

REPORT TO AUDIT AND PERFORMANCE REVIEW PANEL

Title: **COUNCIL'S KEY RISKS UPDATE REPORT**

Date: **8th December 2008**

Member Reporting: **Councillor D McBride**

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Wards Affected: **All Wards**

1. SUMMARY

1.1 This report makes Members aware of the Key Council Risks as at 25th November 2008, in compliance with the requirements of good Corporate Governance. Members' attention is drawn to the assessment of four risks in particular with regard to prevailing national conditions:

- Civil Contingency/Business Continuity Planning failure, reference KSR 3
- Failure to follow correct safeguarding procedures for children, reference LC8
- Failure to manage Partnership working, reference KSR6
- Interest rate fluctuations cause a fall in expected investment income, reference COR2

2. RECOMMENDATION:

That the findings of this report on the Key Council Risks are noted.

What will be different for residents as a result of this decision?
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Due to specific actions to identify and manage the Council's significant business risks with mitigations and controls in place as far as reasonably practicable, residents will benefit from the Council's improved operational stability and consistency, which will result in improved Customer satisfaction.

3. SUPPORTING INFORMATION

Background

3.1 Risk Management is a key element in the Council's governance arrangements and control environment.

- 3.2 The Corporate Risk Register records the risks that relate to the achievement of the Council's objectives. This tool is accessible to all Risk Owners who have various updating and viewing privileges, depending on their position in the Council hierarchy with regard to the management of the risk/s in question.
- 3.3 All risks are mapped onto either the Operational or Strategic Corporate Plan. The purpose of the Risk Register is twofold:
- a) To highlight those risks that Directors identify as 'over-arching' which require a corporate response. These typically revolve around the 'political interface' for RBWM with Central Government. Some 'directorate' risks can also be included in the Key Strategic Risk report, where it is felt that failure could seriously compromise the whole Council.
 - b) To highlight those risks specific to Operational activities of Service Areas within Directorates where failure carries catastrophic impacts.
- 3.4 Strategic risks are those risks which need to be taken into account in judgements about the medium to long term goals and objectives of the Council and will often impact across the entire or significant portions of the organisation. Strategic risks are by their very nature best identified by those in the most senior positions, whose role entails policy and strategic decision-making.
- 3.5 A named Council Officer and a Lead Member own all key risks jointly to ensure sufficient priority and attention is given towards controls. Risk Owners have been apprised of the methodology used to determine these risks and the current scores attributed to ensure they correctly reflect the professional views of those Officers.

Update To Risk Register Following Meeting Of This Panel 10th September 2008

- 3.6 Contained in the Council's Risk Register are the Council's Key Strategic and Operational risks. The reports detailing the Key Strategic and Directorate Operational Risks were presented to the previous meeting of the Panel held 10th September 2008. These reports were subsequently reviewed by Lead Officers and Directorate Management Teams as follows¹:
- Corporate Services – 25th November 2008
 - Community Services – 27th November 2008
 - Learning and Care – 20th November 2008
- 3.7 The reports referred to in 3.6 are available in the Members' Room, Group Rooms, from Democratic Services and the Council's website and as such have not been included as part of this report. These comprise:

Appendix

- A Key Strategic Risks
- B Current Key Operational Risks for Corporate Services
- C Current Key Operational Risks for Community Services
- D Current Key Operational Risks for Learning and Care
- E Explanation of Information Captured by the Key Risk Reports

Strategic Risks were reviewed by the Risk Owners, details contained in Appendix A.

¹ This report to Members is written in advance of the outputs of particular meetings.

- 3.8 There are two new risks to bring to Members' attention since the last Panel meeting. Details of these are contained in Appendix A1. These have both arisen in connection with the implications of the Construction Design Management Regulations 2007. These Regulations address the health and safety requirements at construction projects and place specific legal duties on construction or building work carried out in Council buildings. Addressing these new risks is likely to impact on the management of two existing risks: Risk Reference COR1 within Corporate Services and COM11 within Community Services, details of which are included as Appendix A2 for reference. Appendix A1 also notes any amendments to those risks described more fully in Appendices A to D, beyond the date of the most recent quarterly reviews.
- 3.9 There is an incentive driven by the Comprehensive Performance Assessment (CPA) and Comprehensive Area Assessment² (CAA) to enter into Partnerships as a means to improve the quality of services. The only key risks noted on the Risk Register relating to Partnerships relate to Local Area Agreements (LAA's). It will be important to ensure that any Partnerships that are outside LAA's are subject to robust standards of Governance and risk management to contribute to maximising the Council's CAA score.
- 3.10 The outcomes of the process of reorganising the Council will likely necessitate a revision of the Council's Strategic risks to ensure that the Strategic Risk Management Framework is both relevant and sufficiently robust in the context of mitigating risks to key corporate objectives.
- 3.11 The same approach as existing to reviewing and, where appropriate, completing Service Area risk profiling as a result of the restructure will be taken to ensure the Risk Register is up to date. Each Service Area is allocated a Risk Priority Rating of between 1 and 4, where 1 represents low risk and 4 represents high risk. It should be noted that the number and/or quality of controls in place do not affect this Rating. The Rating is a measure to ensure that those service units deemed as inherently higher risk are closely monitored and reviewed.

4. OPTIONS AVAILABLE AND RISK ASSESSMENT

4.1 Options

	Option	Comments	Financial Implications
1.	Note the findings of this updated report on the Council's Key Risks.	The Council must demonstrate its Annual Governance Statement complies with Regulation 4(2) of the Accounts and Audit Regulations 2003, as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of an Annual Governance Statement. This includes,	Revenue Officer time in dealing with operation of Risk Management Strategy. Capital None

² In 2009, the Comprehensive Area Assessment will take over from the existing performance assessment of local government (CPA).

	Option	Comments	Financial Implications
		as one of its core principles, a requirement for the Council to demonstrate how it manages risk and ensures that it has a system of controls that are key in mitigating risks that may affect the achievement of the Council's objectives.	
2.	Accept the findings of this updated report on the Council's Key Risks with amendments.	This may expose the Authority to unnecessary risks by not having an adequate internal control framework leading to poor performance, poor outcomes for service users/citizens and a specific attributable negative impact on the Council's Comprehensive Performance Assessment / Corporate Area Assessment.	Revenue Inappropriate expenditure on aspects of business with uncontrolled risks attached to them. Capital None
3.	Reject the updated report on the Council's Key Risks.	The report structure has been arrived at after proper and suitable consultation with Members on the most appropriate amount of detail required. However, in order to make quarterly reports manageable in terms of paperwork, reports will be on an exception basis.	Revenue None Capital None

4.2 Risk Assessment

- 4.2.1 If Risk Management is not made part of "business as usual" for Council officers, this may lead to the Council's self-assessment of Risk Management indicating a weakness in embedding the process. Specific and measurable parts of the CPA promote and persuade officers of the significance and value of the Risk Management process. Risk Management is furthermore at the heart of the new CAA, both from a Use of Resources rating perspective and in relation to the implementation of the area assessment. The critical difference between the CPA and CAA is that the CAA is an assessment of the area and will cover all local services for which the Council, alone or working with its partners, is responsible.

- 4.2.2 Failure to ensure good governance of partnerships by way of risk management leads to decisions not properly scrutinised, conflicts of interest, poor management of key dependencies, complaints, poor service delivery and criticism from inspecting bodies.
- 4.2.3 An absence of Member support for Risk Management would be viewed as disappointing by the Audit Commission. The regular reporting structure and scrutiny process ought to provide a robust framework for managing risk.
- 4.2.4 There is the general risk that if the Council fails to make good use of the management of risk processes it is likely to lead to uncontrolled exposure to many high level strategic and operational risks. As Risk Management becomes a management competency, part of staff skills set and part of Council business as usual the regular reporting and assessment structure ought to provide a robust framework for managing risk.

5. CONSULTATIONS CARRIED OUT

- 5.1 Consultations have taken place with the Audit Commission, Audit and Performance Review Panel, Directors’ Group, Audit and Review Unit, Risk Champions and Unit Managers through Directorate Management Teams.
- 5.2 Best practice advice has been sought through ALARM. Significant parts of the Council’s “Risk Managed” process guide for managers were included in the ALARM national Risk Management process, which is now utilised by the majority of UK public sector bodies.

6. IMPLICATIONS

The following implications have been addressed where indicated below.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
N/A	N/A ³	N/A ⁵	N/A	N/A	N/A

Background Papers: None

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners¹
<p>LC21. New Risk Learning and Care All schools</p> <p>Skills Development Failure</p>	<p>Failure of Headteachers, as the RPBS (Responsible Person for Building Health and Safety), to demonstrate competence in application of Construction (Design and Management) (CDM) regulations and Borough policy, procedures and arrangements leads to injuries, substantial compensation claims from breach of statutory duty and negative publicity.</p> <p>Headteachers (RPBS) can delegate duties to others but remain accountable in law. They cannot perform this function unless they have sufficient competence and it is therefore necessary for them to attend training.</p> <p>Treatment Measures:</p> <ol style="list-style-type: none"> 1. Carried out a business & health and safety risk assessment via the LEA Liabilities Group. 2. CDM Requirements & Guidance for Schools and the School Pack provides the Implementation Process and Tools to operate it. 	<p>Uncontrolled Score: HIGH Financial: Moderate/Likely Legislation: Catastrophic/Likely Reputation: Catastrophic/Likely Service Delivery: Moderate/Likely</p> <p>Current Score: HIGH Financial: Moderate/Likely Legislation: Catastrophic/Likely Reputation: Catastrophic/Likely Service Delivery: Moderate/Likely</p> <p>Controlled Score: LOW Financial: Moderate/Unlikely Legislation: Moderate/Unlikely Reputation: Moderate/Unlikely Service Delivery: Moderate/Unlikely</p>	<p>Cliff Turner, Head Of Children & Young People</p> <p>Cllr Eileen Quick</p> <p>Frequency of review: Quarterly</p> <p>New risk: created 20th November 2008</p>

¹ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

	<p>3. Provide training to Headteachers (as RPBS's) and nominated Deputy RPBS's for CDM responsible for operating the policy and tools.</p> <p>4. Outstanding work on control mechanisms to be agreed and overseen by LEA Liabilities Group.</p> <p>New Treatment measures and Modifications following last review None</p> <p>Performance Measures None</p>		
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Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners ²
<p>COM12 New Risk Community Services Assets and Building Services</p> <p>Skills development failure</p>	<p>Failure to set policy and implement the CDM Regulations for associated in-house Building Services Management activities leads to injuries, substantial compensation claims from breach of statutory duty and negative publicity.</p> <p>Treatment Measures:</p> <ol style="list-style-type: none"> 1. Carried out a business & health and safety risk assessment via the LEA Liabilities Group. 2. Whilst CDM Requirements & Guidance on CDM for Schools and the School Pack has been issued, the LEA Liabilities Group need to determine and put in place internal policy, requirements and arrangements for non school areas (including those that are separate from the Building Services function e.g. Building Control, BIU, Highways and Engineering etc.). In-house arrangements managed by Building Services must also ensure compliance with statutory provisions. 	<p>Uncontrolled Score: HIGH Financial: Moderate/Likely Legislation: Catastrophic/Likely Reputation: Catastrophic/Likely Service Delivery: Moderate/Likely</p> <p>Current Score: HIGH Financial: Moderate/Likely Legislation: Catastrophic/Likely Reputation: Catastrophic/Likely Service Delivery: Moderate/Likely</p> <p>Controlled Score: LOW Financial: Moderate/Unlikely Legislation: Moderate/Unlikely Reputation: Moderate/Unlikely Service Delivery: Moderate/Unlikely</p>	<p>Rob Packham, Building Services Manager</p> <p>Cllr Phil Bicknell</p> <p>Frequency of review: Quarterly</p> <p>New risk: created 29th September 2008</p>

² Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

	<p>3. Provide training to RPBS's (Responsible Persons for Building Health & Safety) and appointed Deputy RPBS's for CDM and any others who are responsible for operating CDM policy and tools.</p> <p>4. LEA Liabilities Group to ensure outstanding control measures are agreed and put in place e.g. vetting of contractors etc.</p> <p>Status of Treatment Measures</p> <p>1. Completed April - June 2008.</p> <p>2. School aspect ongoing with Director of Learning and Care as the Chair of the LEA Liabilities Group. Internal policy to be refreshed with input from Divisional Head of Engineering, Building Services Manager and Senior Building Surveyor.</p> <p>3. Training needs will link to outcomes from item (2) above; one CDM training session held during September 08 was attended by some of the non-school officers who manage CDM outside of the Building Services area.</p> <p>4. Ongoing with Director of Community Services</p> <p>Performance Measures</p> <p>None</p>		
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Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners³
KSR4. Updated Strategic Risk Failure to reduce costs and achieve Procurement savings.	No changes	Split the Risk Assessment into three distinct areas “a”, “b” and “c” to reflect the differing impact/likelihood of the detailed Procurement Risks.	No changes
KSR5. Updated Strategic Risk Failure to successfully plan and deliver 2012 Olympic and Paralympic Game.	No changes	No changes	Updated Risk Owners: Ian Trenholm (Chief Executive) and David Oram (Strategic Director of Environmental Services)
KSR6. Updated Strategic Risk Failure to manage Partnership working	New Treatment measures and Modifications following last review <ul style="list-style-type: none"> • Revised Local Strategic Partnership met and Chairmanship moved to Chief Executive 	No changes	Updated Risk Owner: Harjit Hunjan, Community & Business Partnerships Manager
KSR7. Updated Strategic Risk Failure to embed Performance Management/ Failure to adopt consistent and effective Project Management	New Treatment measures and Modifications following last review <ul style="list-style-type: none"> • Balanced Scorecard rolled out – reviewed monthly by Chief Executive for every service since June 2008. • Top 30 projects captured and managed on Work Together with monthly review by Senior Management Team. 	No changes	No changes

³ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners ⁴
<p>KSR8. Updated Strategic Risk Failure to ensure a robust and clear decision-making and/or policy approval framework.</p>	<p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> • Emphasise that decisions are to comply with Council constitution. 	<p>No changes</p>	<p>No changes</p>
<p>KSR8. Updated Strategic Risk Loss of data or inadequate data security leads to delays and errors in business processes.</p>	<p>New Treatment measures and Modifications following last review Secondary Data Centre completed and ready to accept Disaster Recovery servers as part of ongoing project.</p>	<p>No changes</p>	<p>Updated Risk Owner Lead Member: Cllr Liam Maxwell</p>
<p>LC8 Updated Learning and Care Risk Childrens' Safeguarding Failure to adhere to Health and Safety practice</p>	<p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> • Plans in hand to develop frontline in-service training for Social Workers regarding Child Protection. • Added nine Performance Measures 	<p>No changes</p>	<p>No changes</p>

⁴ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners ⁵
<p>LC9 Updated Learning and Care Risk Area Children and Young People Team</p> <p>Maidenhead and Windsor Area Children and Young People teams may develop in inconsistent ways</p>	<p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> • Area Children’s Teams being integrated into a single team with one Manager. 	<p>No changes</p>	<p>No changes</p>
<p>LC10 Updated Learning and Care Risk Childrens’ Services</p> <p>Failure to improve services</p>	<p>Update to current Status of Treatment Measures</p> <ul style="list-style-type: none"> • Targeted support to schools whose attainments are “Hard to Shift⁶”. <p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> • Successful Headteachers being seconded as part-time advisers and/or School Improvement Partners. 	<p>No changes</p>	<p>No changes</p>

⁵ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

⁶ The Department for Children, Schools and Families distinguishes “Hard to Shift” schools as primary schools that have been below Key Stage 2 floor targets in both English and Mathematics for four or more years. There is no equivalent term for secondary schools operating consistently below floor targets.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners ⁷
<p>LC11 Updated Learning and Care Risk Extended Schools' Programme and Childrens' Centres</p> <p>Failure to meet Government deadlines in terms of completion of extended schools.</p> <p>Inadequate assessment of customers' needs</p>	<p>New Performance Measure</p> <ul style="list-style-type: none"> • Monitoring by Chief Executive's Major Projects Board. 	<p>No changes</p>	<p>No changes</p>
<p>LC13 Updated Learning and Care Risk Holyport Manor School</p>	<p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> • Project monitoring at Chief Executive's Major Project Board. <p>New Performance Measures</p> <ul style="list-style-type: none"> • School building complete by May 2010 and open by September 2010. 	<p>No changes</p>	<p>No changes</p>

⁷ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners ⁸
<p>LC14 Updated Learning and Care Risk Housing Options Team</p> <p>Conflicting priorities/lack of staff capacity</p>	<p>Detail to include:</p> <ul style="list-style-type: none"> There is likely to be an increase in the number of homelessness applications caused by the economic crisis. <p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> Additional staff may be necessary depending on events and the possible recession. 	<p>No changes</p>	<p>Lead Member updated to Cllr Simon Dudley</p>
<p>LC14B. Updated Learning and Care Risk Housing Options Team</p> <p>Economic downturn/recession</p>	<p>Increased Detail to include:</p> <ul style="list-style-type: none"> [Families/some individuals] may become homeless through an inability to pay their rent. <p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> Provision of alternative types of temporary accommodation. 	<p>Controlled Score amended from LOW to MEDIUM by change of likelihood from “unlikely” to “likely”.</p> <p>New Controlled Risk Score Financial: Moderate/Likely Legislation: Moderate/Likely Reputation: Moderate/Likely Service Delivery: Moderate/unlikely</p>	<p>Lead Member updated to Cllr Simon Dudley</p>
<p>LC15 Updated Learning and Care Risk All Services</p> <p>Loss of data</p>	<p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> BIU plan in place to re-site data back up tapes which will improve security. 	<p>No changes</p>	<p>No changes</p>

⁸ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners⁹
LC16 Updated Learning and Care Risk All Services Insufficient Financial Resources	Treatment Measures <ul style="list-style-type: none"> • Replaced “Members 360 degrees report” by “Service Monitoring report”. 	No changes	Lead members updated to Cllr Eileen Quick and Cllr Simon Dudley
LC20. Updated Learning and Care Risk Youth Service Provision Failure to use Council Services	New Treatment measures and Modifications following last review <ul style="list-style-type: none"> • Management review completed and reported to Cabinet November 2008. • Development of implementation plan in consultation with Youth Service. 	No changes	No changes
COR5 Update Corporate Services Risk Revenues and Benefits Failure to retain and recruit staff	Current Status of Treatment Measures Academy currently not available for remote access. This was expected to be available by end of July 2008 but is currently in test environment in advance of availability on Supplier Portal.	No changes	No changes

⁹ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners¹⁰
<p>COR6 Update Corporate Services Risk Licensing and Enforcement</p> <p>Failure to implement Lone Working policies failure – IT systems</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Phil Bicknell</p>
<p>COR7 Update Corporate Services Risk All service areas</p> <p>Change management failure - IT systems</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Liam Maxwell</p>
<p>COM3 Update Community Services Risk</p> <p>Public Protection Failure to meet minimum legislative requirements for 1) food, 2) Health and Safety, 3) Housing</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Phil Bicknell</p>

¹⁰ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A1 – New risks and amendments to Key Risk Schedules

Service Area and Risk Reference	Detail and Treatment Measures	Risk Assessment	Risk Owners¹¹
<p>COM4 Update Community Services Risk Asset Management and Health and Safety</p> <p>Failure to meet minimum legislative requirements</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Phil Bicknell</p>
<p>COM5 Update Community Services Risk Leisure Services (incl. Libraries, Parks, Play Equipment)</p> <p>Failure to adhere to Health and Safety practice</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Phil Bicknell</p>
<p>COM10 Update Community Services Risk Outdoor Facilities</p> <p>Inadequate repair & maintenance/investment in equipment</p>	<p>No changes</p>	<p>No changes</p>	<p>Lead Member updated to Cllr Phil Bicknell</p>

¹¹ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

Appendix A2: Existing risks affected by latest amendments to risk schedules

Service Area Risk Community Services	Detail and Treatment Measures	Risk Assessment	Risk Owners ¹
<p>COM11 Assets and Building Services</p> <ul style="list-style-type: none"> Inadequate repair & maintenance/investment in equipment 	<p>Failure of reactive maintenance to address problems in schools leads to exposure to injuries due to building failures.</p> <p>Treatment Measures</p> <ul style="list-style-type: none"> Annual inspections <p>Current Status of Treatment Measures</p> <ul style="list-style-type: none"> In place <p>New Treatment measures and Modifications following last review</p> <ul style="list-style-type: none"> All school sites inspected for appropriate treatment of hazards to those working at heights under CDM² Regulations. Necessary works due to be commissioned by end of June 2008. CDM assessment matrix to be trialled at schools July – September Department for Children, Schools and Families³ Web Portal available. Help desk in place for schools. CDM Module (as part of Asset Management software) enables schools to cost and monitor all projects. <p>Performance Measures</p> <ul style="list-style-type: none"> Records of inspection frequency and follow up works 	<p>Uncontrolled Score: HIGH Financial: Major/Very likely Legislation: Major/Very likely Reputation: Catastrophic/very likely Service Delivery: Catastrophic/very likely</p> <p>Current Score: LOW Financial: Moderate/Unlikely Legislation: Moderate/Unlikely Reputation: Moderate/Unlikely Service Delivery: Moderate/unlikely</p> <p>Controlled Score: LOW Financial: Moderate/Unlikely Legislation: Moderate/Unlikely Reputation: Moderate/Unlikely Service Delivery: Moderate/unlikely</p>	<p>Rob Packham, Building Services Manager</p> <p>Cllr David Hilton</p> <p>Frequency of review: Quarterly</p> <p>Date of last review: 27th November 2008</p>

¹ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.

² The Construction (Design & Management) Regulations 2007. These apply to most common building, civil engineering and engineering construction works.

Appendix A2: Existing risks affected by latest amendments to risk schedules

Service Area Risk Corporate Services	Detail and Treatment Measures	Risk Assessment	Risk Owners ⁴
<p>COR1. Health and Safety</p> <ul style="list-style-type: none"> Skills development failure 	<p>Health and Safety structure of the Council fails to support embedding process leading to avoidable injuries, breaches of legislation, reputation damage, compensation claims</p> <p>Treatment Measures</p> <ol style="list-style-type: none"> Sort membership of H&S Committee in conjunction with Directors, Union. Train Directors, Unit Managers/Senior Managers, Headteachers and School Governors and Members in necessary H&S Skills Set up small 2nd tier Officer team with standard H&S Skills as Safety Champions and embed Safety Champions supported by Safety Co-ordinators in each Directorate to assist ownership & delivery. <p>Current Status of Treatment Measures</p> <ol style="list-style-type: none"> Committee currently meets quarterly with designated Officer involvement. Ongoing Yet to commence <p>New Treatment measures and Modifications following last review</p> <p>None</p> <p>Performance Measures</p> <p>None</p>	<p>Uncontrolled Score: HIGH Financial: Major/Likely Legislation: Moderate/Likely Reputation: Catastrophic/Likely Service Delivery: Moderate/Likely</p> <p>Current Score: MEDIUM Financial: Major/Unlikely Legislation: Moderate/Unlikely Reputation: Major/Likely Service Delivery: Moderate/Unlikely</p> <p>Controlled Score: LOW Financial: Moderate/Unlikely Legislation: Moderate/Unlikely Reputation: Moderate/Unlikely Service Delivery: Moderate/Unlikely</p>	<p>Lynda Verrell-Wilson, Health and Safety Manager, Carol Naismith, Head of HR</p> <p>Cllr David Burbage</p> <p>Frequency of review: Quarterly</p> <p>Date of last review: 25th November 2008</p>

³ UK government department with responsibility for children's services, families, schools, 14-19 education, and the Respect Taskforce.

⁴ Risk Owner: an individual Officer and Member who is closely involved with the risk, is able to monitor the risk and has sufficient authority to initiate action if the risk becomes more serious.