

Corporate risk register

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1. Strategic Leadership

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
1. Board fails to provide strategic direction or leadership as required	Robustness of governance framework Failure to hold Board members to account Level of training Appropriate level of Board competencies being met	Ineffective governance of the Company Lack of confidence in the Board's ability to fulfil its responsibilities by its stakeholders Reduced customer satisfaction Reduced employee engagement Increased risk of external intervention Impact on the longevity of the Partnering Agreement Failure to recruit Board members and develop necessary skills mix	George Pashley	3 UNLIKELY	4 MAJOR	12	3 UNLIKELY	3 MODERATE	9	Effective review of a fit for purpose Governance Framework	Janet Locker	Transparency and openness of decision making processes	1 REMOTE	2 MINOR	2
										Effective board development and board member training	Janet Locker	Robustly managed and administered recruitment process			
												Effective Board Appraisal process			
												Adherence to the Company constitution and legislative requirements			
												Robust audit arrangements			
		Board recruitment													
2. Board doesn't fulfil its responsibilities to make sure the company is well managed and meeting its corporate objectives	Level and adequacy of Board recruitment and training Board members' demonstration of Company values Adequacy, relevance and regularity of Board meetings and Board reports Involvement and support of Board members by EMT Board member involvement in the creation and updating of the Corporate Plan	Company and/or Officers of the Company operating outside their powers as defined by the Constitutional framework documents Unlawful practices being adopted Fines imposed by Companies House for non-compliance Potential legal challenges Loss of confidence in the Company's ability to meet the Corporate Plan by its stakeholders Impact of longevity on the Partnering Agreement Potential for the City Council to serve notice to terminate the Partnering Agreement.	George Pashley	3 UNLIKELY	4 MAJOR	12	3 UNLIKELY	3 MODERATE	9	Effective board development and board member training	Janet Locker	Robust internal and external audit frameworks in place	1 REMOTE	3 MODERATE	3
												Performance accountability to stakeholders			
												Development of the Corporate Plan with measurable targets			
												Audit Strategy, annual plans and role of Audit Committee – receives all audit reports			
3. Failure to comply with statutory requirements of running a company	Adequacy and robustness of Governance arrangements Level of training and systems in place to monitor statutory and legislative requirements Adequacy and level of internal control arrangements Effectiveness and involvement of the Board in matters of commercial compliance.	Company and/or Officers of the Company operating outside their powers as defined by the Constitutional framework documents Unlawful practices being adopted. Fines imposed by Companies House for non-compliance Potential legal challenges Loss of confidence in the Company's ability to meet the Corporate Plan by its stakeholders. Impact of longevity on the Partnering Agreement Potential for the City Council to serve notice to terminate the Partnering Agreement.	George Pashley	1 REMOTE	3 MODERATE	3	2 IMPROBABLE	3 MODERATE	6	Effective board development and board member training	Janet Locker	Robust internal and external audit frameworks in place	1 REMOTE	3 MODERATE	3
												Development of the Corporate Plan with measurable targets			
												Effective Company Secretary & Governance Team			
												Board recruitment			

2. Financial

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
4. Not securing all the funding streams assumed, such as Decent Homes grant, or the full management fee	Level of rent increases proposed and approved by NCC Executive Board Level of housing related borrowing and plans for new build established by NCC Ability to demonstrate effective management of current NCH decent homes programme, including outputs, outcomes and VFM Size of the NCC capital programme and amount delegated to NCH for management Ability and capacity to win new work streams	The Company will not be able to fund the level of committed expenditure A balanced budget position cannot be established in future years The Company may be required to cut services and/or achieve a higher level of budget savings in future years The Decent homes standard will not be achieved within targeted timescales Fall in Tenant satisfaction and tenant survey results i.e. KPIs.	Nick Murphy	3 UNLIKELY	4 MAJOR	12	2 IMPROBABLE	3 MODERATE	6			2012/13 budget strategy established and budget produced in consultation with NCC, budget holders and EMT, following completion of Company Review	2 IMPROBABLE	2 MINOR	4
												2012/13 NCH management fee and repairs budgets established within the levels set within the HRA i.e. allowing contingency			
												Establishment of outputs/outcomes from the decent homes programme so far, produced through the work with the KPT			
												Positive relationship and regular reporting to HCA			
												Decent Homes funding confirmed and established in capital programme			
												Monitor HRA business and medium term financial plan			
												Revised Asset Management Strategy 2012			
5. Variation in assumptions made for HRA Business Planning purposes, such as rent income more adversely affected by welfare benefit changes than expected.	Robustness of current HRA self-financing model Failure to hold non-payers accountable creates a culture of non-payment amongst existing and future tenants Ability to maintain effective rent recovery procedures Ability to respond effectively to welfare benefit changes and implement new processes and/or procedures Changes in external factors such as inflation, interest rates and pay-awards	Increase in HRA bad debt provision and related Fund write-offs Deterioration in the HRA Fund balance Reduction in Company Management Fee and Repair to dwelling budgets Insufficient resources to fund borrowing needed for capital investment in future years	Jonathan Shaw	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Implement tenancy sustainment strategy	Tim Millns	Establishment of a Tribal HRA Self Financing 30 year model in partnership with NCC.	2 IMPROBABLE	2 MINOR	4
												Regular monitoring of assumptions by NCC/NCH and liaison in relation to assumption with other providers.			
												Member of Tribal HRA SF Model user group			
												Revised fit for purpose staff structure established within rents service area			
												Specific allocation set aside in 2012/13 budget fund initial staffing of sustainability service (£100k)			
												2012/13 NCH Management and Repairs' Fee budgeted below HRA allocation			
												Tenancy sustainment strategy and Welfare Reform action plan			

6. Mismanagement of funding allocated to NCH, including poor financial management or failure to follow financial regulations	Ability to establish a robust and comprehensive budget Ability to identify cost pressures and negotiate required level of Management Fee with the City Council Level of ownership and degree of robust monitoring of budgets by budget holders Adequacy and compliance with Standing Orders	The Company will not be able to fund the level of committed expenditure The Company may be required to cut services and/or achieve a higher level of budget savings in future years Claims may be made against the Company by contractors / suppliers NCH may not fulfil its duty.	Jonathan Shaw	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Establishment of an action plan for ensuring that the Anti-Fraud and Corruption Framework is regularly communicated to staff and required training provided	Darren Phillips	2012/13 NCH management fee and repairs budgets established within the levels set within the HRA i.e. allowing contingency	2 IMPROBABLE	2 MINOR	4
										Revise parts 2 and 3 of the Company Standing Orders and provide relevant training	Darren Phillips	2012/13 budget in place			
												Robust system for budget management including monthly budget reports and management meetings between finance and budget holders			
												Established HRA business and medium term financial plan			
												Robust Anti-Fraud and Corruption Framework and Whistle-blowing Policy			
												Up to date standing orders in line with best practice and the requirements of the Company and monitor compliance			
7. Procurement of vehicle fleet adversely impacts NCH	Being unable to make repayments on £5m loan to NCC New vehicles prove unreliable Maintenance arrangements are sub-standard Loss and/or damage to vehicles during storage Damage/liability due to driver action	Reductions in other expenditure priorities to meet loan repayments Repair service disrupted due to vehicle out of service Financial liability for damage	Geoff Wharton Jonathan Shaw	2 IMPROBABLE	3 MODERATE	6	2 IMPROBABLE	3 MODERATE	6	Planned for loan repayments within budgets and agreeing call-off arrangements with NCC.	Darren Phillips	Loan agreement	2 IMPROBABLE	2 MINOR	4
										Warranty with supplier. SLA with NCC for vehicle maintenance	Gary Whitaker	Budget in place			
										Review driver development	Gary Whitaker	SLA performance meeting			
										Provide adequate insurance	George Pashley	Weekly and daily vehicle checks			
												Driver development process			

3. Health and Safety

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
8. Failure to meet statutory safety obligations, for example gas, water hygiene testing. Potential fatal or serious injury risk to employees, contractors and / or residents if health and safety risks not identified and managed	Adequacy of risk management procedures Level of training and risk assessments Adequacy of policies and procedures Level of certification/attainment of Health and Safety standards and internal H&S controls Ability to safeguard against the impact of Corporate Manslaughter legislation	Employees and/or customers are put at risk Serious injury or loss of life of employee(s) and/or customers Company and/or individual fines - notably Corporate Manslaughter Damage to Company reputation Litigation from employee(s) and/or third parties	George Pashley	4 LIKELY	4 MAJOR	16	2 IMPROBABLE	4 MAJOR	8	Implement actions arising from 18001 Management Review	Ian Rabett	Employment of professional H&S Team	2 IMPROBABLE	2 MINOR	4
												Health & Safety Policy approved by Board			
												Comprehensive insurance cover and establishment of insurance working group			
												Health and Safety training			
												Regular reports to EMT and Board			
9. Failure to meet statutory obligations and apply good practice in relation to Fire Safety	Adequacy of risk management procedures Level of training and risk assessments. Adequacy of policies and procedures Level of certification/attainment of Health and Safety standards and internal H&S controls Ability to safeguard against the impact of Corporate Manslaughter legislation	Employees and/or customers are put at risk Serious injury or loss of life of employee(s) and/or customers Company and/or individual fines - notably Corporate Manslaughter Damage to Company reputation Litigation from employee(s) and/or third parties	George Pashley	4 LIKELY	5 CATASTROPHIC	20	3 UNLIKELY	4 MAJOR	12	Develop online reporting cards for violent incidents and near misses	Richard Worrall	£4m Fire Safety Programme in high rises	2 IMPROBABLE	4 MAJOR	8
										Apply best practice from Rule 43 Coroners letters	Ian Rabett	Creation of Fire Safety Group including Fire Brigade representatives			
										Identify key fire safety risks to residents	Ian Rabett	Development of strong relations between NCH and Fire Brigade			
										Identify best use of fire protection budgets in reducing fire risk including consideration of sprinklers	Ian Rabett	Fire Safety Policy agreed by Board			
												Full Programme of risk assessments in place			
		Full repair and inspection programme in place													

4. Business Continuity

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
10. Failure to prepare adequate business continuity arrangements in the event of a major incident	<ul style="list-style-type: none"> - Loss of utility services - Severe Weather - Industrial Action - Epidemic or Pandemic Disease - Loss of Knowledge - Failure of key supplier - contractor - Enforcement action - IT issues - Fire - Explosion - Gas Leak - Water Leak - Flooding (rain) - Asbestos Release - Structural Collapse - Major Injury - Major Spillage - Entrapment (lifts) - Violent incident - Post room incidents and bomb threats 	<p>Inability to manage major incident The Company cannot continue to function and provide services to customers for which it is funded Valuable customer data or confidential information may be lost Temporary or medium term cessation of services to customers</p>	George Pashley	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Develop and implement business continuity policy and procedure	Ian Rabett	Support available from full time Emergency Planning Team at NCC	2 IMPROBABLE	3 MODERATE	6
												NoC out of hours rotas			
												Certification to health and safety management standard BSOHSAS: 18001-1			
11. Failure of critical ICT systems and data	<ul style="list-style-type: none"> Attack on system / data by employee External attack (hacking or virus) Failure of critical business software (e.g. Northgate / ROCC) Hardware failure (e.g. system servers) Network failure (e.g. links between NCC / Hounds Gate / NOC / Harvey Rd / Beechdale Court) Failure to implement and integrate adequate IT systems Failure to implement and integrate adequate IT systems 	<p>Critical data is completely lost Company's ability to operate is severely reduced. Call Centre cannot operate – customers are unable to contact us We are unable to manage and operate a normal Repairs Service Possible non-compliance with the Data Protection Act</p>	Jonathan Shaw	4 LIKELY	5 CATASTROPHIC	20	3 UNLIKELY	3 MODERATE	9	Agreement of key ICT SLA elements with NCC and performance management of these	Beth Lawton	Backup arrangements are in place for all key NCH ICT systems (and NCC systems on which NCH depends)	2 IMPROBABLE	2 MINOR	4
										Fully documented details of backup arrangements for each service provided or managed by NCC / NCH as part of the new SLA	Beth Lawton	Systems such as Northgate and OneWorld have data stored on disks that are automatically and continuously copied to the City's disaster recovery site at Woodthorpe Grange			
										Monitoring and checking of backup activity that is visible to NCH - again to be agreed under SLA	Beth Lawton	Backup arrangements confirmed as part of company audits on a number of occasions			

5. Relationships with customers and stakeholders

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
12. Failure to retain support and satisfaction of customers for the Company	Ability to implement Corporate Plan and deliver service improvements to generate an increase in customer satisfaction Establishment of robust performance monitoring systems Extent of processes and procedures for involving and consulting tenants and leaseholders	Low customer satisfaction leading to increased Company complaints. Negative publicity and reduced ability to demonstrate achievements Decrease in level and quality of tenant and leaseholder participation Failure to achieve the performance requirements of the Partnering Agreement Failure to achieve Impact on the outcome of the review o	Jonathan Shaw	5 ALMOST CERTAIN	4 MAJOR	20	3 UNLIKELY	3 MODERATE	9	Implementation of CRM	Heather Kirkland Kim De Vergori	Tenant and Leaseholder Involvement Strategy	2 IMPROBABLE	2 MINOR	4
										First Class First Time Programme	Geoff Wharton	Corporate Plan with challenging customer related performance targets			
										Implementation of the Customer Service Strategy	Kim De Vergori	Establishment of the Customer Contact Centre			
												Specialist customer relations team			
												The collection, ownership and use of customer satisfaction information in relation to the Company's services			
												Corporate Project Management methodology/ framework supported by training of current / new staff to lead on projects			
												Establishment of 4 star promises in consultation with tenants			
												Introduction of Covalent			
												Star Survey data and information			
												Establishment of tenant academy			
		Establishment of a Tenant Scrutiny Framework													
13. Failure to maintain positive public image and identity of the company	Level and standard of both service provided to, and perceived by, tenants and impact on customer satisfaction Adequacy and scope of the Corporate Plan as well involvement of all key stakeholders in its compilation Accommodation strategy Adequacy of, and compliance with, Risk Management Framework - notably controls and measures in place to mitigate significant control breakdowns that impact tenants or public perception of the Company Relationship with local press - notably ability to communicate NCH's 'side of the story'	Bad publicity and reduced ability to deliver positive messages and demonstrate achievements Fall in customer satisfaction Failure to attract new business opportunity.	Jonathan Shaw	4 LIKELY	3 MODERATE	12	3 UNLIKELY	3 MODERATE	9	First Class First Time Programme	Geoff Wharton	High standard of service provided to customers	2 IMPROBABLE	3 MODERATE	6
										Implementation of the Involvement Strategy	Mark Lawson Ann Lynch	Challenging PI targets established within the Corporate Plan			
										Implementation of the Customer Service Strategy	Kim De Vergori	Improved customer Tenant & Leaseholder Involvement Strategy			
												Marketing and Communications Team in place			

14. Failure to retain the confidence of key stakeholders, particularly the City Council	Management of relations between the two partners - notably in key management and area Ability to deliver reports and other information to the City Council and the associated partnerships boards/teams with agreed timescales Ability to ensure that relevant City Council and NCH Officers are accountable for collaborative working	Lack of trust between the Company and the City Council. Difficulties in collaborative working Level of disagreement and disputes. Failure to establish accurate and detailed Service Level Agreements (SLA) for all shared services Impact on longevity of the Partnering Agreement	Nick Murphy	3 UNLIKELY	4 MAJOR	12	2 IMPROBABLE	3 MODERATE	6	Accommodation Review	Geoff Wharton	Positive relationship and regular reporting to HCA	2 IMPROBABLE	3 MODERATE	6
												Effective liaison with Portfolio holder and the Leader of the Council			
												Effective contribution to the Partnership			
												Relationships with Ward Members and Councillors			
												Partnership working with the City Council on their housing services and wider Nottingham regeneration initiatives			
		Establish NCH Accommodation Strategy agreed with NCC													

6. Employee engagement

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
15. Failure to maintain a competent and motivated workforce	Level of adequately skilled management throughout the organisation Ability to embed the Leadership programme amongst managers Identification of training needs through the organisation and the level and adequacy of training provided to staff Level of involvement in staff in the implementation of team plans - notably service improvements External factors which effect employees but which are not under the influence of NCH e.g. pay rises, pension reforms and WPL The effect on salary budgets of savings and budget reductions required The effect of single status on staff pay	The goals, objectives and KPI targets included in the Corporate Plan are may not be achieved The service improvements included in Team Plans may not be implemented The Company's ability to retain high achieving employees will be diminished Staff survey results will decline Fall in Tenant satisfaction and other PIs affected by interaction with NCH staff	Nick Murphy	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Implementation of Single Status at Nottingham City Homes	George Pashley	Robustly managed and administered recruitment process	2 IMPROBABLE	3 MODERATE	6
										Complete review of engagement arrangements and introduce revised framework	George Pashley	Establishment of the Corporate and Team Plans in consultation with employees			
												Communication through regular team briefs and involvement at staff conferences			
												PDRs and Learning & Development Strategy			
												Your Forum			
												Develop an Organisational Development Strategy and Reward and Recognition policy			
16. Failure to maintain effective employee relations	Level of adequately skilled management throughout the organisation Level of implementation of improvement plans Ability to manage sickness absence effectively.	Changes are not embedded in the Company's culture - notably those designed to improve service delivery i.e. cultural inertia Increase in sickness absence	George Pashley	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Complete review of engagement arrangements and introduce revised framework	George Pashley	Establishment of the Corporate and Team Plans in consultation with employees	2 IMPROBABLE	2 MINOR	4
												Regular Union meetings and framework agreement			
												Your Forum			

7. Changes in policy or legislation

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
17. Changes to government legislation or local policies which are detrimental to the Company's objectives.	Level of and effectiveness of partnership working with the City Council Congruence between the Company's Corporate Plan and NCC Strategies Ability of the Company's senior management to identify and respond to legislative changes Capacity for the Corporate plan and planning process to adapt, respond and be amended in light of legislative and policy changes	The goals, objectives and KPI targets included in the Corporate Plan may not be achieved The partnership agreement is not extended past 5 years	Nick Murphy	4 LIKELY	4 MAJOR	16	3 UNLIKELY	3 MODERATE	9	Implement tenancy sustainment strategy	Tim Millns	Established HRA business and medium term financial plan	2 IMPROBABLE	3 MODERATE	6
												Establishment of a new Corporate Plan in consultation with key stakeholders, partners and the City Council			
												Establishment of Policy and New Business Committee			
												Horizon scanning for policy changes			
												Post established within BID Team to monitor and communicate changes in policy and government legislation			
18. Implementation of Government Welfare Reform changes will have a detrimental impact upon the Company's finance and reputation	Bedroom Tax Increase in non dependant charges Benefit Cap Universal Credit Will require additional resources to deliver WR Action Plan	Reduced collection rates and increase in arrears Increased evictions, resulting in higher voids and associated costs Ability to fund future investment plans due to increased debt Risk to individual tenants which may have life threatening consequences Potential for negative PR as a result of above.	Gill Moy	5 ALMOST CERTAIN	4 MAJOR	20	5 ALMOST CERTAIN	3 MODERATE	15	Agree and Implement New Allocations Policy	Sue Lomax	Tenancy sustainment strategy and Welfare Reform action plan	3 UNLIKELY	2 MINOR	6
										Develop new pro-active management of mutual exchanges to maximise exchanges in order to address increase demand for rehousing as an impact of welfare reform.	Sue Lomax				
										Implement an ethical banking option in Partnerships with Nottingham Credit Union (NCU) in preparation for Under-occupation and Universal Credit.	Tim Millns				
										Tenant Academy	Kirsty McKeown				

8. Information Communication Technology (ICT) business support

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
19. ICT projects and system improvements not delivered as planned	Existence of budget provision to fund both IT investment and implementation Lack of financial awareness & planning when creating business cases for ICT projects Maintain progress finalising ICT team budgets, planning and scheduling of work NCC ICT work for NCH under SLA not up to standard in terms of quality and timeliness in some key areas Level of support and assistance provided by related operational teams.	Wide range of projects and initiatives from across the business and also from ICT Many are key to achievement of ICT and operational team objectives and hence to Corporate Plan objectives Key changes such as CRM, EDRMS, mobile working cannot take place without effective delivery of ICT projects and services	Jonathan Shaw	4 LIKELY	4 MAJOR	16	4 LIKELY	3 MODERATE	12	Agreement of key ICT SLA elements with NCC and performance management of these	Beth Lawton	Establishment of Project and Programme Boards and project lead and sponsors assigned to all key IT projects	2 IMPROBABLE	2 MINOR	4
												Production of ICT Team guidance on project management best practice			
												Budget assigned to ICT for each project agreed			
												Corporate Project Management methodology/ framework supported by training of current / new staff to lead on projects			
												Board approved ICT Strategy			
												ICT strategy incorporates 3 year schedule of planned activity			
												Completion of ICT Review to give certainty over staff futures and resource levels (for planning works in terms of numbers and skills of staff)			
												Appointment of Senior ICT Project Manager			
20. Failure to maximise IT systems effectively to deliver improvements and efficiencies	Existence of budget provision to fund both IT investment and implementation Vague and inaccurate Rol calculations Lack of detailed financial breakdown. Level and adequacy of business sponsorship Adequacy of ICT Strategy Capacity for IT investment to improve back office and front line efficiency. Level of training for staff on new IT systems.	Existing and future investments not providing an optimal return on investment or aligned fully with business objectives leading to failed initiatives	Jonathan Shaw	4 LIKELY	3 MODERATE	12	3 UNLIKELY	3 MODERATE	9	Agreement of key ICT SLA elements with NCC and performance management of these	Beth Lawton	Establishment of Project and Programme Boards and project lead and sponsors assigned to all key IT projects	2 IMPROBABLE	2 MINOR	4
										Establishment of a clear link between the ICT Strategy, investment in IT and the efficiencies produced		Production of ICT Team guidance on project management best practice			
												Northgate NCH user groups, ICT staff shadowing of business colleagues to improve understanding of business needs			
												Corporate Project Management methodology/ framework supported by training of current / new staff to lead on projects			
												Board approved ICT Strategy			

21. The ORACLE system and EMSS transactional support do not provide a fit for purpose and VFM service.	Capacity and functionality of the ORACLE system Capacity of NCC/EMSS to maintain service standards post implementation. Ability of NCH to advocate ORACLE developments and shape EMSS service delivery Adequacy of supporting policies and procedures.	Inability to pay suppliers on time and/or effectively deal with queries Management and budget reports are not fit for purpose and/or robustly accurate and allow managers to adequately manage the business Damage to Company reputation with suppliers, key partners or employees and tenants NCH is unable to extract further efficiencies from its automated systems Managers receive no reporting information and are unable to adequately manage sick absence and enforce procedure	Jonathan Shaw	4 LIKELY	4 MAJOR	16	4 LIKELY	3 MODERATE	12	Establish strategic Oracle/EMSS client meeting geared to shaping governance, SLA arrangements and future developments with EMSS and NCC	George Pashley Jonathan Shaw	Dedicated NCH Finance Resource seconded to EMSS Project since July 2011 and key roles assigned within HR	2 IMPROBABLE	3 MODERATE	6
										Continued regular operational meetings with NCC/EMSS	Tracy Martin Mary Mayes	Key decisions made throughout project designed to mitigate and/or minimise exposure to risk			
										Negotiation and agreement of the plan and timetable for key Oracle developments, with EMSS and NCC	George Pashley Jonathan Shaw	NCH cutover plans developed to further mitigate and/or minimise risk associated with transition to Oracle.			
										Establishment of individual SLAs for specific areas of service provision provided by EMSS/NCC	Darren Phillips	Regular review and revision of key processes affected by the Oracle/EMSS implementation with a view to protecting / improving business as usual activities post implementation.			
										Detailed costings, based on actual activity and fair apportionments, established in each finance/payroll SLA	Darren Phillips				

9. Business Development

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
22. Failure to identify new business opportunities, grow and diversify appropriately. Failure to manage risk attached to new business.	<p>Failure to identify business opportunities</p> <p>Failure to engage consultants to support commercial expertise</p> <p>Failure to take full advantage of new business opportunities</p> <p>Failure to develop in house commercial expertise</p> <p>Failure to engage consultants to support on NCH's commercial expertise</p> <p>Effect of Public Services (Social Value) Act 2012 on opportunities for ALMOs to win new business</p> <p>Scope of NCH's managing agreement with NCC for the Company to both expand services and enter into new agreements</p> <p>Impact of TEKAL case on proposals</p>	<p>Partnerships not fully developed</p> <p>Services not marketed in an effective way</p> <p>Corporate objective to attract and win new business not achieved</p> <p>Failure to attract new income streams</p> <p>Core business compromised</p> <p>New business runs at a financial loss.</p>	Nick Murphy	5 ALMOST CERTAIN	3 MODERATE	15	3 UNLIKELY	3 MODERATE	9	Business development strategy implementation	Janet Glass Stuart Smith	Establishment of Policy and New Business Committee	2 IMPROBABLE	2 MINOR	4
												Budget set aside to appoint initial external consultancy support			
												Robust and fit for purpose Governance documents - notably Standing Orders			
												Revised Partnering Agreement with increased scope for NCH activities			
												Business development strategy			
23. New Business – acquisition of land/building new homes ourselves and developing a capital programme delivery team	Acquisition of land is a prerequisite to be able to build new NCH homes	NCH owned homes will not be built without an agreed process for the transfer of land from NCC	Geoff Wharton	5 ALMOST CERTAIN	3 MODERATE	15	3 UNLIKELY	4 MAJOR	12	Lenton New Build		Legal advice sought from external and internal experts	3 UNLIKELY	4 MAJOR	12
										Eddlestone Drive		On-going negotiations with NCC legal and finance to agree process to transfer land on Eddlestone Drive and Lenton Gardens.			
										NCH Owned New Build Homes	Steve Edlin				

10. Accommodation

Risk	Likelihood factors	Potential impact	Risk owner	Original risk likelihood	Original risk impact	Original risk score	Current risk likelihood	Current risk impact	Current risk score	Actions	Action owners	Controls	Target Risk Likelihood	Target Risk Impact	Target risk score
24. Failure to manage service delivery, cost and employee relations during forthcoming office moves	The timing of the completion of works to split site offices may mean that staff are not mobilised effectively Not getting the design right so that it creates a poor place to work, or fails to facilitate modern ways of working Council fails to deliver on what it needs to do in a timely way The moves aren't well planned and executed	Capacity issues at Loxley if floor space allocation insufficient to meet NCH needs Ground floor design at Loxley does not meet NCH customer requirements	Geoff Wharton	4 LIKELY	4 MAJOR	16	3 UNLIKELY	4 MAJOR	12	Put measures in place to assess impact on delivery and manage accordingly	Deborah Good Jonathan Shaw	Internal accommodation group set up	2 IMPROBABLE	2 MINOR	4
										Establish communication mechanisms for employees and unions	Deborah Good Jonathan Shaw	Provisional new locations for employees established and communicated			
										Assess costs of move and ensure appropriate resources are in place	Deborah Good Jonathan Shaw				
										Maintain close links with NCC to ensure accommodation plans are harmonised	Deborah Good Jonathan Shaw				
										Identify miscellaneous connected costs / actions	Deborah Good Jonathan Shaw				
										Review all options and secure best available for NCH	Deborah Good Jonathan Shaw				