

ISSUED/ REVISED DAT Rolling as Last Review MRR													
RISK REF:	LINK TO STRATEGY	RISK TYPE	AD OWNER	DATE IDENTIFIED	LAST REVIEWED	DESCRIPTION	RAW RISK RATING PRIOR TO EXPECTED			RESIDUAL RISK RATING FOLLOWING EXPECTED			COMMENTS
							IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)	IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)	
5	People	Business Risk	John Doherty	2007-02-19	2016-01-07	Sustained failure to attract or retain quality staff	5	3	15	5	2	10	Strategic People Plan will help to mitigate
6	Financial	Business Risk	Clive Pitt	2007-02-19	2016-02-22	Failure to achieve budget surplus in line with latest MTFS	4	4	16	4	3	12	Updated from recent F&A Committee 22/2/16
8	Procurement and Compliance	Governance Risk	John Doherty	2007-02-19	2015-09-21	Governance failures by Management	5	3	15	5	2	10	Servicing authority requirements set out in Consortium agreement. Regularly reviewed, and subject to audit. The Annual Governance Statement and Consortium Agreement mitigate the risk of governance failures.
34	Operational	Operational Risk	John Doherty	2014-01-15	2015-09-21	Business Continuity through Fire, Accident, Building Access, Infection etc	5	3	15	4	3	12	Mitigated by Business Continuity Policy and IT recovery annual dress rehearsal.
38	Procurement and Compliance	Business Risk	David Kwiatek	2015-02-02	2015-11-16	Optima (potential failure/customer impact)	5	4	20	4	3	12	Monthly project board meetings. Roll out done in considered fashion to minimise customer impact.
48	Operational	Operational Risk	John Doherty	2015-06-25	2016-02-21	Strategic IT Succession Planning	4	4	16	4	3	12	Mitigated by recent appointment of Head of IT Transformation