

Appendix 2: Corporate Risk Register 2015/16, Q2 (Summary)

IMPACT	High	3. Lack of robust financial analysis in capital investment proposals	<ul style="list-style-type: none"> 1. Loss of performance/ Staff not engaged/ motivated 2. Insufficient plans for financial sustainability of properties 8. Commercial skills not available to diversify income streams ← 9. Commercial programme not in place ← 10. MFF (MoorLIFE 2020) bid ← 	
	Medium	7. Ineffective communication of corporate direction externally ←	4. Delivery fails to increase ownership and understanding in communities	
	Low	6. Medium term financial plan not in place		
		Low	Medium	High
LIKELIHOOD				

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Corporate Risk Register: list of risks

1. Loss of performance/ delivery in a time of uncertainty as a result of staff not being engaged and motivated
2. Insufficient plans in place to realise financial sustainability of our properties in future years (updated risk from 2014/15)
3. Failure to ensure robust financial analysis and financial objectives in the assessment of significant capital investment proposals (carried over from 2014/15)
4. Failure to deliver in a way that we increase ownership and understanding of our policies among communities
5. *Failure to commit, and plan, to replace our ICT infrastructure in 2015/16 to underpin our corporate strategy (updated risk from 2014/15):*
Q1 REMOVE FROM REGISTER
6. Failure to have a medium term financial plan in place 2015-19 (updated risk for 2014/15)
7. Failure to effectively communicate our corporate direction to external audiences
8. Failure to have the appropriate commercial skills to help us diversify income streams (updated risk from 2014/15)
9. Failure to have a clear, effective and well planned commercial programme in place (updated from 2014/15 register)
10. Moors for the Future (Moorlife 2020) failure of:
 - a) the Authority providing an increased level of support to MFF
 - b) partners contributing sufficiently
 - c) delivering against the project objectives.

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Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action					Timeframe of action	Lead officer	How monitor/ indicator	Quarterly update	
					Lxl (expressed as Green, Amber or Red)									
					Start	Q1	Q2	Q3	Q4					
C4	6. Failure to have a medium term financial plan in place 2015-19 (updated risk for 2014/15 – risk 4)	Financial planning process in place and started	Likelihood: Medium Impact: High		Impact	High	High	Low			December 2015	RMM	RMT Quarterly monitoring	Agreed plan in place. Risk remains as it is subject to the Defra settlement.
					Likelihood	Medium	Medium	Low						
					Rating	AMBER	AMBER	GREEN						

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						Start	Q1	Q2	Q3	Q4				
C4	7. Failure to effectively communicate our corporate direction to external audiences	Development of our brand values.	Likelihood: Medium Impact: Medium	a) Use our assets to demonstrate our approach	Impact	Medium	Medium	Medium			a) Delivery against Asset Management Asset Plan	RMM	Quarterly monitoring	a) Continued delivery against Asset Management Plan. b) Chief Executive has written out to stakeholders. Using a network of regular meetings to discuss strategic direction with partners/ stakeholders. C) agreed strategic framework.
				b) External communications plan.	Likelihood	Medium	Medium	Low			b) Sept '15 Authority and ongoing			
				c) Agree our strategic framework.	Rating	AMBER	AMBER	GREEN			c) Dec '15			

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					Start	Q1	Q2	Q3	Q4					
S1	8. Failure to have the appropriate commercial skills to help us diversify income streams (updated risk from 2014/15 – risk 6)	Financial planning work	Likelihood: High Impact: High	a) Develop the design of the organisation around our strategy.	Impact	High	High	High			Sept '15	SF	RMT Quarterly monitoring Authority	Design of the Leadership Team and strategic framework has been signed off by Authority. Next steps are to implement the Leadership review (Q3/4) and plan the design of the rest of the organisation (Q4 on).
					Likelihood	High	High	Medium						
					Rating	RED	RED	AMBER						

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						Start	Q1	Q2	Q3					Q4
S1	9. Failure to have a clear, effective and well planned commercial programme in place (updated from 2014/15 register – risk 10)	Enterprise + Board	Likelihood: High Impact: High	a) Review pilot activities and projects to date b) Prepare a programme approach to deliver against corporate indicators/ targets	Impact	High	High	High			a) July '15	SF	SMT	Commercial programme with £341K net income target agreed for 2016-2019. Programme in place, requires management and addition of underlying platforms to secure effective delivery. Giving Strategy and plans and ambitions for Trails, Visitor Centres and Millers Dale being discussed at SMT for December Authority.
					Likelihood	High	High	Medium			b) Sept '15		Quarterly monitoring	
					Rating	RED	RED	AMBER						

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						Start	Q1	Q2	Q3	Q4				
S2	10. Moors for the Future (Moorlife 2020) failure of: a) the Authority providing an increased level of support to MFF b) partners contributing sufficiently c) delivering against the project objectives.	MFF business plan in place. RMT risk assessment.	Likelihood: High Impact: High	Programme and project planning of activity for timely decision making	Impact	High	High	High			a) Dec '15 b) ongoing c) ongoing	JC	RMT/ SMT Strategic Management Group (MFF) Quarterly monitoring	Successful EU Life bid. a) Corporate planning in place to support delivery. b) Dialogue taking place with partners to confirm contribution. c) Project planning underway.
					Likelihood	High	High	Medium						
					Rating	RED	RED	AMBER						