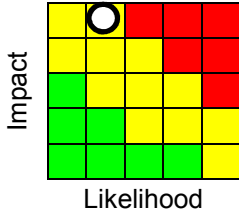
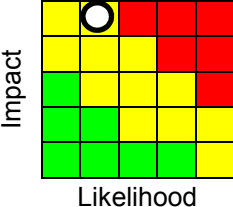


Significant Business Risk Register

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Performance Management Risks				
<p>1. Fit for the Future Change Programme not managed appropriately/effectively.</p>	<p>Poor organisational communication. Conflicting priorities and priorities increasing in number. Unable to dedicate appropriate resources due to the impact on existing services. Poor management. Ineffective use of project management or systems thinking. Lack of funding.</p>	<p>Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage. Demoralised and demotivated staff.</p>	<p>Project prioritisation. (SMT) SMT are Programme Board. (SMT) Fit for the Future change programme and associated governance arrangements. (SMT) Budget monitoring process. (HoF) Clear communications, staff focus group. (SMT) People Strategy Action plan. (SMT) Strong leadership to ensure priorities are managed to a deliverable level. (SMT) Securing additional resources to support existing service provision. (CMT) Projects drawn up within RIBA framework. (SMT) FFF June 2018 report agreed further projects to include in the programme. (SMT)</p>	

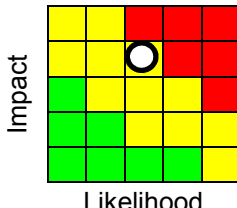
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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Performance Management Risks (Cont.)

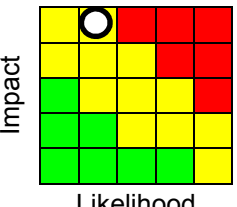
<p>2. Risk of sustained service quality reduction.</p>	<p>Shortage of staff resources and staff skills and knowledge. Staff skills and resources diverted to service redesign proposals as part of delivering Fit For the Future and other emerging corporate priorities. Cannot afford cost of maintaining service quality. Partners such as WCC make service cuts. Pandemic. Contractor failure. Unplanned termination of contract by contractor. Housing numbers not achieved. Increase in Members' and Citizens' expectations.</p>	<p>Poor customer service and reductions in income. Lack of direction with critical projects and services being compromised. Public lose confidence in Council's ability to deliver. Demoralised and demotivated staff. Additional costs attached to re-procuring contract, including legal fees. Loss of New Homes Bonus.</p>	<p>Effective Management of Change Programme. (CMT) Agreeing additional resources where service quality is reduced. (CMT) Strong leadership to manage priorities to a deliverable level. (SMT) Effective vacancy control. (SMT) Service Reviews. (SMT) Workforce Planning. (SMT) Launch of employee branding and recruitment package (July 2017) developed by Workforce Steering Group. (HR Manager) Effective contract management supported by appropriate legal support. (SMT)</p> <p>Enhanced Performance Management System (HoNS)</p> <p>Corporate Workforce Steering Group project completed in respect of salary review, and impact of National Living Wage. (HR Manager)</p> <p>Corporate Workforce Steering Group project ongoing in respect of Apprenticeships. (HR Manager) [Nominations received from all Service Areas. The recruitment process has now started – apprenticeships are being advertised.]</p> <p>Implement actions necessary from the new National Agreement regarding salaries. (HR Manager)</p>	
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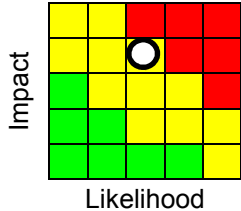
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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Performance Management Risks (Cont.)

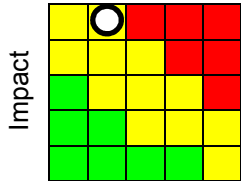
<p>3. Risk of major contractor going into administration or deciding to withdraw from the contract.</p>	<p>Poor procurement of contractor. Poor contract management. Poor management of company. External factors. State of economy (including Brexit factors). Introduction of Living Wage.</p>	<p>Reduced service levels. Non or reduced achievement of objectives. Adverse financial impacts. Reputational damage.</p>	<p>Properly procured contracts. (SMT) Active contract management supported by appropriate legal support. (SMT) Business Continuity Plan. (SMT) Soft market testing as appropriate. (SAMS) Monitor Parent Company Guarantees. (SAMS) [CreditSafe being signed up to help assess potential contractors and monitor existing ones.]</p>	
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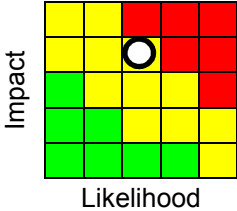
Corporate Governance Risks

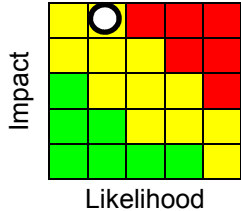
<p>4. Risk of corporate governance arrangements not maintained effectively.</p>	<p>Ineffective political and senior management leadership. Complacent attitudes. Delays in making, or failure to make, key decisions by Council Members. Breakdown of member-officer relationships. Election of new members.</p>	<p>Breakdown in internal controls leading to: non-achievement of objectives; high volumes of staff, customer, and contractor fraud; and loss of reputation.</p>	<p>Council's constitution. (DCE(AJ)) Council's strategies and policies, including Code of Financial Practice and Code of Procurement Practice. (SMT) Strong scrutiny arrangements. (SMT) Effective internal audit function. (HoF) Annual Governance Statement. (DCE(AJ)) Codes of Conduct. (Members) Effective Political Group discipline. (Group Leaders) Councillor training (CMT) New Member/Officer Protocol introduced. (DCE(AJ)) Local Code of Corporate Governance revised and re-issued adopted. (DCE(AJ))</p>	
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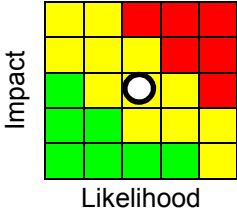
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Human Resources Risks				
<p>5. Risk of staff not developed effectively.</p>	<p>Ineffective workforce strategies. Not managing staffing resources efficiently and effectively. Possible insufficient training budget.</p>	<p>Disruption to Council services – staff cannot undertake level or volume of work to meet all priorities. Poor customer service. 'Industrial' action.</p>	<p>Link to People Strategy. (SMT) Subset of Workforce Steering Group to audit skills training as Mandatory/Essential/Desirable. Assess corporate/service area training budgets to match short and long term needs. (HR Manager) New Management Framework. (HR) Workforce planning through Service Area Plans. (SMT) Service Area Training Matrices in place to feed into Corporate Training Plan. (SMT/HR) Regular training budget reviews in Workforce Steering Group. (WSG) Appropriate use of external resources. (SMT) Learning & Development guide 2018/19 including Management programme. (WSG)</p>	 <p>Impact</p> <p>Likelihood</p>

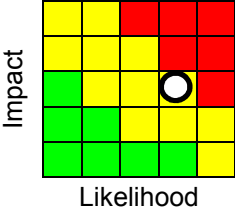
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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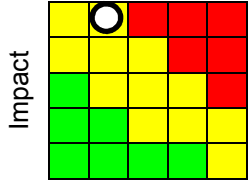
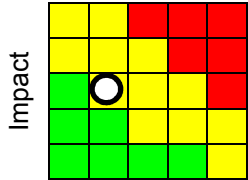
Financial Management Risks				
<p>6. Risk of insufficient finance to enable the council to meet its objectives (including insufficient reduction in operational costs).</p>	<p>Poor financial planning. Unexpected loss of income and/ or increase in expenditure. FFF Projects do not achieve sufficient savings. Risk of poor Revenue Support Grant Settlement. Business Rate Retention. Council Tax income base reducing. National Economy declines. Local economy declines Tightening of Government fiscal policy. Changes to Government Policy. Reduced Government grants. Demographic changes. Focus on FFF priorities which compromise existing service delivery. Weak financial planning and forecasts. External competition. Member decision making. Council policy framework not conducive to enterprise development. Increased contract costs (from intro of LW) Housing and Planning Bill reducing the resources available to the Council to maintain its housing landlord service. Housing numbers not achieved.</p>	<p>Forced to make large scale redundancies. Forced to make urgent decisions without appropriate planning. Forced to make service cuts. Increased costs. Fines/penalties imposed. Landlord service becomes unviable and/or the condition of the housing stock reduces its utility and value. Loss of New Homes Bonus. Reduction in reputation.</p>	<p>Codes of Financial Practice and Procurement Practice. (HoF) Effective internal audit function. (HoF) External audit of financial accounts. (HoF) Effective management of FFF Projects. (SMT) All projects accompanied with robust financial appraisals and programme forecasts that allow the Council to understand projected funding requirements. (HoF) Council's constitution. (DCE(AJ)) Financial training. (HoF) Robust financial planning and a Medium Term Financial Plan that can accurately forecast income and expenditure. (HoF/SMT) Prosperity Agenda prioritised within Council aspirations and resources aligned to support delivery. (CMT) Code of Financial Practice Training. (HoF) Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/SMT) Leisure Development Programme regarding investment and management arrangements now completed. (HoCS/CMT) New FFF programme agreed by Members. (CMT) Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms & conditions review. (SMT). Completion of the Relocation Project Phase 1 investigation work by the LLP to enable the Council to agree to move to Phase 2 – project delivery (DCE(BH)) Efficiency Plan agreed with DCLG. (HoF/CMT)</p>	 <p>Impact</p> <p>Likelihood</p>

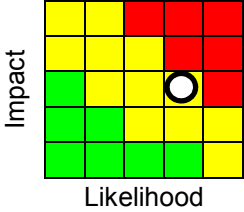
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
<p>7. Risk of additional financial liabilities.</p>	<p>Risk of revenue implications of capital schemes not being fully identified.</p> <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>Contractual disputes.</p>	<p>Fit for the Future change programme. (CMT)</p> <p>Project Risk Registers. (SMT)</p> <p>Project Management. (SMT)</p> <p>Development of an Asset Strategy linked to Asset Database. (DCE(BH))</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. (SMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p> <p>Reserves used to smooth impact of fluctuations in income. (HoF)</p>	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Financial Management Risks (Cont.)				
<p>8. Risk of not investigating potential income sources.</p>	<p>Ineffective management. Complacency. Lack of resources to investigate. Other priorities.</p>	<p>More loss-making or subsidised services. Reduced income for the Housing Revenue Account that could compromise banking covenants.</p>	<p>FFF Programme. (SMT) Effective fees and charges schemes. (HoF) Communications & Marketing Strategy. (SMT) Regular reviews of financial forecasts to ensure income projections are up to date. (HoF) Secure additional resources to ensure existing services are not impacted as a result of a focus on FFF/corporate priorities. (HoF) Ongoing engagement with the CWLEP to ensure future funding opportunities are understood and assessed. (CMT) Engagement of external partner to assess opportunities to remodel the Council's non-operational asset base (DCE(BH)) DCN Income Generation and Commercialisation Review to be undertaken (HoF)</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/SMT) Monitoring of departmental procurement. (SMT) Procurement Strategy (incl. action plan). (HoF) Code of Procurement Practice and related documents being updated. (HoF) WCC Procurement Team and WCC Legal Team providing additional support and expertise. (SMT) New Procurement function arrangements implemented. (HoF)	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Partnership Risks				
<p>10. Risk of partnerships not delivering stated objectives.</p>	<p>Poor management. Failure to apply a robust process for entering into partnerships.</p> <p>Lack of framework governing partnerships.</p> <p>Existing sub-regional partnerships disrupted or disbanded as a consequence of the regional focus resulting from the announcement of the West Midlands Combined Authority</p>	<p>Required outcomes not achieved.</p> <p>Increased costs.</p> <p>Reduced level of service or failure to deliver service.</p>	<p>Ongoing scrutiny of partnerships. (DCE(AJ))</p> <p>Partnership checklists. (DCE(AJ))/SMT</p> <p>Annual healthcheck completed by senior officers. (DCE(AJ))/SMT</p> <p>Scrutiny committee regular review. (DCE(AJ))</p> <p>Audit of partnership arrangements. (DCE(AJ))</p> <p>[Comment on above text: Given that the Council has a very small number of partnerships as defined under the old Audit Commission regime, SMT decided that partnership arrangements should be considered as part of a Service Area's day-to-day management arrangements. Thus, the need to ensure effective "partnership" arrangements in their broader sense is the more pertinent issue. Consequently the activities listed above are no longer part of the checking regime and therefore need removing from the text; hence the text has been "struck-through". In the next cycle, the text will be removed altogether.]</p> <p>Normal management arrangements. (SAMS SMT)</p> <p>Project Groups for significant services. (SMT)</p> <p>Involvement in and engagement with existing sub-regional partnerships such as CWLEP. (CMT)</p>	

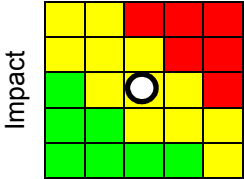
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Legal Risks				
11. Risk of not complying with key legislation or legal requirements, including failure to protect data.	Breakdown in governance. Bureaucratic mistake. For example – Not seeking legal advice; not implementing it; simply getting delivery wrong e.g. sending out wrong email.	External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation.	Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Ongoing monitoring of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT) Implement new arrangements to deal with GDPRs. (DCE(AJ))/SMT [Much progress has been, and is being, made.]	 <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. Poor training of new and existing staff on ICT systems. Poor data quality. Resistance to change.	Costly services. Inefficient services. Poor customer service. Data disclosures.	ICT Strategy and Digital Transformation Strategy. (DCE(AJ)) Fully-resourced, effective and secure IT function. (DCE(AJ)) Training for staff. (DCE(AJ)) Procurement of a Change Partner to work with SMT on the optimal use of ICT to support business processes in the lead up to the HQ relocation (ICT/HR/DCE (BH))	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Information Management Risks (Cont.)				
<p>13. Risk of failure to protect information assets from a malicious cyber attack.</p>	<p>Lack of staff training and awareness. Poor or ineffective countermeasures. Ineffective incident response plans. Inadequate penetration testing regime.</p>	<p>Reputational damage. Lost productivity. Recovery costs. Potential fines (ICO).</p>	<p>CESG approved penetration tests. (DCE(AJ)) Patch Management Policy. (DCE(AJ)) Anti-malware software, plus next generation AV- Intercept X. (DCE(AJ)) Anti-malware strategy. (DCE(AJ)) Anti-malware risk log. (DCE(AJ)) Incident Management Policy & Procedure. (DCE(AJ)) Major Virus Response Procedure. (DCE(AJ)) Electronic Information Backup Policy. (DCE(AJ)) Introduction of multiple file servers to reduce target exposure and to speed up recovery (DCE(AJ)) Introduction of temporary web site in the event of a major outage, reducing reputational damage. (DCE (AJ)) e-learning solution (DCE (AJ)) [Training programme to be developed by Training Manager.] The dedicated phishing awareness solution was rejected by the ICTSG (22 Feb 2018), but the group supported an e-learning solution. Pricing is now being sought. (DCE(AJ)) Next generation AV, including Intercepting Ransomware in place. (DCE(AJ)) National Cyber security check now in place. (DCE(AJ)) Implement Log Monitoring solution (DCE(AJ)) [Awaiting implementation dates] Implement network Intrusion Detection/Intrusion Prevention solution (DCE(AJ)) [Requirements agreed, pricing received, final due diligence being undertaken prior to placing order.]</p>	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
13. Risk of failure to protect information assets from a malicious cyber attack (continued).			The current 5-year contract with our incumbent network supplier is due to terminate on 31 March 2018. Given our existing workloads, The ICT Manager felt it inappropriate to pursue this with our existing supplier in case they did not win the next contract and the project overran. The network contract is due to be awarded in the next week, and so this action will be picked up then. (DCE(AJ) / ICT)	

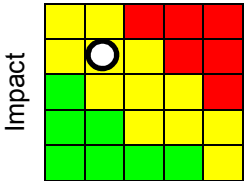
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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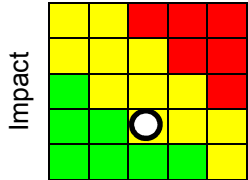
Asset Management Risks

<p>14. Risk of failing to provide, protect and maintain Council-owned property.</p>	<p>Poor management. Lack of finance. Ineffective asset management. Incomplete data on asset conditions. Lack of effective asset management planning. Insufficient resources to maintain assets. Inaction re multi-storey car parks.</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. Building closure. Closure of car parks with resultant loss of income.</p>	<p>Development of an Asset Management Strategy linked to Asset Database. (DCE(BH)) Overall strategic decisions regarding Council's corporate assets managed by multi-disciplinary Asset Strategy Group – chaired by Deputy Chief Executive. (DCE(BH)) The operational management of the corporate repairs budget is overseen by the Asset Management Group (AMG) – chaired by Property Assets Manager. (PAM) The role and function of this group reviewed as part of the Assets Team redesign. (DCE(BH))</p> <p>Improvements to be made to end-to-end systems to manage electrical testing, asbestos management fire safety, gas servicing and Legionella monitoring through the Assets Team re-design. (DCE(BH)) Remodelling of Housing Investment Programme based on HRA stock condition survey. (AM/DCE (BH))</p> <p>Completion of viability assessment review at end of Relocation Project Phase 1 work being undertaken by the LLP and confirmation of allocation of funding for the new Covent Garden MSCP. (DCE(BH))</p> <p>Completion of review of the corporate asset planned maintenance programme's next 5-year tranche. (DCE(BH))</p> <p>Preparation of Option Appraisal and Business Cases for Linen Street MSCP replacement. (HoNS) Ongoing review through re-established Corporate Compliance Group. (HoH&CP) Corporate Fire Safety Group has been established to review safety procedures in the HRA multi-storey properties. (DCE(BH))</p> <p>Completion of Condition Survey for the non-traditional HRA Stock. (DCE(BH))</p>	 <p>Impact</p> <p>Likelihood</p>
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Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
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Emergency Response and Business Continuity Risks

<p>15. Risk of a major incident not responded to effectively.</p>	<p>Numerous causes including terrorism, natural disaster, loss of ICT facilities/data and pandemic such as bird flu.</p> <p>In terms of cyber-attacks, the Council does not currently operate an automated Intrusion Detection System (IDS) / Intrusion Prevention System (IPS).</p>	<p>Partial or total loss of resources such as staff, equipment, systems.</p> <p>Major media engagement.</p> <p>Major disruption to all Council services.</p> <p>Possible legal action for damages.</p>	<p>Emergency plan reviewed every 6 months. (CMT)</p> <p>Business continuity plan reviewed every 6 months. (CMT)</p> <p>Training to be provided to councillors and to officers named in MEP. (HoH&CP) [Training has been provided to Councillors.]</p> <p>Review of the MEP, named officers within MEP, associated SOPs. Gaps identification and appropriate updating. (HoH&CP)</p> <p>Operational testing and exercising of the MEP and vulnerability responses within Warwickshire. (HoH&CP)</p> <p>Safety Advisory groups of events held within the district & command and control centres for major district events. (HoH&CP)</p> <p>Review of business continuity plans for service areas. Council wide consolidation of the priorities contained within those plans. (HoH&CP)</p> <p>ICT Business Continuity contract, inc. annual off-site rehearsal. (ICT)</p> <p>Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing. (ICT)</p> <p>Backup and recovery procedures. (ICT)</p> <p>Provision of Counter Terrorism training. (HoH&CP)</p> <p>Implement Log Monitoring solution (DCE(AJ)) [Awaiting implementation dates]</p> <p>Implement network Intrusion Detection/Intrusion Prevention solution (DCE(AJ)) [Requirements agreed, pricing received, final due diligence being undertaken prior to placing order]</p> <p>The current 5-year contract with our incumbent network supplier is due to terminate on 31 March 2018. Given our existing workloads, The ICT Manager felt it inappropriate to pursue this with our existing supplier in case they (DCE(AJ) / ICT) did not win the next contract and the project overran. The network contract is due to be awarded in the next week, and so this action will be picked up then.</p>	 <p>Impact</p> <p>Likelihood</p>
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Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
Environmental Risks				
16. 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.	Sustainability Action Plan. (HoH&CP)	 <p data-bbox="1839 464 1868 544">Impact</p> <p data-bbox="1921 603 2047 627">Likelihood</p>

Key:

New narrative

Narrative transferred

Deleted narrative

Comment

ϕ = Current risk score

etc = Previous risk scores

Æ etc = trail (direction) of changes

CMT	:	Corporate Management Team
SMT	:	Senior Management Team
CE	:	Chief Executive
DCE(AJ)	:	Deputy Chief Executive and Monitoring Officer – Andrew Jones
DCE(BH)	:	Deputy Chief Executive – Bill Hunt
HoF	:	Head of Finance (and S151 Officer)
HoDS	:	Head of Development Services
HoH&CP	:	Head of Health & Community Protection
HoNS	:	Head of Neighbourhood Services
HoH	:	Head of Housing
AM	:	Assets Manager
HoCS	:	Head of Cultural Services
HR	:	Human Resources & Organisational Development Manager
ICT	:	ICT Manager