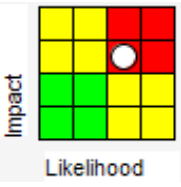
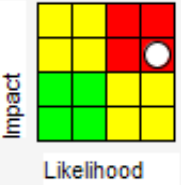
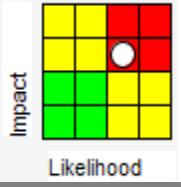
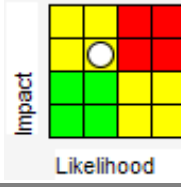
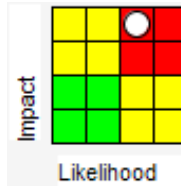
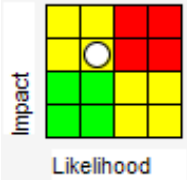
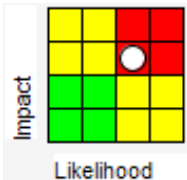
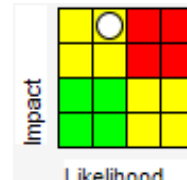


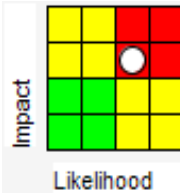
# Strategic Risk Register July to September 2014

## Essential Reference Paper 'B'

| Code   | Title   | Description  | Current Risk Matrix | Impact | Likelihood | Managed By         | Latest Note  |
|--------|---|--|---------------------|--------|------------|--------------------|--|
| 14-SR1 | Risk of significant reduction in funding above that planned for, in particular localisation of Council Tax Support, localisation of business rates and New Homes Bonus. | 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       | July to September 2014: The Council refreshed its Medium Term Financial Plan during August/September 2014 and considered the risks around future funding, using the latest available information and consideration of how the Council could respond to further shocks. The Council underspent in 2013/14 and used some of the resources to mitigate against risks around future expenditure either through setting aside earmarked reserves, paying off £1m against the pension deficit to reduce future contributions against past expenditure etc. |
| 14-SR2 | Risk of not having capacity / capability and flexibility to continue to deliver service levels over time.   | There are challenges around workforce planning to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility. Also about being fleet of foot and responsiveness  |                     | 3      | 3          | George A Robertson | July to September 2014: Here to Help is considering all aspects of how staff work together, deploy resources and consider to build on the good practice within the authority to continue to improve how we do things. The outcomes of this work will feed into the refreshed Workforce Development and Planning work co-ordinated by the Head of People & Property.  |
| 14-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 | July to September 2014: The council has robust contract management processes and procedures in place to ensure any concerns are flagged up early.  |

|         |   |  |   |   |   |                  |   |
|---------|---|--|---|---|---|------------------|---|
| 14-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     | July to September 2014: Those Shared Services already in place are delivering expected benefits. Continued investigation of other appropriate sharing arrangements are considered on a case by case basis.  |
| 14-SR5a | There is short term uncertainty around government policy and a number of changes required without accompanying resource.                              | Risk of policy changes by decree which we do not comply with or implement  |   | 3 | 4 | Simon Drinkwater | July to September 2014: The Council's ability to respond promptly and efficiently to changes in legislation poses risks for delivery of service. Software changes are not always reliable or easy to implement. There have been particular issues with individual Electoral Registration.   |
| 14-SR5b | There is long term uncertainty on overall future government policy and direction, and its impact on local government.                                 | Risk of being unable to long term strategically plan.  |   | 3 | 3 | Simon Drinkwater | July to September 2014: The Council has responded well to changes in welfare legislation. The risk remains that future changes to housing benefit and housing rules may be more difficult to manage particularly if they are accompanied by funding reductions.   |
| 14-SR6  | HR and Workforce management policies are being brought up to date. These will need to be applied across the Council in a coherent and consistent way. | There could be a lack of consistency and cohesion at senior management levels of applying policies.  |   | 3 | 2 | Adele Taylor     | July to September 2014: The review and update of policies is continuing. for example, the revised Retirement Policy will be considered by CMT on 8 October before progressing to HR Committee. Appropriate training is being provided for new and existing policies.  |
| 14-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     | July to September 2014: The core infrastructure is now more resilient. One service not supported through the new infrastructure is scheduled for roll out in October 2014. All key systems with the exception of Finance are now operating from the new data centres and are protected by the new business continuity arrangements. |

|         |  |   |   |   |   |                    |   |
|---------|--|---|---|---|---|--------------------|---|
| 14-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 | July to September 2014: Following incidents surrounding work processes and emails, additional training requirement established to further assist staff in application of Data Protection principles to working environment. Risk mitigated by investment in training for information management including Data Protection which is being set up in October for all staff in conjunction with Human Resources. The Operational Risk Management Group will take oversight of corporate actions. |
| 14-SR9  | Impact of welfare reform changes, specifically Universal Credit.   | 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, with uncertainty on timetable.                        |   | 3 | 3 | Adele Taylor       | July to September 2014: The Council has responded well to changes in Welfare reform although this has resulted in an increased number of contacts from affected residents. The impact of this increased contact is monitored through appropriate management teams and partnership boards. The timetable for implementation of Universal Credit remains uncertain but relevant officers are actively keeping up to date on latest information released via Central Government.                 |
| 14-SR10 | Development of an Investment Strategy with sufficient levels of governance and due diligence.                                      | A need to find the optimum position of balancing risk and return and having financial strength to contribute to the local economy. Risk of failing to undertake and implement effective due diligence and governance meaning potential consequences of: Incurring significant costs, Challenge, Qualification of accounts, Scrutiny Publicity, Loss of reputation |  | 4 | 2 | Adele Taylor       | July to September 2014: Audit Committee agreed refreshed Treasury Management Strategy in July 2014 allowing investment in to property funds. A paper will be presented in October 2014 on specific funds to be invested in, in accordance with policy.  |

|         |   |   |  |   |   |                  |  |
|---------|---|---|--|---|---|------------------|--|
| 14-SR11 | Development of a District Plan that is acceptable to the community and the planning inspectorate. | Risk of not being able to agree plan in timeframe meaning: Increased costs, Lack of effective development control, Cannot bid for funding for infrastructure, Lost opportunity, Open to challenge in meantime, Legal / Reputational / political issues. |  | 3 | 3 | Simon Drinkwater | July to September 2014: Progress continues to be made on the production of the District Plan. It is clear that detailed scrutiny of the infrastructure that can be provided to support delivery is necessary. Consultants appointed by the Council have undertaken significant work to review the evidence and identify gaps which will need to be filled before the District Plan can move forward to an amendments consultation version. The result of this work will have an impact on the timetable. |
|---------|---|---|--|---|---|------------------|--|