



17/10/2015

Risk No	Risk Type	Scope of Risk (Detail)	S	Impact	Lotal Score	Existing Controls	Likelihood	lmpact S	J.	Risk Treatment and Control Measures to be introduced		ntici Sco	ē	Officer Responsible for Risk	Would this happen anyway?	Is this commercially sensitive?
CoR1	COMPANY	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			Learning from other ASDVs Internal legal advice	3	4	12	Incorporating external legal advice and learning from other LAs	2	2 4	Lx 8		No	No
CoR2	È	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	4	16	Awareness only at this stage	4	4	16	Robust negotiation of contractual and governance arrangements plus developing the understanding of the ICF role		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	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	16	Contractors are currently required to agree to appropriate standards, obligations which will be transferred	3	3	9	Close monitoring of contract adherence and inclusion of relevant terms and conditions	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		Awareness	4	4	16	Identify, challenge and implement new structures in advance of go-live	2	2 2	2 4	Julian Cobley	No	No

CoR9	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 16	Awareness	4	4 1	re	xplore with both legal services and funding agencies garding correct options, amend plans to suit	3	4	12 Julia	ian Cobley	No	No
		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 12	Awareness	3	4 1	br ar	nsure through consideration of detailed budget reakdowns and proper base lining of service functions nd costs. Ensuring communications strategy eveloped prior to company set up	2	2	4 Julia	ian Cobley	No	No
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 9	Awareness	3	3 (pr re	nsure future accounts emphasis that this is purely resentational and that liabilities will not have to be epaid - the ASDV will only need to make the ontributions advised by the pension fund	2	2	4 Julia	ian Cobley	No	Yes
CoR13	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 6	Awareness	2	3 (m	ffective stakeholder engagement and relationship lanagement	1	2	2 Julia	ian Cobley	No	No
		REDACTED													
CoR15	COMPANY	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 9	Awareness	3	3 9	di	evelop effective messaging emphasising micro-level isparities to influence strategic decision makers	2	2	4 Julia	ian Cobley	Yes	No
		REDACTED													
		REDACTED									\dashv				
CoR18	COMPANY	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 16	Awareness	4	4 1	pl	rovide training, ensure appropriate protocols are in lease	2	3	6 Julia	ian Cobley	No	No
CoR19	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 9	Awareness	3	3 9	co	o secure further year one funding or build into the ompany's financial model	2	2	4 Julia	ian Cobley	No	No
		REDACTED									Ш				
		REDACTED									Ш				
		REDACTED				Ш					Ц				
		REDACTED									ل				
		REDACTED									Ш				
		REDACTED									Ш				
		REDACTED									Ш				

REDACTED