







Ref	Description of Risk/ Opportunity	Risk Level	Further Action required	Resp Officer	Resp Member/ Committee	Cross Ref to Annual Service Plans	Direction of Travel
L1	Failure to achieve service cost reductions and efficiencies	Medium	The MTFs and Financial Plan are to be updated for 2016 – 2020 reflecting the new Corporate Plan To deliver the required year on year savings. The Cost Reduction Plan will identify savings.	Director of Finance & Resources	S&R	MR4 – Implement cost savings	No change 


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NEW L2	Lack of Procurement, Project Management and Contract Management skills in order to implement key projects	High	A Procurement health check has been completed to identify gaps and Procurement Group established. Compliance with the Transparency Agenda. Action Plan will be developed from Contract Management & Project Mgt Reviews. Procurement awareness training. Implement actions from post implementation review of CRM.	Procurement Group	S&R	MR3 Further reducing waste and improving efficiency	NEW COMBINED RISK (previous L2 and L7 focusing on delivering projects)


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L3	Review of workforce including skills and resilience and the use of Agency staff within services.	High	<p>Ongoing review of workforce planning and reviewing staff needs.</p> <p>The process is underway to select a provider of agency staff from the MSTAR framework</p>	Leadership Team and Head of HR & Occ Dev. Working Party	HR Panel	<p>MR 7 – Directing resources towards delivery of objectives</p> <p>Approve a new HR Strategy 2012-2016.</p> <p>New Pay Strategy Consultation with staff and managers</p>	<p>No change</p> 
L4	Failure to take opportunities for transformational change .and IT related changes and corporate projects.	High	<p>Review of existing IT structure exploring options such as shared services.</p> <p>BPR Team reviewing key areas.</p> <p>Service Reviews as part of MTFS.</p>	Leadership Team	Council	<p>MR2 Implement CRM.</p> <p>MR6 - £1.5M savings over 3 years and cost reduction plan.</p>	<p>No change</p> 

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L5	IT systems – Resilience and efficient running of network and applications .	Medium	Internal Audit have reviewed PCI compliance and a range of actions ned to be implemented. Internal Audit to complete a review. ICT health check and a review of future service delivery being undertaken.	Head of ICT	S&R	MR6 - Seeking to generate savings of at least £1.5 million over the next three years.	No change 
L6	Data Protection and Information Governance – compliance with legislation and best practice	High	The Corporate Governance Group are monitoring progress in delivering outstanding actions Mandatory Training has been rolled out to all staff. Egress now provides protective marking on all emails	Head of Legal and Head of ICT	S&R		No change 

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L7	Property and Asset Management – The lack of available funding to maintain the Council’s assets due to reductions in revenue and the capital programme . .	High	Review necessary contributions to R& R Funds to support replacement costs Receipts from future sales to provide capital. Backlog maintenance programme priorities reviewed Property Group has been established to provide focus in obtaining best output from assets	Property Group	Statutory Officer Group & S&R	MR3 Further reducing waste and improving efficiency. MR4 Maximising revenues generated by and minimising costs associated with all Council assets and activities.	NEW RISK REPLACING PREVIOUS L7 (delivering key projects)

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L8	Partnership and Joint Working Arrangements - Town Centre Improvements (Public Realm) Kiln Lane Link Road Development Hollymoor Lane Development Upper High Street Development -	Medium	Update Partnership Action Plan Project Groups and Working Groups with clear outcomes to deliver	Director of Finance & Resources	S&R	QL 4 - Work with SCC, The Police and other partners on Youth Prevention supporting SCC's overall approach and objectives/targets. MR5 – prepare a business case for extending the scope and benefits of ICT joint working. SS3- work with partners	No change 

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L9	Embedding the new senior management arrangements and ensure governance arrangements are in place to deliver services.	High	Empowering the Leadership Team with the correct skills and training. Arrangements will be reviewed in 2016/17	Leadership Team & Statutory Officers Group	Council	MR3 Further reducing waste and improving efficiency. MR4 Maximising revenues generated by and minimising costs associated with all Council assets and activities.	<p>New wording</p> 

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L10	Delivering Affordable Housing and managing homelessness	Medium	Homelessness Costs are closely monitored and reported to Board. A working group has been established to provide solutions including the provision of additional TA units and a new Housing Allocations Policy	Housing Project Team & Director of Finance & Resources	S&R	EV2 -Working with others to create an environment conducive to economic development and entrepreneurship in the Borough. QL6 Looking for ways to reduce the use of temporary homeless accommodation- QL5 Working with others to encourage an improved availability of affordable housing	No change 



**Defined Strategic Risk Levels**

	Low	Medium	High
<b><u>Impact of risk materialising</u></b>			
<b>Finance –</b>	Budget pressures < £100,000	Budget pressures between £100,000 and £200,000	Budget pressures > £200,000
<b>Reputation</b>	Loss of confidence and trust in the council felt by a small group or within a small geographical area	A limited loss of confidence and trust in the council within the local community	A major loss of confidence and trust in the council within the local community and wider with national interest
<b>Service delivery</b>	Disruption to a council service	Some disruption to more than one service across the council or severe disruption to one service	Severe wide spread disruption to services across the council
<b>Health and Safety</b>	Minor injury or illness requiring minimal intervention or treatment	Moderate injury or illness requiring professional intervention / multiple minor injuries	Extensive and multiple injuries including possible loss of life
<b><u>Likelihood of risk materialising</u></b>	Remote / low probability	Possible / medium probability	Almost certain / highly probably

The above is not a prescriptive criteria, but a guidance tool for management.