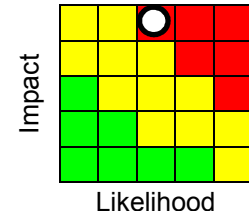
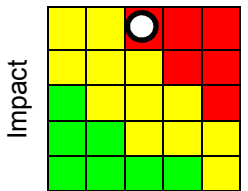
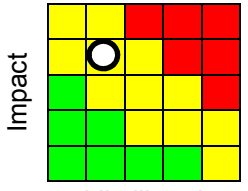
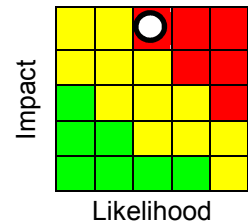
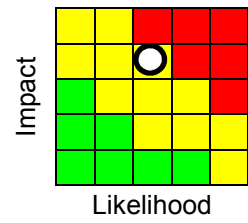
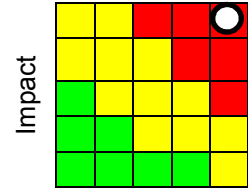


Significant Business Risk Register

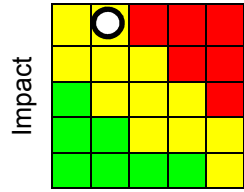
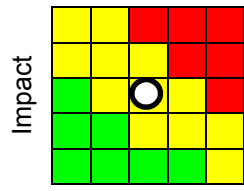
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks				
1. Fit for the Future Change Programme not managed appropriately/effectively	<p>Poor organisational communication.</p> <p>Conflicting priorities 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. By end of calendar year. (CMT)</p>	 <p>Impact</p> <p>Likelihood</p>

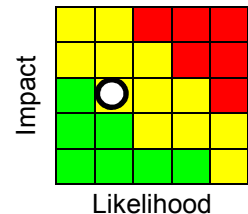
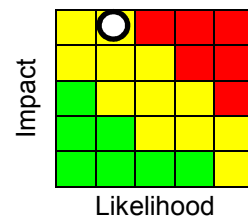
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
2. Risk of service quality reducing.	<p>Shortage of staff skills and knowledge.</p> <p>Staff skills and resources diverted to service redesign proposals as part of delivering 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> <p>Previous likelihood rating believed to be overly pessimistic/cautious as no evidence of service quality diminishing.</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>Business Continuity Plan. (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.	<p>Ineffective management and leadership.</p> <p>Complacent attitudes.</p> <p>Delays in making, or failure to make, key decisions by Council Members.</p> <p>Changes to political leadership.</p> <p>Breakdown of member-officer relationships.</p>	Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.	<p>Council's constitution. (DCE(AJ))</p> <p>Council's strategies and policies, including Code of Financial Practice. (SMT)</p> <p>Strong scrutiny arrangements. (SMT)</p> <p>Effective internal audit function. (HoF)</p> <p>Annual Governance Statement. (DCE(AJ))</p> <p>Codes of Conduct. (Members)</p> <p>Effective Political Group discipline. (Group Leaders)</p> <p>Councillor training (CMT)</p>	 <p>Political group discipline has worsened recently causing an increase in the likelihood of corporate governance failure.</p>
Human Resources Risks				
5. Risk of staff not developed effectively.	<p>Ineffective workforce strategies.</p> <p>Not managing staffing resources efficiently and effectively.</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities.</p> <p>Poor customer service.</p> <p>'Industrial' action.</p>	<p>People Strategy. (SMT)</p> <p>Management development programme. (HoC&CS)</p> <p>Succession planning. (SAMS)</p> <p>Prioritisation of work. (SAMS)</p> <p>Appropriate use of external resources. (SAMS)</p> <p>SMT to consider whether to include in SBRR 'Risk of Poor Succession Planning'. (SMT)</p>	

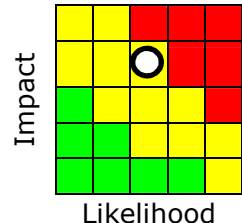
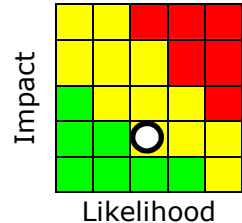
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks				
6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).	<p>Poor 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>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>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 continue to develop and deliver 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 Deloittes Fees & charges Review (HoF/SMT)</p> <p>Complete Leisure Options Review (HoCS/CMT)</p>	 <p>Potential impact of risk materialising has to be at highest level.</p>

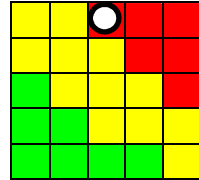
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
7. Risk of additional financial liabilities.	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <p>Risk of loss or delay of capital receipts.</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>	<p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
8. Risk of not investigating potential income sources.	<p>Ineffective management.</p> <p>Complacency.</p> <p>Lack of resources to investigate.</p> <p>Other priorities.</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>	 <p>Impact</p> <p>Likelihood</p> <p>Previous assessment of likelihood now considered to be far too pessimistic when Possible Triggers' are considered.</p>
Procurement Risks				
9. Risk of improper procurement practices and legislative requirements not being complied with.	<p>Weak governance arrangements.</p> <p>Ineffective procurement.</p> <p>Poor procurement function.</p>	<p>Reduced levels of service provision.</p> <p>Increased costs.</p> <p>Fines/penalties imposed.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF)</p> <p>Training of staff. (HoF/SAMS)</p> <p>Monitoring of departmental procurement. (SMT)</p> <p>Procurement Strategy (incl. action plan). (HoF)</p> <p>Updating of Code of Procurement Practice and related documents. (SMT)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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)	
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)	

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

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) (CMT) Business continuity plan reviewed every 6 months. (HoH&CP) (CMT) 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				
16. Risk of Local Plan being unsound or delayed. (Reinstated)	Developer challenge before local plan complete. Political procrastination. Lack of involvement of external key players. Local Plan not evidenced properly. Failure to identify suitable sites for Gypsies and Travellers.	Non or reduced achievement of objectives. Adverse financial impacts such as failure to set the Community Infrastructure Levy. Reputational damage. Possible legal action for damages. Development not where required. Increased costs. Additional work. Local Plan found unsound.	Published timetable. (HoDS) Plan based on robust evidence. (HoDS) Project management. (HoDS) Local Plan Programme Board. (HoDS) Local Plan Risk Register. (HoDS) Agree Gypsy and Traveller sites. (SMT)	 <p>Impact</p> <p>Likelihood</p>

Key:

New narrative

Narrative 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