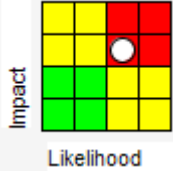
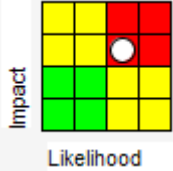
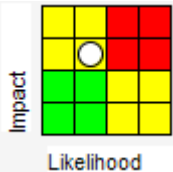
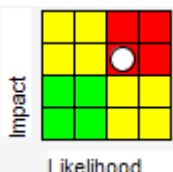
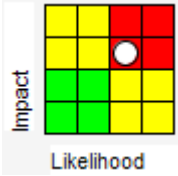
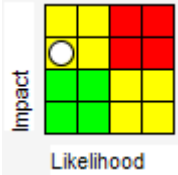
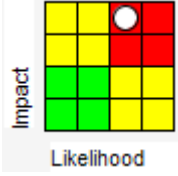


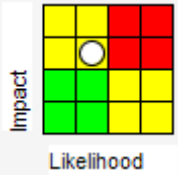
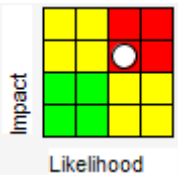
Strategic Risk Register January to March 2014

Code	Title	Description	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
13-SR1	Risk of significant reduction in funding above that planned for, in particular localisation of Council Tax Support and localisation of business rates.	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	Adele Taylor	January to March 2014: The finance settlement was announced in December 2013 and the financial model over the medium term has been updated for the new settlement amounts.
13-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.		3	3	Adele Taylor	January to March 2014: The refreshed medium term financial plan still requires savings to be delivered within the next four years. Workforce implications need to be considered alongside annual budget proposals.
13-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 A Robertson	January to March 2014: The council has robust contract management processes and procedures in place to ensure any concerns are flagged up early.
13-SR4	Risk that investment and effort does not deliver benefits and returns in Shared Services	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	3	Adele Taylor	January to March 2014: Both shared services are being regularly monitored through joint partnership boards and outcomes expected are being delivered to profile.

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13-SR5	There is uncertainty on overall future government policy and a number of changes required without accompanying resource.	Risk of being unable to long term strategically plan.		3	3	Simon Drinkwater	<p>January to March 2014: Risk on target. Risks arising from changes in government policy are identified and reported to Corporate Management Team. (CMT). The Council is continuing to respond to changes in the benefit system. The situation is being monitored. Resources have been identified to address the increased demands for relevant services. The Council has responded to the changes in planning resulting from the introduction of the new framework and other changes arising from the Localism Act. The District Plan is progressing with a report to Council in January 2014. Consultation on the Plan is continuing. It is intended that the Plan will go forward for examination in 2015. The delay in the provision of the District Plan has increased the risks of housing development being allowed on appeal. The budget challenge process has created opportunities for additional financial savings. Potential effects on staff and other resources are kept under review. Reports are made to CMT as necessary.</p>
13-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.		3	1	Simon Drinkwater	<p>January to March 2014: Corporate Management Team (CMT) meets fortnightly. Part of the role of CMT is to ensure consistency in implementing decisions. Directors discuss the implementation of decisions with Heads of Service and other managers to ensure consistency of approach. Departmental Management Team meetings convey details of decisions to relevant staff. Directors are responsible for ensuring that decisions are implemented correctly. The Here to Help initiative should lead to more dynamic decision making. Regular meetings of SMG which includes the Corporate Management Team deal with current topics and outstanding issues. CMT has added a forward work plan to monitor its work.</p>
13-SR7	Availability and performance of IT systems and resources impacting on service delivery.	Reduced levels of service across the Authority. Targets may not be achieved. Staff morale and reputation of Council may suffer. Influence of ITSG should reduce risks		4	3	Adele Taylor	<p>January to March 2014: The Information Technology Steering Group (ITSG) continues to monitor system availability and performance. There have been a small number of system outages and detailed reports describing why these have occurred and actions to mitigate risk of future failures are reviewed at ITSG. It is expected that the impact of the new infrastructure roll out will have a positive effect once fully complete in quarter one 2014/15.</p>

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13-SR8	Data Protection: Failure to comply with the data protection principles. The potential disclosure of personal data inappropriately.	Action may be taken by the ICO. Individuals may suffer if their personal data, particularly sensitive personal data is disclosed.		3	2	George A Robertson	January to March 2014: Report and action plan for 2014/15 presented and endorsed by Corporate Management Team in March 2014. Three key aspects will be focussed on for further enhancement: application of the document retention and disposal policy in services, use of fair processing notices, data sharing. Shared IT services have high priority policy development regarding use of portable IT equipment, home working and email security to deliver. The Operational Risk Management Group will take oversight of the corporate actions. The Information Management team will spot check service based actions.
13-SR9	Impact of welfare reform changes.	New legislation will have an adverse financial impact on a significant number of residents. Residents will require more support from services across the Council affecting staffing levels, finances, and a risk of increased aggression. There may also be difficulties in implementing Government policy.		3	3	Adele Taylor	January to March 2014: The workload in the Revenues and Benefits service continues to increase. Services across the Council including Housing and Customer Service continue to also experience an increase in demand. Services are working together to work efficiently and effectively to manage the increased workload.