

## Strategic Risk Register and Action Plan

<b>Risk Number 1</b>	<b>Risk Owner: Jo-Anne Ireland</b>	<b>DATE: August 2014</b>
<b>Business Risk Description: Finance Pressures</b>		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>Failure or significant reduction of income streams and external funding</li> <li>Significant change in priorities – influenced by either demand, political vision or legislation</li> <li>Unplanned expenditure as a result of urgent works</li> <li>Expenditure incurred where no budgetary provision exists</li> <li>Target levels for income are not achieved</li> <li>Target efficiency savings are not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Council unable to meet budget requirements</li> <li>Staffing and service level reductions</li> <li>Greater use of reserves to maintain a balanced budget</li> <li>Working balance levels fall below the risk assessed level</li> <li>Increased Council Tax</li> <li>Increase in charges</li> </ul>	<ul style="list-style-type: none"> <li>Medium Term Financial Planning is undertaken on an annual basis</li> <li>Monthly Budget Monitoring</li> <li>Half year reports to Members</li> <li>A Funding Volatility Reserve has been created to specifically address the uncertainty of Government funding levels</li> <li>Healthy reserves and working balance levels held</li> </ul>	3	4	12
					Retain

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
In year savings are proving to be a challenge for 2014/15.	<ul style="list-style-type: none"> <li>Additional work required in the following areas:                             <ol style="list-style-type: none"> <li>Revenues and Benefits</li> <li>Customer Contact Centre</li> </ol> </li> <li>Longer term MTFP to be developed</li> <li>Develop a strategy for delivery or savings, additional income</li> </ul>	31/03/2015  04/03/2015	Steve Summers, Head of Customer Services Jo-Anne Ireland, Acting Chief Executive Jo-Anne Ireland, Acting Chief Executive

<b>Risk Number 2</b>	<b>Risk Owner: Gordon Glenday</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Local Development Plan		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>Failure of Council to adopt a Plan in line with National Planning Policy Framework (NPPF)</li> <li>Lack of formal agreement through Duty to Cooperate</li> <li>Failure to adopt Community Infrastructure Levy (CIL)</li> <li>Loss/long term absence of staff</li> <li>Recruitment difficulties</li> </ul>	<ul style="list-style-type: none"> <li>Planning applications judged against NPPF 'in favour of sustainable development'</li> <li>Development permitted in locations on an ad-hoc basis</li> <li>Potential appeal costs</li> <li>Staff resource implications to deal with increased applications</li> <li>Lack of necessary infrastructure funding</li> <li>Delay to Plan preparation and lack of necessary expertise &amp; experience</li> </ul>	<ul style="list-style-type: none"> <li>Meeting targets set out in the Plan timetable (Local Development Scheme)</li> <li>Ongoing discussion with neighbouring Local Planning Authorities</li> <li>Recruitment of permanent staff to fill posts in Planning Policy Team (August 2014), reduced reliance on agency &amp; temp staff</li> </ul>	3	4	12
					Reduce

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
Current adopted Plan timetable now out of date, CIL Preliminary Charging Rates agreed by Strategy & Policy Board (19.03.14) but consultation has yet to take place	<ul style="list-style-type: none"> <li>Agreement of a new Plan timetable</li> <li>Agreement through Duty to Cooperate with neighbouring Local Planning Authorities regarding cross-boundary issues</li> <li>Agreement of key issues to inform proposed spatial strategy for quantum and locations of new development</li> <li>Completion of technical evidence to inform emerging Plan policies</li> <li>Consultation on CIL Preliminary Draft Charging Schedule and further work to enable CIL adoption by April 2015 deadline</li> </ul>	LDP – Dec 2015  CIL – April 2015	Tony Pierce, Interim Head of Planning Gordon Glenday, Head of Planning Phil Drane, Planning Policy Team Leader Alex Bird, Senior Planning Policy Officer

<b>Risk Number 3</b>	<b>Risk Owner: Ashley Culverwell &amp; Steve Summers (re IT requirements)</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Disaster Recovery/Continuity Planning		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>Failure to respond effectively to an incident/event (e.g IT loss, virus/flu pandemic)</li> <li>Failure to provide critical services</li> <li>Failure to identify critical suppliers</li> <li>Lack of resilience of local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Ineffective response to an incident causes service disruption</li> <li>Unable to deliver key services</li> <li>Possible loss of income</li> <li>Staff absence</li> <li>Vulnerable residents at risk through lack of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Most services already have Business Continuity Plans in place</li> <li>Civil Contingency Act</li> <li>Insurance cover</li> <li>Alternative fuel stocks/supplies</li> <li>Pandemic flu plan</li> </ul>	2	5	10
					Reduce

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
Plans in place have not been updated regularly and testing infrequent.	<ul style="list-style-type: none"> <li>Corporate and service Business Continuity Plans to be updated</li> <li>Exercises to test the adequacy of Business Continuity Plan and capacity to deliver the Plan</li> <li>Intranet development for Business Continuity and Emergency Planning information</li> <li>Need to test resilience of Gold Command &amp; Emergency Planning/Business Continuity measures that are in place</li> <li>Update IT Disaster Recovery Plan</li> </ul>	March 2015	Mark Stanbury, Senior Environmental Health Officer Sue White, Risk & Insurance Officer Departmental managers Risk Management/CLB  Steve Summers, Head of Customer Services & Tim Huggins, ICT Manager

<b>Risk Number 4</b>	<b>Risk Owner: Jo-Anne Ireland</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Organisational Capacity		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>Lack of capacity to effectively govern the organisation</li> <li>Loss/sickness of key staff</li> <li>Failure to focus on staff wellbeing and development</li> <li>Failure to build relationships with residents and business communities</li> </ul>	<ul style="list-style-type: none"> <li>Poor staff morale</li> <li>Poor communications</li> <li>Inability to deliver effective and efficient services</li> <li>Poor delivery of aspirations and priorities</li> <li>Inefficient use of resources</li> <li>Breakdown of Officer and Member relations</li> </ul>	<ul style="list-style-type: none"> <li>MTFP</li> <li>Communications Protocol and Strategy</li> <li>Workforce Strategy</li> <li>Staff Survey (and Action Plan)</li> <li>Peer Review (and Action Plan)</li> <li>Regular meetings between Senior Members and Officers</li> <li>Staff Bulletins and Briefings</li> <li>Review options for alternative service delivery models</li> </ul>	3	4	12
					Reduce

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
<p>As a small Authority – changes in priorities will always present a challenge in terms of flexibility and capacity to deliver.</p> <p>Financial constraints (also set out in RSK 1) places pressure on maintaining effective service delivery</p>	<ul style="list-style-type: none"> <li>Develop a clear and concrete vision for the Council in order that resource requirements can be scoped</li> <li>Continuous programme of service reviews to evaluate alternative options for service delivery</li> </ul>	<p>31/03/2015</p> <p>Ongoing</p>	<p>Jo-Anne Ireland, Acting Chief Executive</p> <p>Relevant Managers</p>

<b>Risk Number 5</b>	<b>Risk Owner: Chris Potter</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Information Management and Security		

<b>Trigger</b>	<b>Consequences</b>	<b>Existing Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Rating to date</b>
<ul style="list-style-type: none"> <li>• Data held by the Council ends up in inappropriate hands</li> <li>• Little or no awareness of data collected internally – poor information sharing</li> <li>• Lack of resources for IT integration</li> </ul>	<ul style="list-style-type: none"> <li>• Breach of corporate governance</li> <li>• Increased costs and legal implications</li> <li>• Reputation damaged</li> </ul>	<ul style="list-style-type: none"> <li>• Data Protection Policy</li> </ul>	3	5	15
					Reduce

<b>Effectiveness of controls</b>	<b>Further Action Required</b>	<b>Target Date for completion</b>	<b>Officer(s) Responsible</b>
Weak, arising from a lack of an integrated approach to information management across the Council.	<ul style="list-style-type: none"> <li>• Review existing Data Protection Policy</li> <li>• Raise awareness of the importance of information to the Council and the individual</li> <li>• Produce a co-ordinated approach to information management and security</li> <li>• Deliver training and embed within the culture of the organisation</li> </ul>	31/03/2015	Christopher Potter, Monitoring Officer and Head of Support Services

<b>Risk Number 6</b>	<b>Risk Owner: Steve Summers</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Customer Access Strategy		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>No Customer Access Strategy produced and approved by end Dec 2014</li> <li>Target efficiency savings are not achieved</li> <li>Unable to provide/meet customer service performance levels</li> </ul>	<ul style="list-style-type: none"> <li>Non realization of savings/benefits if this is not in place</li> <li>£250K of savings at risk by 31 March 2015</li> <li>Failure to provide effective Customer Service</li> <li>Lack of integration with other Council services</li> <li>Failure to align ICT and Customer Access Strategies will inhibit ability to transform Customer Services</li> </ul>	<ul style="list-style-type: none"> <li>Not in place as Customer Access Strategy not produced</li> <li>Resources now in place.</li> </ul>	2	5	10
					Reduce

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
Not applicable until Customer Access Strategy approved	<ul style="list-style-type: none"> <li>Draft Customer Access Strategy to be reported to Finance &amp; Resources Committee on 14<sup>th</sup> January 2015</li> </ul>	31/01/2015	Steve Summers, Head of Customer Services

<b>Risk Number 7</b>	<b>Risk Owner: Jo-Anne Ireland</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Commercial Activities		

Trigger	Consequences	Existing Controls	Likelihood	Impact	Risk Rating to date
<ul style="list-style-type: none"> <li>• Business plans not agreed</li> <li>• Individual service income not realised or income generation below projections</li> <li>• Business models reveal poor market prospects or fail</li> <li>• Income not realized due to weak commercial company arrangements (including poor Governance)</li> </ul>	<ul style="list-style-type: none"> <li>• Council unable to meet budget requirements</li> <li>• Staffing and service level reductions</li> <li>• Spending/service cutbacks</li> <li>• Greater use of reserves if required net savings are not achieved</li> <li>• Increased Council Tax</li> <li>• Increase in charges</li> <li>• Ineffective application of business model and company fails (services move back in-house)</li> </ul>	<ul style="list-style-type: none"> <li>• Medium Term Financial Planning is undertaken on an annual basis with monitoring arrangements</li> <li>• Monthly Budget Monitoring</li> <li>• Quarterly monitoring arrangements</li> <li>• Regular reports to Asset and Enterprise committee to provide close monitoring</li> <li>• Robust business modeling and financial projections</li> </ul>	2	4	8
					Reduce

Effectiveness of controls	Further Action Required	Target Date for completion	Officer(s) Responsible
In early stages but all aspects of this are being closely monitored by all parties (senior officers and Members)	<ul style="list-style-type: none"> <li>• More reporting on progress</li> <li>• Services to include updates within their service plans</li> <li>• Sound legal and financial advice to support the creation of a commercial company</li> <li>• Agree commercial vehicle requirements for the Council</li> <li>• Develop a business case to support the commercial activity</li> </ul>	April 2015  04/03/2015  04/03/2015	Brett Regan, Commercial Programme Manager Phil Ruck, Contract & Corporate Projects Manager  Phil Ruck, Contract & Corporate Projects Manager Phil Ruck, Contract & Corporate Projects Manager & Steve Summers, Head of Customer Services

<b>Risk Number 8</b>	<b>Risk Owner: Phil Ruck</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Contract/Partnership Failure		

<b>Trigger</b>	<b>Consequences</b>	<b>Existing Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Rating to date</b>
<ul style="list-style-type: none"> <li>Key partnership fails or services provided via arrangements lacking adequate governance</li> </ul>	<ul style="list-style-type: none"> <li>Lack of accountability</li> <li>Resources wasted</li> <li>Financial losses</li> <li>Objectives not met</li> </ul>	<ul style="list-style-type: none"> <li>SLA's embedded within contract and penalties in place for non performance</li> <li>Regular reporting on contract performance</li> <li>Escalation and governance in place</li> </ul>	2	4	8
					Reduce

<b>Effectiveness of controls</b>	<b>Further Action Required</b>	<b>Target Date for completion</b>	<b>Officer(s) Responsible</b>
Controls are governed by contract and are in a good situation	<ul style="list-style-type: none"> <li>Continue to fine tune reporting</li> <li>Hold regular meetings with suppliers</li> <li>Engage relevant HoS (where applicable)</li> <li>New performance reports established and submitted to F&amp;R Committee</li> </ul>	31/12/2014	Phil Ruck, Contract & Corporate Projects Manager



<b>Risk Number 9</b>	<b>Risk Owner: Jo-Anne Ireland</b>	<b>DATE: August 2014</b>
<b>Business Risk Description:</b> Lack of Strategic Direction		

<b>Trigger</b>	<b>Consequences</b>	<b>Existing Controls</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Rating to date</b>
<ul style="list-style-type: none"> <li>Lack of long term strategic planning</li> <li>Lack of relationship with residents, business communities and partners</li> </ul>	<ul style="list-style-type: none"> <li>Failure to adapt to policy/legislative changes</li> <li>Poor performance management</li> <li>Poor morale</li> <li>Poor delivery of priorities/aspirations</li> <li>Inefficient use of resources</li> <li>Reputation undermined</li> <li>Failure to communicate effectively</li> <li>Lack of community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Plan</li> <li>Training and Development for Officers and Members</li> <li>Code of Conduct</li> <li>Consultation/Surveys</li> <li>Project and Performance Management Framework</li> </ul>	3	4	12
					Reduce

<b>Effectiveness of controls</b>	<b>Further Action Required</b>	<b>Target Date for completion</b>	<b>Officer(s) Responsible</b>
Some improvements required	<ul style="list-style-type: none"> <li>Develop a clear and concrete vision for the Council in order that resource requirements can be scoped and the vision can be communicated internally and externally</li> </ul>	31/03/2015	Jo-Anne Ireland, Acting Chief Executive