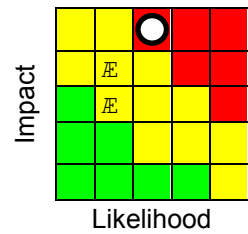
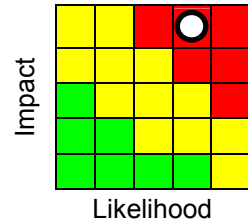
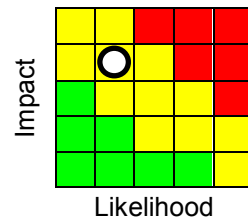
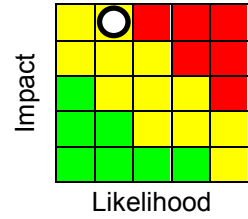
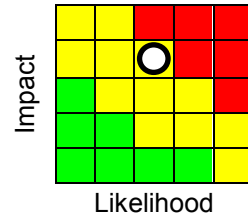
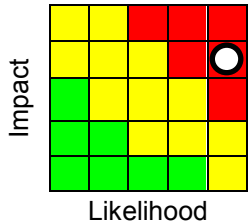


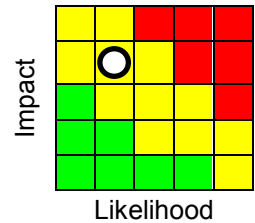
Significant Business Risk Register

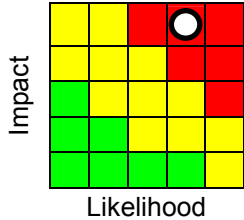
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Performance Management Risks | | | | |
| 1. Risk of corporate projects and organisational change not managed 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. (CMT)</p> |  <p>Impact</p> <p>Likelihood</p> |

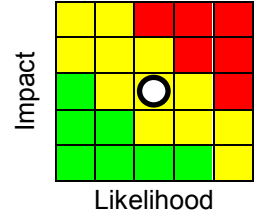
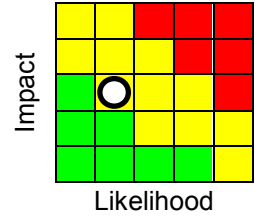
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 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>Bird Flu Pandemic.</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> |  |
| 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>Annual credit check during the course of the contract rather than just for the contract tender process. (SAMS/HoF)</p> |  |

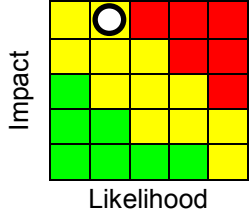
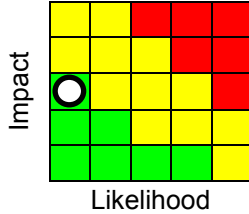
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 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) |  |

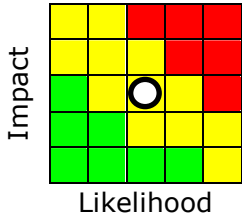
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
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| Financial Management Risks | | | | |
| 6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient 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>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> |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | 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> |  |

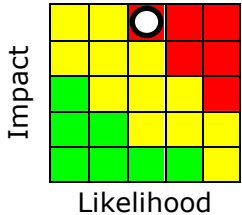
| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 8. Risk of significantly reduced income. | <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>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>Introduce Investment Strategy for Local Economy. (HoDS)</p> <p>Introduce effective Local Plan. (HoDS)</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> |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | 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 procurement function. (SMT) Procurement Strategy (incl. action plan). (HoF) |  |
| 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 | 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) |  |
| 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) |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Asset Management Risks | | | | |
| 13. Risk of failing to provide, protect and maintain Council-owned property. | <p>Poor management. Lack of finance. Ineffective asset management. Incomplete data on asset conditions. 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. 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> |  |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | 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. (HoCP) Business continuity plan reviewed every 6 months. (HoCP) Training for SMT –exercises and reviews. (HoCP) | <p>Impact</p> <p>Likelihood</p> |
| 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. (HoES) (When completed.) | <p>Impact</p> <p>Likelihood</p> |

| Risk Description | Possible Triggers | Possible Consequences | Risk Mitigation / Control | Residual Risk Rating |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Planning Risks | | | | |
| 16. Risk of Local Plan being unsound or delayed. | Developer challenge before local plan complete. Local Plan found unsound. Political procrastination. Lack of involvement of external key players. | 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. | Published timetable. (HoDS) Plan based on robust evidence. (HoDS) Project management. (HoDS) Local Plan Programme Board. (HoDS) Local Plan Risk Register. (HoDS) |  |

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

HoCP : Head of Community Protection

HoDS : Head of Development Services

HoES : Head of Environment Services