

Essential Reference Paper G

Strategic Risk Register May and June 2011

Code	Risk title and description	Consequence	Impact	Likelihood	Managed by	Latest note
11-SR1	<p>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.</p> <p>Risk of significant reduction in funding above that planned for.</p>	<p>Detrimental impact on service delivery.</p> <p>Council becomes more risk averse.</p> <p>Required to be more entrepreneurial.</p> <p>Unable to take full advantage of position.</p> <p>Community expectation may not be deliverable.</p>	4	4	Alan Madin	<p>May and June 2011: The Medium Term Financial Plan update will establish planning parameters to address future funding forecasts.</p> <p>The final account 2010/11 saw reserves maintained at a healthy level with no transfers to earmarked reserves beyond those set out in the February 2011 budget.</p>
11-SR2	<p>There are challenges around workforce planning to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility.</p> <p>Risk of a loss of capacity / capability and flexibility to deliver service levels we would like.</p>	<p>Decrease in morale, motivation and enjoyment.</p> <p>Increased time spent on people management.</p> <p>Industrial relations.</p> <p>Possible redundancy.</p> <p>Right skills more difficult to attain.</p> <p>Quality of decision making skills affected.</p> <p>Increase in stress.</p> <p>Increased risk of process failure.</p> <p>Complexity of law / HR.</p>	4	4	Alan Madin	<p>May and June 2011: Service restructures are planned, and organisational change and development put in place. Corporate training plan 2011/12 agreed and moved to implementation.</p>
11-SR3	<p>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.</p> <p>Risk that supplier / contractor or key third sector partner fails or fails to deliver.</p>	<p>Service delivery / quality may be affected.</p> <p>Potential interruption in delivery of the key service.</p> <p>Significant resource and capacity required to manage and resolve.</p> <p>Complaints.</p> <p>Reputational and financial impacts.</p> <p>Achieving consensus in a consortia can be challenging.</p>	3	2	George Robertson.	<p>May and June 2011: Regular contract management meetings and appropriate reviews are in place for all major service arrangements.</p>

11-SR4	<p>Moving more towards shared services with other public sector partners. There is a potential for lack of consistent political buy-in by all partners resulting in considerable effort without benefit. There is also a challenging skill set required for managers due to the complexity.</p> <p>Risk that investment and effort does not deliver benefits and returns.</p>	<p>Shared services fail to deliver savings, increased resilience or other improvements. Loss of local control. Focus on business not to maximum benefit of East Herts. Increased performance not seen and achieved. Increased levels of admin and overheads.</p>	3	2	Alan Madin	<p>May and June 2011: A programme management approach has been adopted to manage risks. A strategic business case is being developed.</p>
11-SR5	<p>There is uncertainty on overall future government policy and a number of changes required without accompanying resource.</p> <p>Risk of being unable to long term strategically plan.</p>	<p>Move back to 'community leadership'. Decisions on a much more local level. Affects ability to plan services. Long term contracts affected. Service performance affected. Loss of confidence from customers. Services uncertain of future. Unsettling for staff. Damage to reputation.</p>	2	3	Anne Freimanis	<p>May and June 2011: Monitoring of Government policy continuing. CMT and Executive considering implications as they emerge.</p>
11-SR6	<p>There could be a lack of consistency and cohesion at senior management levels of implementing decisions.</p> <p>Risk that SMG does not implement Council policies in a coherent and consistent way.</p>	<p>Don't get things done. Inconsistencies. Mixed messages. Imbalance in resource allocation. Capacity affected.</p>	4	1	Simon Drinkwater	<p>May and June 2011: All matters for decision are reported to the appropriate body. All decisions are recorded. There is a detailed work plan.</p>