

STRATEGIC RISK REGISTER - SUMMARY - DECEMBER 2008

Risk No	RISK & CONSEQUENCES Threat to achievement of business objectives and the consequences of this happening - scope of the	Gross Risk Score	Residual Risk Score	Target Score	Risk Owner	Progress/Comments
16	Failure to achieve national standards for equality & diversity	20	16	6	Deputy Chief Executive	The Equality & Diversity Action Plan is currently being reviewed by the PAT to identify work needed to meet the requirements of the new Equality Framework
17	Misalignment between customers' perception and reputation of the Council as a whole compared to customer satisfaction with specific services	20	16	9	Director of Service Improvement	A delivery action is being developed to understand the issues and from this strategies will be developed. Work on this is being co-ordinated by the Customer Satisfaction PAT. Work is also in progress on defining clear service standards, including statutory obligations.
4	Inadequate physical assets available to deliver Council objectives	20	16	12	Deputy Chief Executive	A project plan to deliver an asset management strategy and plan is being prepared ready for delivery under the new management structure
18	Fragmented approach to the protection of vulnerable people (ie children and adults) in receipt of Council services	25	15	8	Deputy Chief Executive	Policy for the protection of vulnerable has been drafted and consulted on. Final amendments to be made - aim to complete by May 2009
2	Inability of the Council to respond to a major incident and/or to operate in full or in part in the event of an unforeseen disaster/emergency	15	15	10	Director of Governance	Major incident plan is in place. Main issue to be addressed is business continuity plans. A work programme is in place for this - operational BCPs should be in place by April 2009 and a corporate BCP by June 2009.
21	Economic downturn may have an impact on the Council's ability to deliver services to residents.	15	15	10	Chief Executive	All LAA Delivery Plans are being reviewed to take account of the economic downturn and PDPs will be reviewed accordingly.
19	Inadequate policies and procedures to ensure Value for Money in the delivery of Council services	20	12	6	Director of Governance	A programme of VFM reviews is being prepared for 2009-10. This will go to Cabinet along with the VFM strategy in March.
3	Decisions are taken without considering all the options and consequences	20	12	8	Director of Governance	Implementation of the report writing guidelines is being monitored to assess compliance and improvements in the quality of reports
6	Capacity issues - significant degree of reliance on key personnel; and insufficient human resources to deliver council services through capacity, sickness, vacancies	15	12	8	Deputy Chief Executive	Work is due to start shortly on the development of the competency framework for all employees (meeting planned for 4 Feb). It is intended that the first draft of the workforce development strategy/plan will be done for April 2009, though the action plan to deliver the strategy is likely to take 3 years to implement in full

Risk No	RISK & CONSEQUENCES Threat to achievement of business objectives and the consequences of this management area of the Council	Gross Risk Score	Residual Risk Score	Target Score	Risk Owner	Progress/Comments
7	poor data management, poor quality of data on which to base decisions and monitor performance and security of data (compliance with DPA and FOI)	16	12	8	Chief Executive	A data quality policy/strategy has been drafted and an action plan prepared.
11	Poor performance management; inadequate early warning/monitoring systems to identify shortfalls in performance	20	12	8	Chief Executive	Problems in obtaining performance data from partner organisations need to be addressed and clarity of the role of the County Observatory in this process. The new Performance Manager is currently reviewing the performance management strategy and framework.
14	Insufficient planning or poor management of the impact of major projects on the Council's objectives eg Leisure Strategy, Town Centre Regeneration	20	12	8	Director of Organisational Improvement	The short-term future of the Strategic Projects Team has been agreed for the next 12 months. Work will commence on the review and development of the corporate project management methodology and the need to improve project management skills across the Council.
8	Senior Officers may be prosecuted as a result of shortcomings in Health & Safety risk assessments	20	12	9	Deputy Chief Executive	Need to resolve the landlord/tenant issue and who is responsible for key health & safety activities - on hold pending outcome of senior mgt restructure
1	Corporate Governance systems, processes and values are not fully embedded in the organisation	20	9	6	Director of Governance	A corporate governance framework is in place. Main issue to be addressed is values and ethics. Work is planned for this in January 2009. Also need to raise awareness of good governance, which will be done alongside the work on values
13	The purpose of partnership working is not clearly understood and governance arrangements are inadequate.	12	9	6	Director of Governance	A PAT has been set up to develop a governance framework for partnerships - first draft to be completed by 30 April 2009.
15	Key areas of service delivery and projects are not underpinned by a policy and strategy / not aligned to corporate objectives	15	9	6	Chief Executive	The audit of all policies and strategies to identify any key ones missing is due to commence in March and should be completed by May 2009
9	Inadequate financial resources to deliver the council's vision and objectives	25	9	9	Director of Governance	At target score - continue to monitor
10	no planned/co-ordinated approach to bidding for grants/funding and planning for on-going funding when external funding ends	25	9	9	Director of Organisational Improvement	An external funding strategy has been approved by Cabinet
12	The Council's vision & objectives may not accord with priorities	20	9	9	Chief Executive	At target score - continue to monitor
5	Failure to meet statutory obligations/delivery deadlines	20	8	8	Director of Governance	At target score - continue to monitor

RISKS REMOVED

20	Delay in sale and/or failure to sell the Sports Stadium for the anticipated value	20	20	20	Chief Executive	Risk removed as the impact of failure to sell the stadium on the budget has been addressed
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