

2011/12 Strategic Risk Register - October 2011 to January 2012 inclusive



Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
SR1	Risk of significant reduction in funding above that planned for.	There is uncertainty around future funding, both from Government and other areas such as income from commodities markets for recycled materials. There are cost pressures combined with an increased awareness and scrutiny of financial position.			3	3	Alan Madin	October 2011 to January 2012: The budget proposal is for a council tax freeze in both 2012 and 2013 with the latter year subject only to no significant loss of income from government. The MTFP retains a good level of planning contingency in each year to mitigate this risk and unringfenced reserves are near the ceiling point set out in the Reserves Policy.

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SR2	Risk of a loss of capacity / capability and flexibility to deliver service levels we would like.	There are challenges around workforce planning to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility.			4	3	Alan Madin	October 2011 to January 2012: The shared service strategic business case has been endorsed by all 3 councils and a detailed business is being developed to June 2012. The senior management restructure is completed and interim arrangements put in place following the departure of the chief executive.

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SR3	Risk that supplier / contractor or key third sector partner fails or fails to deliver.	A number of key external and internal services are delivered through major contracts, both directly and in consortia. This is both through private sector supply chains and in conjunction with the voluntary and third sector.			3	2	George Robertson	October 2011 to January 2012: Refuse, grounds maintenance, leisure and parking contracts subject to robust management and control systems. All tenders supported by Procurement Adviser. Internal Services and Neighbourhood Services: No significant concerns at present. Planned mitigating actions: IT contracts to be more closely supported by trained officers within individual teams.

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SR4	Risk that investment and effort does not deliver benefits and returns.	Moving more towards shared services with other public sector partners. Potential for lack of consistent political buy-in by all partners resulting in considerable effort without benefit. There is also a challenging skill set for managers due to the complexity.			3	2	Alan Madin	October 2011 to January 2012: Approval given to work up the detailed business case in the period to June 2012 external support for financial appraisal and for HR work stream to mitigate risks from lack of capacity

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SR5	Risk of being unable to long term strategically plan.	There is uncertainty on overall future government policy and a number of changes required without accompanying resource.			2	3	Simon Drinkwater	October 2011 to January 2012: The Executive and CMT considers reports as required. New policies are developed in response to changes in government policy and changes to circumstances. Proposed changes to policy are considered by Scrutiny Committees and existing policies re reviewed through the scrutiny process in accordance with the approved work programme.

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SR6	Risk that SMG does not implement Council policies in a coherent and consistent way.	There could be a lack of consistency and cohesion at senior management levels of implementing decisions.			4	1	Simon Drinkwater	October 2011 to January 2012: Items for decision are reported to the relevant body or group. Consultation takes place before the decision and all decisions are recorded. Arrangements have been put in place to ensure Members are informed and there is clear communication with Members.