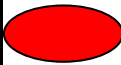

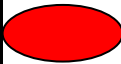

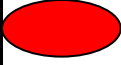








Q3 CSB High-Level Strategic Risk Report – Seizing & Exploiting Opportunities/Commercialisation

Risk No	Key Risk Opportunity	Risk Rating	Control Strategy	Risk Appetite	Key Controls	Control Progress	Control Indicator	CSB Action
21	Attracting Inward Investment [Major Developments Circa. £1B potential] (AT)		Treat/Exploit	Open - Seeking	<ul style="list-style-type: none"> <li>Sound core strategy/vision (LDF)</li> <li>AAP for Harrow &amp; Wealdstone</li> <li>New corporate structure &amp; Corporate Plan</li> <li>Major Development Panel</li> <li>Strong reputation for Place &amp; positive demographic profile for investment to be matched to the opportunity</li> <li>Outer London Fund (Round 2) &amp; town centre programme</li> <li>Reputationally &amp; strategically significant sites, including planning applications and land securities (eg Kodak)</li> </ul>	35%		
20	Schools' Income Opportunities [potentially £1-2M income stream] (JA & CD)		Treat/Exploit	Open - Seeking	<ul style="list-style-type: none"> <li>CSB ownership &amp; oversight &amp; direction</li> <li>Central finance support &amp; sponsorship</li> <li>Interim Commercialisation Manager in place</li> <li>Long experience of working with schools that can be matched to the opportunity</li> <li>Academy tender complete &amp; SLA pack complete</li> <li>Stakeholder strategy (incl. consultation) being developed</li> <li>Cost base review to create basis for pricing policies</li> <li>Structured fees &amp; charges PID in progress</li> </ul>	60%		
22	Supply of services to the Clinical Commissioning Group [up to £2-4M income stream] (PN)		Treat/Exploit	Open - Seeking	<ul style="list-style-type: none"> <li>Presentation to CSB &amp; Presentation to GPs</li> <li>Good relationships with GPs</li> <li>Health Integration Group &amp; Health &amp; Wellbeing Boards in place and on-going discussions with these</li> <li>Council skill-sets already in place and can be matched</li> <li>History of shared working/culture &amp; collaboration with fundamental services in place that can be matched</li> <li>Build on commercialisation work being done with schools</li> <li>Working with CCG and 4 other London to develop full business case on joint working</li> <li>In discussion with Brent, Ealing, Hounslow and Hillingdon on possible joint venture</li> </ul>	40%		

RISK INDICATOR THIS QUARTER		CONTROL INDICATOR THIS QUARTER	
	Opportunity/Benefit Realisation/Potential Increasing	No Progress On Controls (or No Controls)	
	Opportunity/Benefit Realisation Potential No Change	Progress Made on Control Implementation	
	Opportunity/Benefit Realisation Potential Decreasing	All Controls Implemented	