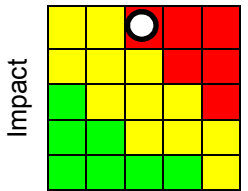
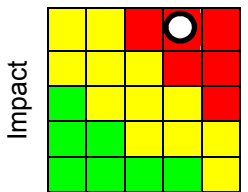
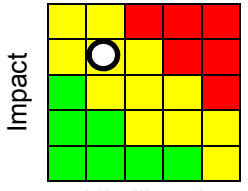
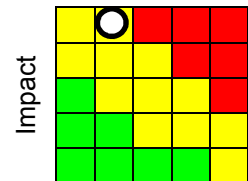
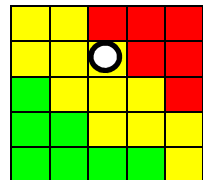
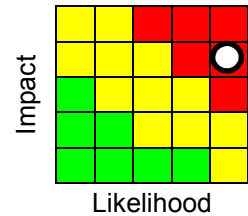


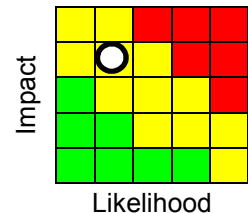
Significant Business Risk Register

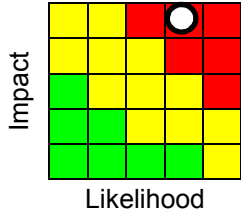
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|--|---|---|
| Performance Management Risks | | | | |
| <p>1. Risk of corporate projects and organisational change not managed effectively.</p> <p>Fit for the Future Change Programme not managed appropriately/effectively</p> | <p>Poor organisational communication.</p> <p>Conflicting priorities and priorities increasing in number.</p> <p>Unable to dedicate appropriate resources due to the impact on existing services.</p> <p>Poor management.</p> <p>Ineffective use of project management or systems thinking.</p> <p>Lack of funding.</p> | <p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> <p>Demoralised and de-motivated staff.</p> | <p>New OD team in place. (HoC&CS)</p> <p>Project prioritisation. (SMT)</p> <p>SMT are Programme Board. (SMT)</p> <p>Fit for the Future change programme and associated governance arrangements. (SMT)</p> <p>Budget monitoring process. (HoF)</p> <p>Clear communications, staff focus group. (SAMS)</p> <p>People Strategy Action plan. (SMT)</p> <p>Additional training for staff involved with project management. (HoC&CS)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SAMS)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>All projects to be drawn up within an adopted standard framework. (CMT)</p> | <p>Impact</p>  <p>Likelihood</p> |

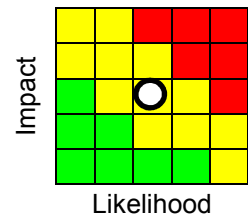
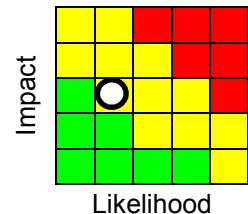
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|---|--|---|
| 2. Risk of service quality reducing. | <p>Shortage of staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities.</p> <p>Cannot afford cost of maintaining service quality.</p> <p>Partners such as WCC make service cuts.</p> <p>Pandemic.</p> <p>Contractor failure.</p> | <p>Poor customer service and reductions in income.</p> <p>Lack of direction with critical projects and services being compromised</p> <p>Public lose confidence in Council's ability to deliver.</p> <p>Demoralised and de-motivated staff.</p> | <p>Effective Management of Change Programme. (CMT)</p> <p>Agreeing additional resources where service quality is reduced. (CMT)</p> <p>Strong leadership to manage priorities to a deliverable level. (SAMS)</p> <p>Effective vacancy control. (SAMS)</p> <p>Service Reviews. (SAMS)</p> <p>Workforce Planning. (SAMS)</p> <p>Enhanced Performance Management System (SMT)</p> <p>Use of Measures/KPIs (SMT)</p> | <p>Impact</p>  <p>Likelihood</p> |
| 3. Risk of major contractor going into administration. | <p>Poor procurement of contractor.</p> <p>Poor contract management.</p> <p>Poor management of company.</p> <p>External factors.</p> <p>State of economy.</p> | <p>Reduced service levels.</p> <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts.</p> <p>Reputational damage.</p> | <p>Properly procured contracts. (SAMS)</p> <p>Active contract management. (SAMS)</p> | <p>Impact</p>  <p>Likelihood</p> |

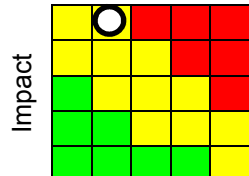
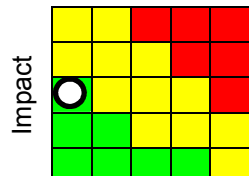
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|---|--|--|
| Corporate Governance Risks | | | | |
| 4. Risk of corporate governance arrangements not maintained effectively. | Ineffective management and leadership. Complacent attitudes. Delays in making, or failure to make, key decisions by Council Members. Changes to political leadership. | Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation. | Council's constitution. (DCE(AJ)) Council's strategies and policies, including Code of Financial Practice. (SMT) Strong scrutiny arrangements. (SMT) Effective internal audit function. (HoF) Annual Governance Statement. (DCE(AJ)) |  |
| Human Resources Risks | | | | |
| 5. Risk of staff not developed effectively. | Ineffective workforce strategies. Not managing staffing resources efficiently and effectively. | Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities. Poor customer service. 'Industrial' action. | People Strategy. (SMT) Management development programme. (HoC&CS) Succession planning. (SAMS) Prioritisation of work. (SAMS) Appropriate use of external resources. (SAMS) |  |

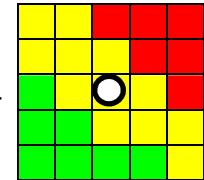
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|---|--|---|--|
| Financial Management Risks | | | | |
| 6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs). | <p>Poor financial planning.</p> <p>Unexpected loss of income and/ or increase in expenditure.</p> <p>FFF Projects do not achieve sufficient savings.</p> <p>Risk of poor Revenue Support Grant Settlement.</p> <p>Business Rate Retention.</p> <p>Council Tax income base reducing.</p> | <p>Forced to make large scale redundancies.</p> <p>Forced to make urgent decisions without appropriate planning.</p> <p>Forced to make service cuts.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p> | <p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Effective internal audit function. (HoF)</p> <p>External audit of financial accounts. (HoF)</p> <p>Effective management of FFF Projects. (SAMS)</p> <p>All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF)</p> <p>Council's constitution. (DCE(AJ))</p> <p>Financial training. (HoF)</p> <p>Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF)</p> <p>Regular review of Financial Strategy. (HoF/SMT)</p> <p>To develop plan to fill the anticipated budget shortfall. (HoF/SMT)</p> <p>Provide Code of Financial Practice Training. (HoF/SMT)</p> <p>Develop Prosperity Agenda. (DCE BH)</p> <p>Complete Deloitte's Fees & charges Review (HoF/SMT)</p> <p>Complete Leisure Options Review (HoCS/CMT)</p> |  |

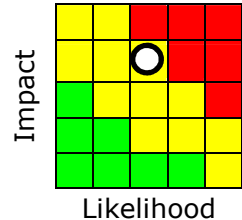
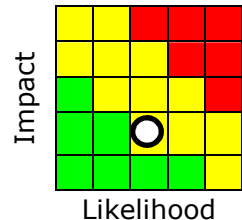
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|---|--|---|
| 7. Risk of additional financial liabilities. | <p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</p> <p>Risk of increase in superannuation fund contributions.</p> <p>Uninsured loss.</p> <p>Risk of Medium Term Financial underestimating future revenue income and expenditure (including capital)</p> <p>Legal challenge e.g. relating to a planning development.</p> | <p>Greater level of savings to be sought.</p> <p>Forced to make sub-optimum and short term decision without proper planning.</p> <p>Reduced levels of service.</p> <p>Payment of compensation.</p> <p>Failure to deliver service.</p> | <p>Fit for the Future change programme. (CMT)</p> <p>Project Risk Registers. (SAMS)</p> <p>Project Management. (SAMS)</p> <p>Asset Management. (HoH&PS)</p> <p>More effective financial planning and scenario analysis. (HoF)</p> <p>Regular monitoring of Fit for the Future. (SMT)</p> <p>Legal advice on projects. (SAMS)</p> |  |

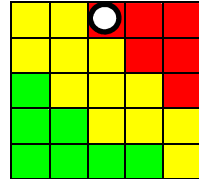
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|--|--|---|
| <p>8. <u>Risk of significantly reduced income.</u></p> <p>Risk of not investigating potential income sources.</p> | <p>National Economy declines.</p> <p>Local economy declines</p> <p>Tightening of Government fiscal policy.</p> <p>Changes to Government Policy.</p> <p>Reduced Government grants.</p> <p>Demographic changes.</p> <p>Focus on FFF priorities which compromise existing service delivery.</p> <p>Weak financial planning and forecasts.</p> <p>External competition.</p> <p>Member decision making.</p> <p>Council policy framework not conducive to enterprise development.</p> | <p>More loss making services.</p> <p>Reduced income for the Housing Revenue Account that could compromise banking covenants.</p> | <p>FFF Programme. (SMT)</p> <p>Effective fees and charges schemes. (HoF)</p> <p>Communications &Marketing Strategy. (SAMS)</p> <p>Regular review of financial forecasts to ensure income projections are up to date. (HoF)</p> <p>Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF)</p> <p>Develop Prosperity Agenda. (DCE BH)</p> <p>Introduce effective Local Plan. (Members)</p> |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|--|---|---|
| Procurement Risks | | | | |
| 9. Risk of improper procurement practices and legislative requirements not being complied with. | Weak governance arrangements. Ineffective procurement. Poor procurement function. | Reduced levels of service provision. Increased costs. Fines/penalties imposed. | Codes of Financial Practice and Procurement Practice. (HoF) Training of staff. (HoF/SAMS) Monitoring of departmental procurement function. (SMT) Procurement Strategy (incl. action plan). (HoF) Updating of Code of Procurement Practice and related documents. (SMT) |  |
| Partnership Risks | | | | |
| 10. Risk of partnerships not delivering stated objectives. | Poor management. Failure to apply a robust process for entering into partnerships. Lack of framework governing partnerships. | Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service. | Ongoing scrutiny of partnerships. (DCE(AJ)) Normal management arrangements. (SAMS) Partnership checklists. (DCE(AJ))/SAMS Annual healthcheck completed by senior officers. (DCE(AJ))/SAMS Scrutiny committee regular review. (DCE(AJ)) Audit of partnership arrangements. (DCE(AJ)) Project Groups for significant services. (SAMS) |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|---|---|--|--|
| Legal Risks | | | | |
| 11. Risk of not complying with key legislation or legal requirements, including failure to protect data. | Breakdown in governance. | External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation. | Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Monitoring officer review of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT) |  <p>Impact</p> <p>Likelihood</p> |
| Information Management Risks | | | | |
| 12. Risk of ineffective utilisation of information and communications technology. | Poor management of IT function. Lack of specialist staffing. Lack of finance. Lack of trained staff. | Costly services. Inefficient services. Poor customer service. Data disclosures. | ICT Strategy. (HOC&CS) Fully-resourced, effective and secure IT function. (HOC&CS) Training for staff. (HOC&CS) |  <p>Impact</p> <p>Likelihood</p> |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|--|--|--|--|---|
| Asset Management Risks | | | | |
| 13. Risk of failing to provide, protect and maintain Council-owned property. | <p>Poor management.</p> <p>Lack of finance.</p> <p>Ineffective asset management.</p> <p>Incomplete data on asset conditions.</p> <p>Lack of effective asset management planning.</p> <p>Insufficient resources to maintain assets.</p> | <p>Lack of a suitable and safe living or working environment for residents, staff and visitors.</p> <p>Sub optimum asset decisions that are poor value for money.</p> <p>Building closure.</p> | <p>Complete end to end systems intervention of the Property Service. Develop new Asset Management Strategy for Council approval linked to Asset Database. (HoH&PS)</p> <p>Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Strategic Asset Management Group (SAG) – chaired by Deputy Chief Executive. (HoH&PS)</p> <p>The operational management of the corporate repairs budget is overseen by the Corporate Property Investment Board (CPIB) – chaired by Property Manager. (HoH&PS)</p> <p>Improvements made to end to end systems to manage electrical testing, asbestos and gas servicing. (HoH&PS)</p> <p>Condition survey currently being undertaken. (HoH&PS)</p> | <p>Impact</p>  <p>Likelihood</p> |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|---|---|--|
| Emergency Response and Business Continuity Risks | | | | |
| 14. Risk of a major incident not responded to effectively. | Numerous causes including terrorism, natural disaster and pandemic such as bird flu. | Partial or total loss of resources such as staff, equipment, systems. Major media engagement. Major disruption to all Council services. Possible legal action for damages. | Emergency plan reviewed every 6 months. (HoH&CP) Business continuity plan reviewed every 6 months. (HoH&CP) Training for SMT –exercises and reviews. (HoH&CP) |  |
| Environmental Risks | | | | |
| 15. Risk of climate change challenges not responded to effectively. | Lack of expertise. Lack of finance. Failure to reduce carbon footprint. | Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues. | Climate Change Strategy. (HoH&CP) |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control / Future Action (in bold) | Residual Risk Rating |
|---|--|---|--|---|
| Planning Risks | | | | |
| <p>16. Risk of Local Plan being unsound or delayed.</p> <p>Failure to identify suitable sites for Gypsies and Travellers.</p> | <p>Developer challenge before local plan complete.</p> <p>Political procrastination.</p> <p>Lack of involvement of external key players.</p> <p>Local Plan not evidenced properly.</p> | <p>Non or reduced achievement of objectives.</p> <p>Adverse financial impacts such as failure to set the Community Infrastructure Levy.</p> <p>Reputational damage.</p> <p>Possible legal action for damages.</p> <p>Development not where required.</p> <p>Increased costs.</p> <p>Additional work.</p> <p>Local Plan found unsound.</p> | <p>Published timetable. (HoDS)</p> <p>Plan based on robust evidence. (HoDS)</p> <p>Project management. (HoDS)</p> <p>Local Plan Programme Board. (HoDS)</p> <p>Local Plan Risk Register. (HoDS)</p> <p>Agree Gypsy and Traveller sites. (SMT)</p> | <p>Impact</p>  <p>Likelihood</p> |

Key:

New narrative

Narrative being transferred

Deleted narrative

☞ = Current risk score

etc = Previous risk scores

Æ etc = trail (direction) of changes

CMT : CorporateManagement Team

SMT : Senior Management Team

DCE(AJ) : Deputy Chief Executive – Andrew Jones

HoC&CS : Head of Corporate & Community Services

HoF : Head of Finance

HoDS : Head of Development Services

HoH&CP : Head of Health & Community Protection