## <u>RISK LOG</u>



PROJECT/PROGRAMME TITLE	CHESHIRE SKI	LLS & GROWTH	
	ouncil's skills & growth services which support a stro	ble Wholly Owned Company , limited by shares, for the delivery ong and resilient economy and ensure that citizens have the life opportunity to thrive.	
Completed by:	 Project Board		

## 17/10/2015

Risk No	Risk Type	Scope of Risk (Detail)	(W	Ē	e ut	Existing Controls	Likelihood	_	T Total Score ao	Risk Treatment and Control Measures to be introduced		Sco	Total Score	Officer Responsible for Risk	Would this happen anyway?	Is this commercially sensitive?
CoR1	COMPANY THREAT	There is a risk that the best form of company is not created resulting in either legal challenge or a restricted ability to trade leading to failure to deliver against the key objectives	4	4	16	Learning from other ASDVs Internal legal advice	3	4		Incorporating external legal advice and learning from other LAs	2	4	8	Julian Cobley	No	No
CoR2	COMPANY THREAT	There is a risk that governance, management or contractual arrangements do not allow for decisions to be taken at the appropriate levels or by appropriate people resulting in detrimental impact to service delivery and failure to deliver against the Council's ability to achieve its key community outcomes	4	4	16	Awareness only at this stage	4	4		Robust negotiation of contractual and governance arrangements plus developing the understanding of the ICF role	3	4	12	Julian Cobley	No	No
		REDACTED														
CoR4	COMPANY THREAT	Lack of understanding or awareness of the impact of commissioning decisions give rise to cost overruns for the ASDV resulting in inefficient delivery and loss of profitability and ineffective delivery	4	4	16	Awareness only at this stage	4	4		Robust negotiation of contractual and governance arrangements plus developing the understanding of the ICF role	3	3	9	Julian Cobley	No	No
CoR5	COMPANY THREAT	There is a risk that information sharing protocols between CEC and the new company are either not in existence, inadequate or are breached leading to legal challenge and possible financial penalties which negatively impact to ongoing commercial viability of the company	4	4		Contractors are currently required to agree to appropriate standards, obligations which will be transferred	3	3		Close monitoring of contract adherence and inclusion of relevant terms and conditions	3	3 3	9	Julian Cobley	No	No
		REDACTED														
		REDACTED										T				
CoR8	COMPANY THREAT	There is a risk that the new management structures required for combining services are not established correctly leading to inadequate or conflicting controls and scheme of delegation together with poor identification of TUPE eligibility resulting in poor performance, staff dissatisfaction and potential challenge	4	4	16	Awareness	4	4		Identify, challenge and implement new structures in advance of go-live	2	2 2	4	Julian Cobley	No	No

COKB	COMPANY ISSUE	There is a risk that SFA grant funding cannot be delegated to the company leading to failure of capability to operate against contractual commitments	4	4	Awareness	4	4	Explore with both legal services and funding agencies regarding correct options, amend plans to suit 3 4 12 Julian Cobley No No	0
		REDACTED							
CoR11	COMPANY THREAT	There is a risk that the marketing and promotional budget is underestimated and the true cost of running the service is not accurately represented in the business case leading to inability of the company to deliver against its performance targets	3	4	Awareness	3	4	Ensure through consideration of detailed budget breakdowns and proper base lining of service functions and costs. Ensuring communications strategy developed prior to company set up 2 2 4 Julian Cobley No No	0
CoR12	COMPANY THREAT	There is a risk that the pensions deficit treatment according to accounting standard IAS19 is misunderstood by investors/partners leading them to think the company is not profitable thereby restricting investment and growth opportunities and the missing of performance and budget targets	3	3	Awareness	3	3	Ensure future accounts emphasis that this is purely presentational and that liabilities will not have to be repaid - the ASDV will only need to make the contributions advised by the pension fund 2 2 4 Julian Cobley No Yes	s
COK 13	COMPANY THREAT	There is a risk that a new ASDV will be perceived negatively by employers and training providers leading to an actual reduction in service effectiveness and delivery	2	3	Awareness	2	3	Effective stakeholder engagement and relationship management 1 2 2 Julian Cobley No No	0
		REDACTED							
CoR15	COMPANY THREAT	There is a risk that continuing success in improving skills and job opportunities leads to the perception that the whole borough is prosperous meaning it is difficult to obtain funding to direct at remaining areas of deprivation	3	3	Awareness	3	3	Develop effective messaging emphasising micro-level disparities to influence strategic decision makers 2 2 4 Julian Cobley Yes No	0
		REDACTED							
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COK18	COMPANY THREAT	There is a risk of a data protection breaches and information sharing protocol failures and other legal requirements resulting in legal challenge and financial penalties	4	4	Awareness	4	4	Provide training, ensure appropriate protocols are in please 2 3 6 Julian Cobley No No	0
COK19	COMPANY THREAT	There is a risk that the company does not have the necessary financial resources available to adequately equip itself with the advice and guidance to appropriately set up the company to best effect leading to failure to deliver expected outcomes.	3	3	Awareness	3	3	To secure further year one funding or build into the company's financial model 2 2 4 Julian Cobley No No	0
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