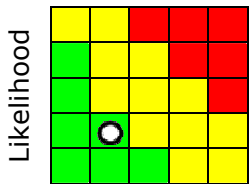
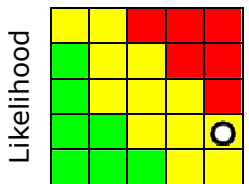
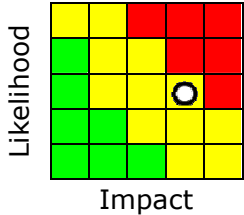
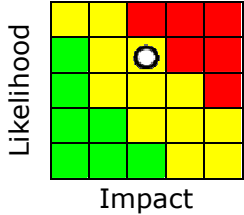
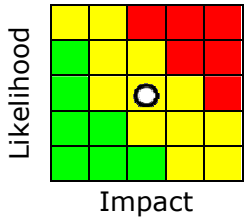
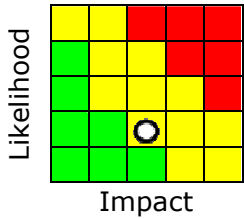


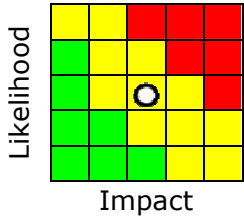
Significant Business Risk Register

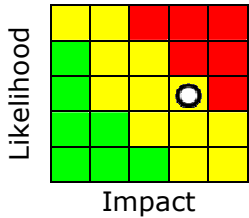
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Performance Management Risks				
Failure to establish and communicate clear plans and objectives and monitor performance. Failure to manage corporate projects and organisational change.	Poor organisational communication. Poor management.	Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage.	The Council keeps its vision and objectives under review and recognises that there is a key dependency on the accuracy, completeness and relevance of management information and other data used to inform decisions.	
Corporate Governance Risks				
Failure to maintain effective corporate governance arrangements.	Weak management. Complacent attitudes. Delays in making, or failure to make, key decisions by Council Members.	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. Council's strategies and policies, including Code of Financial Practice. Strong scrutiny arrangements. Effective internal audit function. Annual Governance Statement.	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Human Resources Risks				
Failure to manage staffing resources efficiently and effectively.	Ineffective workforce strategies.	Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities. Poor customer service.	Workforce development strategy. Management development programme. Succession planning. Prioritisation of work. Appropriate use of external resources.	
Financial Management Risks				
Failure to provide sufficient finance to enable the Council to meet its objectives and to ensure income and expenditure is contained within budget and is properly accounted for. Unexpected major financial liability or uninsured loss.	Poor financial planning. Unexpected loss of income and/or increase in expenditure. Excessive aspirations.	Reduced levels of service provision. Increased costs. Fines/penalties imposed.	Codes of Financial Practice and Procurement Practice. Effective internal audit function. External audit of financial accounts. Council's constitution. Financial training.	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Procurement Risks				
Failure to comply with proper procurement practices and legislative requirements.	Weak governance arrangements. Poor procurement function.	Reduced levels of service provision. Increased costs. Fines/penalties imposed.	Codes of Financial Practice and Procurement Practice. Training of staff. Monitoring of procurement function. Procurement Strategy (incl. action plan).	
Partnership Risks				
Failure of partnerships to deliver stated objectives.	Poor management. Failure to apply a robust process for entering into partnerships. Lack of framework governing partnerships.	Required outcomes not achieved.	Ongoing scrutiny of partnerships. Normal management arrangements. Partnership checklists. Annual healthcheck completed by senior officers. Scrutiny committee regular review. Audit of partnership arrangements.	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Legal Risks				
Failure to comply 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. External legal advice. Monitoring officer review of all Executive recommendations. Ongoing professional training.	<div data-bbox="1715 507 1955 724"> </div>
Information Management Risks				
Failure to provide services by the innovative use of information and communications technology.	Poor management of IT function. Lack of specialist staffing. Lack of finance.	Costly services. Inefficient services.	ICT Strategy. Fully-resourced and effective IT function.	<div data-bbox="1715 858 1955 1075"> </div>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Asset Management Risks				
Failure to provide, protect and maintain Council-owned property.	Poor management. Lack of finance.	Lack of a suitable and safe living or working environment for residents, staff and visitors.	Asset data on council dwellings transferred onto the live Asset Database increasing likelihood of assets being effectively maintained and invested in. Asset Management Board set up to oversee key strategic asset decisions relating to Council's housing stock. Asset Management Strategy approved by Tenant Services Authority. Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Strategic Asset Management Group (SAG) – chaired by Deputy Chief Executive. The operational management of the corporate repairs budget is overseen by the Corporate Property Investment Board (CPIB) – chaired by Property Manager. Improvements made to end to end systems to manage electrical testing, asbestos and gas servicing.	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control	Residual Risk Rating
Emergency Response and Business Continuity Risks				
Failure to respond effectively to a major incident.	Numerous causes including terrorism and natural disaster.	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. Business continuity plan reviewed every 6 months. Training for SMT –exercises and reviews.	
Environmental Risks				
Failure to respond effectively to climate change challenges	Lack of expertise. Lack of finance.	Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues.	Climate Change Strategy.	