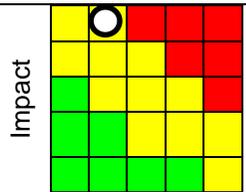
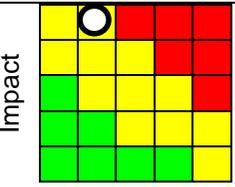
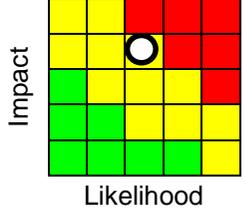
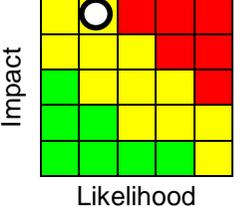
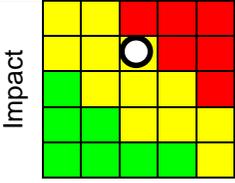


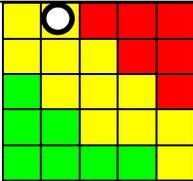
## Significant Business Risk Register

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks</b>				
<p>1. 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>Business Strategy can't be agreed due to no overall political control.</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 demotivated staff.</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. (SMT)</p> <p>People Strategy Action plan. (SMT)</p> <p>Strong leadership to ensure priorities are managed to a deliverable level. (SMT)</p> <p>Securing additional resources to support existing service provision. (CMT)</p> <p>Projects drawn up within RIBA framework. (SMT)</p> <p>FFF June 2018 report to Exec agreed further projects to include in the programme. (Further report went to 10 July 2019 Executive.)</p> <p>Agreement of Business Strategy. (Intention for draft Business Strategy to be in place by October 2019.)</p>	 <p>Impact</p> <p>Likelihood</p>

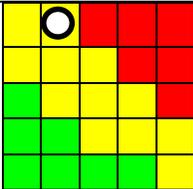
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks (Cont.)</b>				
<p>2. Risk of sustained service quality reduction.</p>	<p>Shortage of staff resources and staff skills and knowledge.  Staff 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.  Health pandemic.  Contractor failure.  Unplanned termination of contract by contractor.  Housing numbers not achieved.  Increase in Members' and Citizens' expectations.  Greater demand on services from increases in the population as well as societal, technological and legislative changes.  Changes 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)  Enhanced Performance Management System. (SMT)  Corporate Workforce Steering Group project completed in respect of salary review, and impact of National Living Wage. (HR Manager)  Corporate Workforce Steering Group project ongoing in respect of Apprenticeships. (HR Manager)  [Apprentices are being recruited on an ongoing basis.]  <del>Implement actions necessary from the new National Agreement regarding salaries. (HR Manager) Done.</del>  <b>Ongoing identification of where pressure points are and development of action plans as part of the Business Strategy review.</b>  Outcome of work will feed into Business Strategy review.</p>	 <p>Impact</p> <p>Likelihood</p>

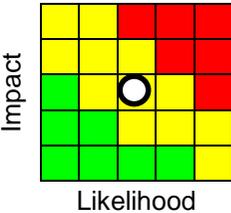
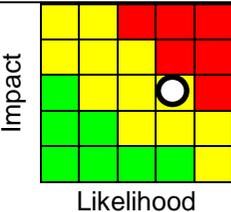
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Performance Management Risks (Cont.)</b>				
<p>3. Risk of major contractor going into administration or deciding to withdraw from the contract.</p>	<p>Poor procurement 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. (SMT)            Parent Company Guarantees being monitored. (SAMS) <b>[CreditSafe being used to help assess potential contractors and monitor existing ones.]</b></p>	
<b>Corporate Governance Risks</b>				
<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 that may lack relevant experience and/or knowledge of local government.            Delays in making decisions due to no overall political control. <b>(Not materialising currently.)</b></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 adopted. (DCE(AJ))            CMT/Group Leaders meetings <b>(enabling all groups to be better briefed).</b></p>	

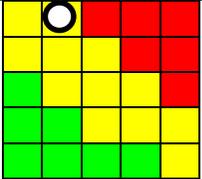
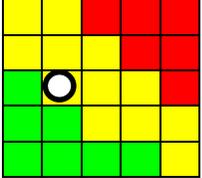
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Human Resources Risks</b>				
<p>5. Risk of staff not developed effectively.</p>	<p>Ineffective workforce strategies.            Not managing staffing resources efficiently and effectively. (The gender pay gap report is evidence-based.)            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.            Unable to meet statutory requirements.  <b>The potential of staff is not fulfilled.</b></p>	<p>Link to People Strategy. (SMT)            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 &amp; Development Guide including Management programme. (WSG)  <b>To develop a response to the Gender Pay Gap Report. (SMT)</b></p>	 <p>Impact</p> <p>Likelihood</p>

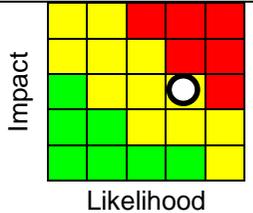
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Financial Management Risks</b>				
<p>6. Risk of insufficient finance to enable the council to meet its <b>service area plan</b> objectives (including insufficient reduction in operational costs).</p>	<p>Poor financial planning. Unexpected loss of income and/ or increase in expenditure. FFF Projects do not achieve sufficient savings. Reset of Revenue Grant. 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 National Living Wage) Housing numbers not achieved. Delay in fair funding review. Inability to agree suitable funding proposals to allow HQ relocation project to move to Phase 2 – project delivery. Inability to agree suitable funding proposals to allow the HQ relocation project to move to Stage 2 (delivery phase). Changes to funding proposals for existing schemes. <b>Climate Emergency Declaration.</b></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. Unable to meet statutory requirements. <b>Failure to deliver carbon-neutral objectives by 2025.</b></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) Code of Financial Practice Training. (HoF) Plan in place to make savings as to meet the anticipated budget shortfall. (HoF/SMT) <b>New FFF change programme to be agreed by Members and Strategic Business Plan to be updated. (CMT)</b> Aspirations aligned with Council to support delivery. Ongoing monitoring and future reports of existing assumed savings – e.g. leisure programme, office move, terms &amp; conditions review. (SMT). <b>Update reports to Executive with recommendations on any changes to funding proposals for existing projects as appropriate.</b> Changes to funding proposals for existing projects. <b>Agreement of Business Strategy 2019-2023. (Will need to identify that climate change objectives will generate additional costs.)</b> <b>On-year funding review.</b> <b>Budget review paper.</b></p>	 <p>Impact</p> <p>Likelihood</p>

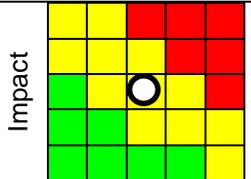
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Financial Management Risks (Cont.)</b>				
<p>7. Risk of additional financial liabilities.</p>	<p>Risk of revenue implications of capital schemes not being fully identified.</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>Service Area and Project Risk Registers. (SMT)</p> <p>Project Management. (SMT)</p> <p><b>Development of Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets (scheduled for Sept October 2019). (ASG)</b></p> <p><b>Maintenance of a comprehensive asset database. (AM)</b></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>	<p>Risk impact changed after SMT review.</p>

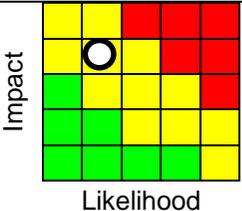
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Financial Management Risks (Cont.)</b>				
<p>8. Risk of not investigating <b>obtaining</b> potential income sources.</p>	<p>Ineffective management. Complacency. Lack of 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 &amp; 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 <del>external partner to assess</del> <b>appropriate advice to enable</b> opportunities to remodel the Council's non-operational asset base <b>to be assessed</b>. (DCE(BH)) DCN Income Generation and Commercialisation Review undertaken (HoF) <b>Business Strategy 2019-2023</b> <b>Paper on External Funding Opportunities.</b></p>	 <p>Impact</p> <p>Likelihood</p>

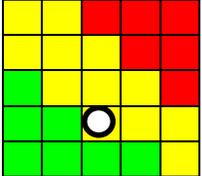
Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Procurement Risks</b>				
9. Risk of improper procurement practices and legislative requirements not being complied with.	Weak governance arrangements. Ineffective procurement. 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 updated. (HoF) WCC Procurement Team and WCC Legal Team providing additional support and expertise. (SMT)	
<b>Partnership Risks</b>				
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. Existing sub-regional partnerships disrupted or disbanded as a consequence of the regional focus resulting from the announcement of the West Midlands Combined Authority	Required outcomes not achieved. Increased costs. Reduced level of service or failure to deliver service.	Normal management arrangements. (SAMS SMT) Project Groups for significant services. (SMT) Involvement in and engagement with existing sub-regional partnerships such as CWLEP. (CMT)	

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Legal Risks</b>				
<p>11. Risk of not complying with key legislation or legal requirements, including failure to protect data.</p>	<p>Breakdown in governance. Bureaucratic mistake. For example – Not seeking legal advice; not implementing it; simply getting delivery wrong e.g. sending out wrong email. Lack of appropriate resources.</p>	<p>External censure. Financial loss. Litigation. Financial sanctions/penalties Damage to reputation.</p>	<p>Constitution. (DCE(AJ)) External legal advice. (DCE(AJ)) Ongoing monitoring of all Executive recommendations. (DCE(AJ)) Ongoing professional training. (SMT) Implementation of new arrangements to deal with GDPRs. (DCE(AJ))/SMT</p>	 <p>Impact</p> <p>Likelihood</p>
<b>Information Management Risks</b>				
<p>12. Risk of ineffective utilisation of information and communications technology.</p>	<p>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 from various stakeholders.</p>	<p>Costly services. Inefficient services. Poor customer service. Data disclosures.</p>	<p>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)) Monitoring of service plan and operational service reviews by SMT. (SMT)</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Information Management Risks (Cont.)</b>				
<p>13. Risk of failure to protect information assets from 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 &amp; 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) <b>(Risk Mitigation transferred to RISK 14.)</b>)            e-learning solution (DCE (AJ) <b>[Training programme to be developed by Training Manager.]</b>)            Next generation AV, including Intercepting Ransomware in place. (DCE(AJ))            National Cyber security check now in place. (DCE(AJ))  <b>Implement Log Monitoring solution (DCE(AJ))</b> Installation of the software is complete. Final configuration scheduled for 7 March 2019. Waiting for further supplier proposals to complete the implementation            Installation of Network Intrusion Detection/Intrusion Prevention solution.  <b>Transfer data to iCloud. (ICT)</b> Adoption of Cloud services and infrastructure as appropriate (For example, MS Office365)            Actions are "opportunistic rather than planned" so not in bold.  <b>Participate in LRF Programme central government questionnaire. (ICT)</b></p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Asset Management Risks</b>				
<p>14. Risk of failing to provide, protect and maintain Council-owned property (buildings and equipment).</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. Failure of IT system.</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 Strategy linked to Asset Database. (AM) <b>Amended to reflect two separate action points. See next two action points...</b> <b>Development of Corporate Asset Management Strategy and an accompanying Action Plan covering all General Fund and HRA assets (scheduled for Sept/October 2019). (ASG)</b> <b>Maintenance of a comprehensive asset database. (AM)</b> Overall strategic decisions regarding Council's corporate and HRA assets managed by multi-disciplinary Asset Strategy Group – chaired by Deputy Chief Executive. (DCE(BH)) Establishment of a corporate compliance and delivery group reporting to the Asset Strategy Group (AM) <b>Improvements to be made to end-to-end systems to manage electrical testing, asbestos management fire safety, gas servicing and Legionella monitoring through the new Assets Team structure. (AM)</b> Appropriate systems to manage electric testing, gas servicing, asbestos management and removals, legionella testing, fire risks and health and safety assessments across all Council assets (AM/HoCP) Remodelling of Housing Investment Programme based on HRA stock condition survey. (AM/DCE (BH)/HoH) Having sufficient reserves to be able to respond to unexpected issues. (HoF) <b>Completion of the review of the relocation project and proposed redevelopment of the Covent Garden site following the Executive decision not to pursue any future projects through the LLP. (AM)</b> <b>Completion of review of the corporate asset planned maintenance programme's next 5-year tranche. (AM)</b> <b>Completion of the various elements of the Corporate Asset Management Strategy Action Plan (AM/HoH)</b> Having appropriate structures to review compliance. (HoH&amp;CP) Fortnightly monitoring of multi-storey block improvement programme through Corporate Fire Safety Group (DCE(BH)) Introduction of temporary web site in the event of a major outage, reducing reputational damage. (DCE (AJ)) Financial planning for equipment and system renewal. (HoF) Mitigations set out in ICT Risk Register + debrief and action plan when problems have emerged.</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Emergency Response and Business Continuity Risks</b>				
<p>15. Risk of a major incident not responded to effectively.</p>	<p>Numerous causes including loss of ICT facilities/data, loss of staff, absence of effective BCP.</p>	<p>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.</p>	<p>Emergency plan reviewed every 6 months. (CMT) Business continuity plan reviewed every 6 months. (CMT) Ongoing training of councillors and officers named in MEP. (HoH&amp;CP) Review of the MEP, named officers within MEP, associated SOPs. Gaps identification and appropriate updating. (HoH&amp;CP) Operational testing and exercising of the MEP and vulnerability responses within Warwickshire. (HoH&amp;CP) Safety Advisory groups of events held within the district &amp; command and control centres for major district events. (HoH&amp;CP) Review of business continuity plans for service areas. Council wide consolidation of the priorities contained within those plans. (HoH&amp;CP) ICT Business Continuity contract, inc. annual off-site rehearsal. (ICT) Perimeter network protection (Firewall, 2 Factor Authentication, Spam filter, Antivirus, etc.), including penetration testing. (ICT) Backup and recovery procedures. (ICT) Provision of Counter Terrorism training. (HoH&amp;CP) <b>Implement Log Monitoring solution implemented. (DCE(AJ))</b> Installation of Network Intrusion Detection/Intrusion Prevention solution.</p>	 <p>Impact</p> <p>Likelihood</p>

Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation / Control / Future Action (in bold)	Residual Risk Rating
<b>Environmental Risks</b>				
<p>16. Risk of climate change and environmental challenges not responded to effectively.</p>	<p>Lack of expertise. Lack of finance. Failure to reduce carbon footprint.</p>	<p>Budgetary impacts. Service changes required if long recovery phase. Loss of reputation and external censure. Disruption to services. Public health issues.</p>	<p>Actions included in Sustainability Action Plan. (HoH&amp;CP) e.g. electric vehicles, agile working arrangements, recycling, plastics policy, etc.</p> <p><b>Agreement of Business Strategy 2019-2023 and delivery of Climate Change Action Plan allowing members to determine extent of measures/projects to mitigate climate change and other environmental challenges that are to be included. (SMT)</b></p> <p><b>Procurement of professional consultancy support. (SMT)</b></p>	 <p>Impact</p> <p>Likelihood</p>

**Key:**

New narrative (since previous quarter)

Narrative transferred (since previous quarter)

Deleted narrative (since previous quarter)

Control/mitigation that had been, in previous quarter, recorded as an action.

**Comment**

○ = Current risk score

① ② etc = Previous risk scores

↑ → etc = trail (direction) of changes

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