children's Partnership Assurance: Report/Minutes 2. Control - Partnership with South Essex Teaching School Alliance established Assurance: Reports/Minutes 3. Control - School-to-School Support Strategic Group Assurance: Reports/Minutes 4. Control - School Support Improvement Board Assurance: Reports/Minutes								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	3	 Likelihood
1415CRA0801	Review and revise the Improving Learning Together Strategy (including the System Leadership Strategy)	Alison Hoy	31-May-2014	The Strategy has been revised in consultation with schools and published via Southend Learning Network.	✓			
1415CRA0802	Embed 'The Southend Challenge' to support schools to reach good or outstanding rating	Alison Hoy	31-Mar-2015	The Southend Challenge was launched in May 2014 underpinned by seven support and review groups.	✓			
1415CRA0803	Develop a specific project under The Southend Challenge aimed at supporting any secondary school current rated as inadequate	Alison Hoy	31-Mar-2015	Project brief currently being developed by School Improvement team.	✓			

Risk Title	9. Airport Business Park							
Stage 1 - Risk without controls (Inherent risk)								
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score			
1415CRR09	Risk that a failure to secure a development partner and progress the Airport Business Park Master plan will result in a loss of employment opportunities and reputational damage to the Council.	Andrew Lewis Sally Holland	Strategic	Reputational Financial	15			
Stage 2 - Risk with Controls and Assurances (current risk)								
List of controls and associated assurances to ensure controls are working					Current risk score	12		
1. Control – Regular reporting to Corporate Delivery Board: Assurance: Reports/Minutes 2. Control – Airport Business Park Project Board meet monthly: Assurance: Reports/Minutes 3. Control - Airport Business Park Project Team meet monthly and reports into the Project Board: Assurance: Reports/Minutes 4. Control – Externally appointed project manager and procurement specialist: Assurance: Contract								
Stage 3 - Further actions to reduce the risk (target risk)								
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	5	
1415CRR0901	Joint planning framework for Airport Business Park	Peter Geraghty	31-Mar-2015	JAAP had its Examination in Public during April/May. Inspectors draft report has been received to which the council is preparing its response.	✓			
1415CRR0902	Engage with potential tenants of Airport Business Park	Mark Johnson	31-Mar-2015	Engagement with potential occupiers progressing. Work underway on new business hub at former Central Library providing potential future tenants.	✓			
1415CRR0903	Secure development partner for Airport Business Park scheme	Mark Johnson	31-Mar-2015	1 st Stage of OJEU nearing completion. Positive feedback received	✓			

Risk Title	10. Single Inspection for Children's Social Care						
Stage 1 - Risk without controls (Inherent risk)							
Code	Risk - CAUSE, EVENT, EFFECT	Risk Owner	Risk type	Risk category	Inherent risk score		
1415CRR 10	Risk that a reduced rating following an inspection of the Council's children's social care services under the new single inspection framework will result in reduced confidence in the council.	Simon Leftley	Strategic	Reputational	12		
Stage 2 - Risk with Controls and Assurances (current risk)							
List of controls and associated assurances to ensure controls are working						Current risk score	
1. Control – Ofsted Inspection Planning Group: Assurance: Report/Minutes 2. Control – Inspection Preparation Plan monitored by Ofsted Inspection planning group: Assurance: Report/Minutes 3. Control - Inspection Logistics Plan outlining key timelines/personnel: Assurance: Report 4. Control – Monthly data set monitored by DMT and senior managers: Assurance: Report/Minutes						8	
Stage 3 - Further actions to reduce the risk (target risk)							
Code	Actions to further mitigate risk / maximise opportunities	Action Owner	Due date	Comments / update on progress	RAG Status	Target risk score	
1415CRR 1001	Conduct detailed performance analysis to identify areas for improvement using for example the Annual Safeguarding Report and Children and Young People Plan needs assessment.	Sue Hadley	31-April-2014	Analysis completed and actions incorporated into 14/15 Children and Young Peoples Plan and Children's Services service plan.	✓	4	
1415CRR 1002	Conduct a detailed self-assessment against the inspection criteria	Sue Hadley	31-May-2014	Self-assessment carried out and additional resource allocated in two areas identified for improvement. Enhanced audit and quality assurance controls in place.	✓		
1415CRR 1003	Monitor the outcome for Local Authorities who have recently been inspected.	Sue Hadley	31-Mar-2015	Met with Essex CC to understand their experience of being inspected.	✓		