

RISK REF:	LINK TO STRATEGY	RISK TYPE	OWNER	SUB-OWNER	DATE IDENTIFIED	LAST REVIEWED	DESCRIPTION	ISSUED/ REVISED DATE: Rolling as Last Review MRR			RESIDUAL RISK RATING FOLLOWING			COMMENTS			
								RAW RISK RATING PRIOR TO CONTROL			EXPECTED IMPACT				LIKELIHOOD		
								EXPECTED IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)	EXPECTED IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)				
8	Procurement and Compliance	Governance Risk	John Doherty		2007-02-19	2017-01-17	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.			
25	Customer	Operational Risk	John Doherty		2012-01-12	2017-01-17	Increased competition	5	4	20	5	2	10				
34	Operational	Operational Risk	John Doherty		2014-01-15	2017-01-17	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	David Kwiatek	2015-02-02	2017-01-16	Optima (potential failure/customer impact)	5	4	20	4	3	12	<b>Further Action</b> Senior board-to-board relationship, first meeting 08/02/17			
46	Procurement and Compliance	Business Risk	Kristian Smith	David Kwiatek	2015-03-25	2017-01-16	Loss of income through not recovering all we are entitled to through supplier rebates, including on collaboration supply arrangements	5	3	15	5	2	10	<b>Further Action</b> Incorporated some progress/actions			
63	Financial	Business Risk	John Doherty		2016-06-21	2017-01-17	Exiting EU	4	5	20	3	5	15				
64	Procurement and Compliance	Business Risk	Kristian Smith	David Kwiatek	2016-06-30	2017-01-16	Energy Contracts financial risk exposure regarding variations in volume purchased/consumed	5	3	15	4	3	12	Reviewed no change			
CPR003	Business developments	Operational	John Doherty		2015-08-01	2017-01-17	Capacity to focus on development	5	3	15	5	2	10				

**Strategy**

Customer  
Procurement and Compliance  
Operational  
People  
Financial

**Risk Type**

Reputation  
Financial  
People  
Regulatory  
Business Objectives