

	<p>London Borough of Hammersmith & Fulham</p> <p>AUDIT PENSIONS AND STANDARDS COMMITTEE</p> <p>(December 2014)</p>
<p>TITLE OF REPORT Risk management highlight report</p>	
<p>Report of the Executive Director of Finance and Corporate Governance</p>	
<p>Open Report</p>	
<p>For Review & Comment</p> <p>Key Decision: No</p>	
<p>Wards Affected: None</p>	
<p>Accountable Executive Director: Jane West, Executive Director of Finance and Corporate Governance</p>	
<p>Report Author: Michael Sloniowski, Bi-borough Risk Manager</p>	<p>Contact Details: Tel: 020 8753 2587 E-mail: michael.sloniowski@lbhf.gov.uk</p>

1. EXECUTIVE SUMMARY

- 1.1. The Audit Pensions and Standards Committee is responsible for reviewing the arrangements in place for identifying and managing key risks. Following the move towards the delivery of both Bi-borough and Tri-borough services this has necessitated the development of a Tri-borough risk register and Enterprise Wide Risk Management framework to enable the information to be shared across all three Councils. Good risk management is an enabler that helps the Council in pursuit of its vision and is a significant contributor to the production of Audit Plans and the Annual Governance Statement.

2. RECOMMENDATIONS

- 2.1. The committee are asked to note that a fundamental review of risks faced by the Council has been undertaken by Hammersmith and Fulham Business Board in the last quarter. The committee are invited to consider these risks and corresponding mitigations in the register, attached as Appendix 1.

3. REASONS FOR DECISION

- 3.1. The risk management arrangements continue to be integral to the overall internal control arrangements of the Council and contribute to the Annual Governance Statement. The Audit Pensions and Standards Committee's role is to provide an oversight of the authority's processes to facilitate the identification and management of key risks. By ensuring that effective management of risk is undertaken services can benefit by reducing their significance; either by reducing the level of impact or likelihood.

4. INTRODUCTION AND BACKGROUND

- 4.1. Local authorities are changing the way in which they operate and undertake service provision. Public services are delivered directly, through partnerships, collaboration and through commissioning. Shared services and partnership boards have come into existence. The introduction of new structures and ways of working provide challenges for managing risk, ensuring transparency and demonstrating accountability.
- 4.2. Regulation 4 of the Accounts and Audit Regulations 2011 sets out the Council's responsibility for ensuring that its financial management is adequate and effective and that it has a sound system of internal control which facilitates the effective exercise of the Council's functions, and which includes arrangements for the management of risk.
- 4.3. Good risk management supports the achievement of objectives and has a vital role to play in ensuring that the Council is well run. The key action for Hammersmith and Fulham Business Board each quarter is to identify and keep under review the strategic risks while also taking the operational controls that deal with the risks on a day-to-day basis into account.
- 4.4. The Council will be well placed to benefit from improved management of risk after reviewing its strategic risks given the pace of change under the modernising agenda and the range of existing and new risks that it faces due to their diverse and complex responsibilities.

5. PROPOSAL AND ISSUES

- 5.1. Risk identification is the process of locating those risks and opportunities that may affect positively or negatively the achievement of agreed objectives of the Council or its partnerships. Best practice suggests that the number of risks must be kept to a manageable level. Business Board were required to consider formally which risks remain significant. Experience from other sectors shows that even in the biggest authority there are unlikely to be more than 30 significant risks, in the context of the Council as a whole, and that any more than 30 may cause risk overload.

- 5.2. **Appendix 1** illustrates the Council's current key Strategic Risks as identified and reviewed by Hammersmith and Fulham Business Board. Progress in managing risks is monitored and reported to the Board so that losses are minimised and intended actions are achieved. Reporting upwards is necessary on the whole spectrum of risks in the Council's risk profile, not just on those being controlled. This is needed to ensure that the process does not become a narrowly focused bureaucratic arrangement and that Members have an opportunity to scrutinise risk management performance in departments.
- 5.3. Good risk management relies on a system of current and planned controls and services rely on those controls to manage and reduce their risks. The Committee needs to be sure that current controls are in place and that planned controls are being implemented; in other words, assurance is required on those actions being undertaken.
- 5.4. **The review.**
- 5.5. Some time ago the Council adopted an Enterprise risk management (ERM) structured approach to managing risk exposures across the entire organisation. This differs from the traditional risk management approach, which analysed risk in narrow silos for example per department and did not typically consider the broader consequences of risk exposures across the services.
- 5.6. More recently there has been a growing focus on low-probability/high-impact events, colloquially known as "black swan" risks, and the Council's departments are concentrating on measures to improve resilience and contingency planning in response. Continuation of the ERM approach can therefore be used to facilitate the identification of critical and potentially vulnerable areas of the Council.
- 5.7. Successful ERM allows for the collection and evaluation of timely and complete information on the Council's risk exposures (for example changing legislation/government policy and ageing infrastructure). This information can be useful in developing strategy, managing performance, budgeting and planning.
- 5.8. By embedding these risk principles and practices into routine business processes, management can continue to proactively manage risk exposures and make risk-aware decisions. Enhanced risk awareness also allows the Council to develop contingency plans that reflect analysis of plausible risk scenarios. Better visibility of the Council's risk profile through the risk register helps ensure that emerging sources of risk are taken into account in emergency response, crisis management and continuity plans.

- 5.9. Through the analysis of potential risks facing the Council, ERM can identify strategies to protect the balance sheet from unexpected losses or to capitalise on opportunities.

The Chartered Institute of Finance and Public Accountancy (CIFPA) acknowledge the key benefits of the value from ERM in two dimensions:

1. Internal value is created by helping managers to better understand their risk profile, better anticipate financial performance, mitigate risks, make better-informed decisions, and leverage opportunities.
 2. External value, in that ERM enables an organisation to satisfy policymakers and external stakeholders' (auditors, regulators, partners, public users and local communities) expectations on internal control and risk management.
- 5.10. Whilst there are no particular capital or revenue financial implications arising as a result of this report, the council has a number of significant strategic risks that it is managing. These have been identified in the attached Strategic Risk Register. Should any of these risks materialise there may be an associated financial burden for the council, therefore there is an onus for all Council staff and Members to ensure that risk management remains a proactive tool and that mitigating actions are identified, managed, monitored and delivered to ensure that risks do not materialise.
- 5.11. Improved management of council risks could result in financial savings across the council by reducing the number of incidents that occur through unmanaged risks and help us to achieve objectives through managed (opportunity) risks.

6. OPTIONS AND ANALYSIS OF OPTIONS

- 6.1. *Not applicable as the report is a representation of the business risks and opportunities to H&F council.*

7. CONSULTATION

- 7.1. *Not applicable as the report addresses the business risks to H&F council.*

8. EQUALITY IMPLICATIONS

- 8.1. *The responsibility to complete Equality Impact Assessment in relation to policy decisions is the responsibility of the appropriate departmental officer. The report highlights some of the risks and consequences of risk taking over a broad landscape and as such specific Equality and Diversity*

issues are referred to in the councils Bi-borough Risk and Assurance Register.

9. LEGAL IMPLICATIONS

- 9.1. *Failure to manage risk effectively may give risk to increased exposure to litigation, claims and complaints. As such the report contributes to the effective Corporate Governance of the council.*

10. FINANCIAL AND RESOURCES IMPLICATIONS

- 10.1. *Exposure to unplanned risk could be detrimental to the ongoing financial and reputational standing of the Council. Failure to innovate and take positive risks may result in loss of opportunity and reduced Value for Money. There are no direct financial implications with the report content.*

11. RISK MANAGEMENT

- 11.1. *It is the responsibility of management to mitigate risk to an acceptable level. Appropriate and proportionate mitigating actions to known risks are expressed in the Bi-borough Risk and Assurance Register and subject to review as part of planned Audit work and the Annual Governance Statement.*

- 11.2. Implications verified/completed by: Michael Sloniowski, Principal Consultant Risk Management. 020 8753 2587

12. PROCUREMENT AND IT STRATEGY IMPLICATIONS

- 12.1. *Failure to address risk in procurement may lead to a reduction in the expected benefits (Value for Money, Efficiency, Resilience, Quality of Service) and leave the council exposed to potential fraud and collusion as identified in the Bribery Act.*

LOCAL GOVERNMENT ACT 2000

LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Association of Local Authority Risk Managers & Institute of Risk Management, 2002, A Risk Management Standard	Michael Sloniowski 2587	Tri-borough Internal Audit, Town Hall, Kensington
2.	The Orange Book, Management of Risk Principles	Michael Sloniowski 2587	Tri-borough Internal Audit, Town Hall,




	& Concepts – HM Treasury		Kensington
3.	Departmental Risk Registers, Tri borough Portfolio risk logs	Michael Sloniowski 2587	Tri-borough Internal Audit, Town Hall, Kensington
4.	Tri-borough Programme report updates	Michael Sloniowski 2587	TriBnet
5.	BS 31100 Code of Practice for risk management	Michael Sloniowski 2587	Tri-borough Internal Audit, Town Hall, Kensington

[Note: Please list only those that are not already in the public domain, i.e. you do not need to include Government publications, previous public reports etc.] Do not list exempt documents. Background Papers must be retained for public inspection for four years after the date of the meeting.




LIST OF APPENDICES:

*Appendix 1
Strategic Tri-borough risk register.*



APPENDIX 1 Strategic Tri-borough Risk Register

Ref	Risk	Mitigating Action	Likelihood	Impact	Risk rating /exposure	Officer/Group	Review date
1	<p>Managing budgets, finance risks. Managing reductions in local, regional and national (capital and revenue) income streams.</p>	<ul style="list-style-type: none"> • Budget proposals, growth and reductions are projected and monitored. • Central contingency for in-year budget risks and earmarked reserves. • Tri-borough Business and Financial Planning. • Medium Term Financial Strategy. • Monthly corporate revenue and capital monitoring. • Move to Managed Services for financial transactional services. • Critical Friends Board review and recommendations to increase the potential of Tri-borough. 	3	4	<p>Medium</p> <p style="text-align: center;"></p> <p style="text-align: center;">12</p> <p style="text-align: center;"></p>	<p>Jane West, Executive Director of Finance and Corporate Governance, h&f Council.</p> <p>Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.</p>	November 2014
2 New	<p>Loss of Government Grant. Increase in difficulty to respond to reductions in grants allocated by Central Government. in particular to specific grants affecting residents and stakeholders.</p>	<ul style="list-style-type: none"> • Tri-borough Business and Financial Planning. • Doing more with procurement and use of technology to protect front-line services. • New proposals for h&f Strategic Procurement following the Critical Friends Board review. • Organisational review of management spans and layers. • Leadership development scheme in order to streamline management structures. 	5	4	<p>High</p> <p style="text-align: center;"></p> <p style="text-align: center;">20</p>	<p>Jane West, Executive Director of Finance and Corporate Governance, h&f Council.</p> <p>Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.</p>	November 2014



APPENDIX 1 Tri-borough Strategic Risk Register

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3 New	Management of the Better Care Fund	<ul style="list-style-type: none"> The first draft of the Better Care Fund Plan, developed by Tri-borough in partnership with the corresponding 3 Clinical Commissioning Groups with assistance provided by the Integrating Care team at PPL Consulting and the Local Government Association. Further consultation is being planned with key stakeholders across the 3 localities including our residents, voluntary and community sector, primary, acute and community health providers, and our social service teams. The vision is being realised through the North West London's Whole System Integrated Care Programme, as a part of the successful Living Longer and Living Well Pioneer application, through Shaping a Healthier Future and our supporting Out of Hospital Strategies. 	3	4	Medium  12	Liz Bruce Tri-borough Executive Director of Adult Social Care.	November 2014
4	<p>Market Testing risks. Failure to deliver high quality commissioned services at the best cost to the taxpayer.</p> <p>Tri-borough or Bi-borough procurement risk appetite may vary and procurement procedures may become unclear across Tri-borough.</p> <p>Social value in procurement</p>	<ul style="list-style-type: none"> A Tri-borough procurement code has been established. A Tri-borough contracts approval board has been established. A Tri-borough forward plan of procurement has been produced. Tri-borough Adult Social Care and Childrens Services departments have established contract and commissioning boards. A review of the three boroughs Procurement service provision is to be conducted as part of the Corporate Services Programme and following the Critical Friends Board report. Harmonising of the Royal Borough Contract 	4	3	Medium  12 	All Executive Directors. Bi-borough Procurement Strategy Board. Adult Social Care and Childrens Services Procurement Contracts and Commissioning	November 2014




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	Contracts records management	<p>Regulations and Hammersmith and Fulham Contract Standing Orders and simplification of Governance processes as an outcome of the review of Procurement.</p> <ul style="list-style-type: none"> Contracts registers are now managed through the CapitalESourcing Westminster City Council hosted system. A Tri-borough Procurement Risk Advisory Group, PRAG, has been established to identify and improve risks in the procurement process. 				Boards.	
5	Failure to manage Public Health Service risks.	<ul style="list-style-type: none"> Tri-borough Public Health strategic business plan and associated aims, deliverables and risks. The Public Health Outcomes framework (The three boroughs will be measured against public health outcomes.) Strategic direction is derived from a number of sources including: <ul style="list-style-type: none"> RBKC 2014/15 Budget proposals, six ambitions for the Council. Tri-borough Joint Strategic Needs Assessments The Public Health grant is ring-fenced and must be spent in line with clear grant conditions. Grant conditions set out six prescribed functions; Sexual Health STI and treatment, contraception, NHS health check programme, health protection, public health advice, national child measurement programme. 	3	4	Medium  	Nigel Pallace, Interim Chief Executive, h&f Council. Meradin Peachey, Director of Public Health.	November 2014



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6	<p>Business Resilience.</p> <p>Sub-risks Systems that are not joined up and connected in the event of a Royal Borough or Tri-Bi Borough event.</p> <p>Failure of Information Governance during the development of major programmes.</p> <p>Supply chain resilience.</p>	<ul style="list-style-type: none"> • Managed Services Programme. Testing, Disaster Recovery and Business Continuity Planning. • The Councils' generic Business Impact Analysis and Contingency/Business Continuity Plans are designed to be 'scalable' in response to any size of incident, and linkages with neighbouring local authorities ensure that central government and local government mutual aid assistance will be forthcoming in the event of a large-scale incident. • Corporate Incident Management Procedures incorporate Business Continuity. • Corporate Finance and Departmental (RBKC Brookes Bates, h&f Creditsafe) credit checking. This is potentially moving to a Tri-borough solution with a newly procured supplier. • Contractor Business Continuity Planning. • Terrorism insurance cover. • Tri-borough Councils are working together to prevent terrorism offering free interactive workshops to raise awareness of the Prevent Strategy. • Prevent aims to stop people from becoming terrorists or supporting terrorism by focusing on supporting and protecting those who might be vulnerable to radicalisation. 	4	3	<p>Medium</p>  <p>12</p> 	<p>Lyn Carpenter Bi-borough Executive Director for Environment, Leisure and Resident Services.</p> <p>Tony Redpath, Director of Strategy and Local Services, the Royal Borough of Kensington and Chelsea.</p>	November 2014



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7 New	Information Management and digital continuity.	<ul style="list-style-type: none"> • Critical Friends Board report. • Senior Information Risk Officers. • Draft Tri-borough Information Management Strategy. • Tri-borough Information Management Board. • Tri-borough Information Management work programme. • Development of a Tri-borough approach to training, guidance and policies. • Service Resilience Group review of key Information Technology systems and the Service Continuity Plans. 	4	3	Medium  12	Jane West, Executive Director of Finance and Corporate Governance, h&f Council. Ed Garcez Tri-borough Chief Information Officer.	November 2014
8	Managing statutory duty. Non-compliance with laws and regulations. Breach of duty of care. Equalities (public sector equality duty or 'PSED') and Human Rights.	<ul style="list-style-type: none"> • A Bi-borough Health and Safety Service commenced in January 2014 and Bi-borough Officers appointed to posts commencing September 2014. • A Bi-borough Health and Safety Committee was established in October for the Royal Borough and h&f Councils. • A Bi-borough Health and Safety training package, Workrite was implemented across the Royal Borough and h&f Councils. • Pro-active Health, Safety and Welfare culture across the Councils. • Tri-borough - The Total FM contractor AMEY now manages a number of statutory and regulatory Health and Safety procedural, record and management processes. • Legislative changes are adopted and reflected in amendment to the Councils' constitutions, budgets are 	4	3	Medium  12 	Nigel Pallace, Interim Chief Executive, h&f Council. Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea. Charlie Parker Chief Executive Westminster City Council.	November 2014



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		allocated through a unified business and financial planning process. <ul style="list-style-type: none"> EIA's and Equality Statements address Human Rights where applicable. The Royal Borough Stock Conditions Surveys. Capital Programme. . 					
9	Standards and delivery of care. <ul style="list-style-type: none"> Breach in standard and delivery of care – caring and care homes, schools. A breach of information security protocols in relation to an individual. Corporate Parenting. . 	<ul style="list-style-type: none"> Insurance cover is in place in the event of a claim for a breach of duty of care and in respect of financial claims. Legislative changes are adopted and reflected in amendment to the Councils' constitutions. Budget allocation are made through a unified Tri-borough business and financial planning process. All child protection cases have remained allocated to a social worker despite the high demand. A detailed action plan has been implemented in response to the increased numbers of children with child protection plans, to safely manage the demand and reduce activity in line with that of our statistical neighbours. The number of qualified social workers delivering a child protection service has increased by two over the past year. 	4	3	Medium  12 	Liz Bruce Tri-borough Executive Director of Adult Social Care. Andrew Christie Tri-borough Executive Director of Childrens Services.	November 2014



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10	Failure of partnerships and major contracts.	<ul style="list-style-type: none"> • The Link is an Intelligent Client function (ICF) that manages the AMEY Total Facilities Management (TFM) contract for Tri-borough. The LINK is a team of Council employees formed to manage the performance of services and govern the TFM contract. They work with AMEY to ensure services are kept to a high standard. The team is hosted by the Royal Borough of Kensington and Chelsea. They are responsible for: <ul style="list-style-type: none"> • monitoring and auditing of Amey's performance. • general service improvement and innovation. • long term facilities management strategy. • Information and Communications Technology (ICT) Programme Board. • Setting up of an ICT Intelligent Client Function. • The key provisions of the Tri-Borough working agreement are based on a 'high trust model' and the key principle underpinning the agreement is the sharing of staff using s.113 of the Local Government Act 1972. • New proposals to be developed for Strategic Procurement following the Critical Friends Board report. 	4	3	Medium  12 	Nigel Pallace, Interim Chief Executive, h&f Council. Charlie Parker Chief Executive Westminster City Council. Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.	November 2014



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11 New	<p>Increase in complexity of working with partners.</p> <p>NHS, Clinical Commissioning Groups, Police</p>	<ul style="list-style-type: none"> • Governance. • Information sharing protocols. • The role of Members scrutiny of partners risk management undertaken by the Scrutiny Committees at the Royal Borough of Kensington and Chelsea and Policy and Accountability Committees at h&f. 	4	3	<p>Medium</p> <p></p> <p>12</p> <p></p>	<p>Nigel Pallace, Interim Chief Executive, h&f Council.</p> <p>Charlie Parker Chief Executive Westminster City Council.</p> <p>Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.</p>	November 2014


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12	<p>Decision making and maintaining reputation and service standards.</p> <ul style="list-style-type: none"> • Pre-determination (policies, contract reviews). • Breach of Officer or Member code of conduct • Information Management and Governance • Inappropriate Data released • Poor data quality internally or from third parties, breaches of information protocols, information erroneously sent to third parties. 	<ul style="list-style-type: none"> • Feasibility studies and options appraisals. • Members induction. • Capacity building (I.T., Staff) • Development of Ward Panels. • Annual Audit letters produced by External Audit provide assurance to Members and Chief Officers. • A review of the corporate governance arrangements has been conducted by Internal Audit. • Directors Assurance Statements are completed as part of the Annual Governance Statement process. • Annual Complaints review report produced to Committees. • Combined Tri-borough Finance and Service Planning processes. • Information governance forms part of the Tri-borough ICT Programme. 	4	3	<p>Medium</p>  <p>12</p> 	<p>Jane West, Executive Director of Finance and Corporate Governance</p> <p>Steven Mair City, Treasurer Westminster City Council.</p> <p>Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.</p>	November 2014


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13	<p>Failure to identify and address internal and external fraud.</p> <p>Introduction of a single fraud investigation service (SFIS) by the Department of Work and Pensions</p>	<ul style="list-style-type: none"> • An adaptable Tri-Borough corporate fraud function now exists which responds through a single professional and effective team to the challenging and changing range of fraud, both internally and externally executed. • CAFS teams use a risk assessment to assist in targeting and workload prioritisation. • A review of the whistleblowing policy has been undertaken and a revised Bi-borough policy is now in place and being communicated via the Intranet. 	4	3	<p>Medium</p> <p style="text-align: center;"></p> <p style="text-align: center;">12</p> <p style="text-align: center;"></p>	<p>Jane West, Executive Director of Finance and Corporate Governance h&f Council.</p> <p>Nicholas Holgate, Town Clerk, The Royal Borough of Kensington and Chelsea.</p> <p>All Executive Directors</p> <p>Tri-borough Director of Internal Audit, Risk, Fraud and Insurance</p>	November 2014


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14 New	<p>Change in management of schools.</p> <ul style="list-style-type: none"> • Relationships and accountabilities of academies. • Managing the potential of fraud in schools. • Managing the schools responsibilities under statute. • Safeguarding responsibilities. 	<ul style="list-style-type: none"> • Amey/Link now provide some statutory compliance services for schools. • The role of 3 Borough Mutual in management of capital works. • Child and adolescent mental health services report. • (CAMHS) in Hammersmith and Fulham and particularly services for young people aged 13 years and above. It includes information on the current CAMHS initiatives. CAMHS Task and Finish Group report to the H&F Health and Wellbeing Board. Support aimed at preventing mental ill health include resources for self-help and early stage interventions provided in universal settings such as schools, youth groups, early years groups, sports and leisure and in community settings. 	4	3	<p>Medium</p>  <p>12</p>	<p>Andrew Christie Tri-borough Executive Director of Childrens Services</p>	<p>November 2014</p>

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15	Management of environmental waste risk.	<ul style="list-style-type: none"> • Working closely with the contractors Serco and SITA to ensure that contracts are delivered to the required standards. KPIs have been set and are closely monitored. There are regular meetings where issues are addressed. • Regular monitoring of resident satisfaction followed up with action plans to maintain high levels of resident satisfactions. Members across boroughs are being kept informed to mitigate the political impact. • Key risks are high levels of contaminations and low recycling rates. Mitigating actions include the set up of a Bi-borough officer level Waste Innovation group, regular sampling of waste, vigorous enforcement activities. • The drop in recycling rate is a issue amongst many authorities across the country and work is being undertaken by Waste and Resources Action Programme (WRAP) at a national level to establish the reasons for this. • Accessible Smart banks, small electrical items recycling and other recycling facilities across the boroughs 	3	3	Low  9	Lyn Carpenter Bi-borough Executive Director for Environment, Leisure and Resident Services.	November 2014




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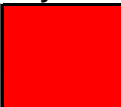
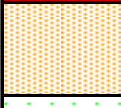
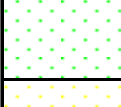

Ref	Risk	Mitigating Action	Likelihood	Impact	Risk rating /exposure	Officer Group	Review date
15	Management of Climate Change risk.	<ul style="list-style-type: none"> • Green champions established across both councils. • Tri-B Green Newsletter. • Office recycle and waste disposal schemes. • Campaigns during recycle week, climate week, energy saving week, reuse my pc. • h&f Environmental Protection Service (noise and nuisance, construction site noise dust and pollution) • Carbon Reduction Team, h&f. • Climate Change Team, the Royal Borough of Kensington and Chelsea. • Close monitoring of the RBKC Climate Change Programme • Go Green Programme, City Planning, Built Environment, WCC . • Flood management and risk assessment, Sustainable Drainage Systems (SuDS). • Working with the community eg. Petit Miracle Interiors is a charitable social enterprise teaching furniture restoration, interior design and basic DIY, to vulnerable adults and long-term unemployed in the Shepherds Bush area. • Recycle cartridge schools toner recycling, schools composting scheme, schools Battery Back battery recycling. • Materials Recycling Facility (MRF) school trips. 	3	3	Low  9	Lyn Carpenter Bi-borough Executive Director for Environment, Leisure and Resident Services. Nigel Pallace, Interim Chief Executive, h&f Council.	November 2014

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Risk movement.

-  Risk exposure increased since last review.
-  Risk exposure decreased since last review.
-  No movement of risk since last review.

Score	Key
16-25	 RED - High and very high risk - immediate management action required
11-15	 AMBER - Medium risk - review of controls
6-10	 GREEN - Low risk - monitor and if escalates quickly check controls
1-5	 YELLOW - Very low risk - monitor periodically

