



St Edmundsbury
BOROUGH COUNCIL

B123

Performance and Audit Scrutiny Committee 26 July 2010

Corporate Risk Register – Quarterly Monitoring Report

SUMMARY

The quarterly risk register is updated by the Strategic Risk Management Group, and reviewed by Management Team and Corporate Management Team.

One new risk has been added to the register in this quarter:

- Risk 49, Public Sector Spending Cuts.

Two risks have been closed:

- Risk 13, Unacceptable increases in Council Tax (due to the fact that the Coalition government has announced a council tax freeze);
- Risk 38, Local Government Reorganisation/Boundary Committee Review/County Constitutional Convention.

One residual risk has moved from green to red. This is:

- Risk 23: 'Anticipation and Implementation of Legislation', due to the uncertainty around the Coalition government's forthcoming announcements on a range of issues.

PURPOSE OF THE REPORT

Members are invited to scrutinise this quarterly update of the Council's Corporate Risk Register, and to refer any major issues requiring attention to the Cabinet.

Contact Details

Name

Telephone

E-mail

Chairman

John Hale

01359 221141

john.hale@stedsbc.gov.uk

Chief Finance Officer

Liz Watts

01284 757252

liz.watts@stedsbc.gov.uk

St Edmundsbury Borough Council Risk Register 2009/10

| ID | Date risk was added to register | Type | Current Owner | Title | P | I | Inherent Risk | Description - What are we trying to avoid? | Summary of Actions - What are we doing to prevent it. | Who | Start date | Completion date | P | I | Residual Risk |
|----|---------------------------------|---------------------------------|---------------|--|---|---|---------------|--|--|---|--|---|---|---|---------------|
| 1 | 10/10/05 | Operational | G Rivers | Individual Services not Performing | 4 | 3 | 12 | Risk of individual services having below par performance levels. | 1) Performance and Audit Scrutiny Committee (P&AS) receive details of variances in performance through National and Key Performance Indicators reports 2) Embedded monitoring and performance management culture and processes. 3) Improving performance central to Corporate Plan, running from Corporate Priorities down through Service Plans to PDR's for individual members of staff. 4) Consistent and regular communications to staff as performance management, PDR etc 5) Performance Management Group established at a corporate level | Davina Howes Louise Hammond CEO/CDs Marianne Hullahnd Louise Hammond | ongoing ongoing ongoing ongoing Sep-09 | ongoing ongoing ongoing ongoing ongoing | 1 | 3 | 3 |
| 2 | 10/10/05 | Operational | G Rivers | Service Delivery Method, including the move towards Shared Services | 3 | 4 | 12 | Service delivery methods do not meet (customer needs or expectations with potential to damage Council's reputation: customer expectations may need to be more carefully managed in new financial climate); new shared services fail to deliver savings in required time scale or maintain quality: excessive demands on staff time; morale impact on staff going through change. | 1) All services changes to be driven from a customer perspective and based on a true understanding of the nature of demand and way of meeting customers needs. 2) Ensure that where changes are proposed robust plans are in place for implementation 3) Equality assessments are always undertaken 4) All changes are financially appraised to ensure that they are deliverable. 5) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels. 6) Joint working with Suffolk CC on service integration 7) Preferred partner status established with Forest Heath and Project Manager now in place. | CEO/CDs CEO/CDs Davina Howes CEO/CDs Marianne Hullahnd CEO/CDs CEO | ongoing ongoing ongoing ongoing ongoing ongoing Dec-09 | ongoing ongoing ongoing ongoing ongoing ongoing ongoing | 3 | 3 | 9 |
| 3 | 10/10/05 | People, Financial, Reputational | A Wilson | West Suffolk House - (Capital Works) RISK CLOSED JAN 2010 | 3 | 3 | 9 | For staff, partners and public need to ensure that West Suffolk House (WSH) is delivered on time and on budget. | 1) Final business plan is agreed 2) Joint governance structures in place. 3) Use of SEBC project management process and gateway procedures. 4) Completion and occupancy took place in March/April 2009. 5) Snagging issues and reconciliation of final account to be completed. 6) Contingency increased and steps taken to minimise final outcome. | Alex Wilson Ivan Sams Ivan Sams Alex Wilson Ivan Sams Alex Wilson | 2007 2007 2007 Mar-09 Apr-09 Apr-09 Dec-09 Dec-09 | Apr-09 ongoing Apr-09 Apr-09 Dec-09 Dec-09 | 0 | 0 | 0 |
| 4 | 25/6/08 | Operational, People | CEO/CDs | West Suffolk House (Operations) RISK CLOSED APRIL 2010 | 3 | 4 | 12 | Need to ensure that project achieves proposed aims and new working styles are fully embedded to achieve high levels of performance, and service integration. | 1) Joint working with Suffolk CC on service integration 2) Link to wider service integration agenda. 3) Identification of workforce needs. 4) Staff survey completed and follow up list of actions agreed. 5) Building user group established: first meeting held in July 09. 6) Staff 'Getting to know you' event to support integration within teams across two authorities in WSH 7) Regular joint communications to SCC and SEBC staff. Including joint staff briefings. | CEO/CDs CEO/CDs Louise Hammond Louise Hammond Ivan Sams Marianne Hullahnd Marianne Hullahnd | ongoing ongoing ongoing Jun-09 Jul-09 Jun-09 Jun-09 ongoing | ongoing ongoing ongoing ongoing ongoing ongoing ongoing | 0 | 0 | 0 |
| 5 | 10/10/05 | Operational, Information | L Watts | Transformational government, electronic customer transactions and communication. | 3 | 2 | 6 | Risk of non delivery of customer services by new or different methods, e.g. access on line and transformational government. Risk that departments and public do not buy into changes and ICT investment is not fully utilised. | 1) Progress monitoring by Project Board. 2) Integrated ICT operational in West Suffolk House. 3) Continue to work to maximise the investment in ICT. 4) Migration to full electronic payment system, including direct debits online 5) Connection to Government Secure Network complete 6) e-learning module rolled out to staff to increase awareness of ICT security issues. 7) External communication to raise awareness of transactions available on the website | CEO/CDs Chris Woodhouse Chris Woodhouse Chris Woodhouse Chris Woodhouse Chris Woodhouse Maro Hullahnd | ongoing ongoing ongoing ongoing Apr-09 Jun-09 ongoing | Dec-09 Jun-09 ongoing tbc Oct-09 Sep-09 ongoing | 1 | 2 | 2 |

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| 6 | 10/10/05 | Financial | S Pell | Refurbishment of BSE Leisure centre | 3 | 4 | 12 | Ensure that closure is brought to the BSE Leisure Centre rebuild and that the final account is finalised | 1) Snagging issues and reconciliation of final account being completed. 2) Possible Arbitration | Ivan Sams Ivan Sams | ongoing Sep-09 | Dec-09 Sep-10 | 2 | 4 | 8 |
| 7 | 10/10/05 | Strategic, Missed opportunity | G Rivers | Community priorities | 3 | 3 | 9 | Possible failure to deliver on Cabinet commitments due to lack of clarity around priorities. Missing the opportunities to influence the work of partners, LSP LAA delivery partnerships etc to take on board cabinet priorities. | 1) Ensure that administration have clear set of priorities 2) Focused set of Cabinet Commitments (immediate priorities) 3) Strong links between commitments, Corporate Plan and Community Strategy. 4) For the longer term extensive community and partner involvement in the development of services and implementation of masterplans for BSE, HH and Rural areas. Consultation with public and partners on strategies and projects. 5) Use of Suffolk Speaks and Place Survey 6) Ensure SEBC has appropriate representation on delivery and partnership boards. 7) Management Restructure - moved resources into Neighbourhood Development to support community process. | Geoff Rivers Geoff Rivers Geoff Rivers Heads of Service Davina Howes Geoff Rivers Cathy Manning | ongoing ongoing ongoing ongoing ongoing ongoing Jul-09 | ongoing ongoing ongoing ongoing ongoing Sep-09 | 1 | 4 | 4 |
| 8 | 14/6/07 | Strategic, Operational, Reputational | A Wilson | Commitment to Rural areas | 2 | 4 | 8 | Failure to deliver on political and public commitments in rural areas as promised by administration. | 1) Updated 2008/11 Rural action plan has been adopted and is subject to biannual scrutiny. 2) Capital and Revenue allocation, to promote grant aid for minor works. 3) Rural Area Working Party established to mirror the work of the Bury and Haverhill Working Parties. 4) Regular communication to rural areas on relevant issues. | Kirsty Pitwood Liz Watts Alex Wilson Marianne Hulland / Alex Wilson | ongoing ongoing Oct-09 | ongoing ongoing | 1 | 4 | 4 |
| 10 | 26/9/08 | Reputational, Operational, Financial | S Pell/A Wilson | The Apex | 4 | 4 | 16 | Risks associated with increased costs and time delay, or failure to deliver a successful operational public building to satisfy the needs of residents and users. | 1) Use of Project Management Process for each element with regular Project Status Reports. 2) Regular updates to Venue Working Party on financial and delivery issues. 3) Commissioning and handover plan being developed and monitored. 4) Capital budget being monitored and issue reported. Shell and core account now closed. 5) Business plan being implemented 6) Staffing structure and operational procedures being prepared. 7) Venues Director recruited and in post. 8) Marketing Strategy to be developed to promote The Apex. | Mark Walsh Mark Walsh Mark Walsh Mark Walsh Neil Anthony Neil Anthony Neil Anthony Tony Doherty | ongoing ongoing Feb-10 Dec-10 ongoing ongoing May-09 ongoing | Dec-10 Dec-10 Oct-10 Dec-10 ongoing ongoing Sep-09 ongoing | 3 | 4 | 12 |
| 11 | 26/9/08 | Reputational Strategic | S Pell | Cattle market Development (Public interface) | 4 | 4 | 16 | Perceived potential threat to existing historic town centre and failure to construct new link. | 1) Proactive publicity campaign in place to promote the whole of Bury St Edmunds town centre through Town Centre Management. 2) Some refurbishment works already complete on Market Thoroughfare 3) On going review of car parking and working with Suffolk County Council on potential park and ride facilities. 4) Monitoring of empty shops in existing town centre as result of opening of Arc and economic downturn. 5) Temporary park and ride provided when necessary. 6) Close working with St John's Street Traders 7) Link not proceeding but land at School Yard and Apex 1st Floor secured in settlement deal. | Andrea Mayley Sandra Pell Sandra Pell Andrea Mayley Ivan Sams Patsy Dell Joy Bowes | ongoing ongoing ongoing ongoing ongoing ongoing Apr-10 | ongoing ongoing ongoing ongoing | 3 | 3 | 9 |
| 12 | 10/10/05 | Strategic, Operational, Reputational | G Rivers | Commitment to Haverhill | 2 | 3 | 6 | Failure to co-ordinate the delivery of the remaining political and public commitments in Haverhill and to capture deliverable aspirations for HH in the new HH masterplan | 1) Specific Cabinet Commitments with key activities reviewed annually. 2) Haverhill priorities specified in Capital Programme - £5.8m for Leisure Centre, £1.2m for Community Football and £0.4m for environmental improvements. 3) Designated Portfolio Holder working with a cross-party Cabinet Working Party which has close links with the local community and partners. 4) Refurbishment of Leisure Centre complete and Queens Street area in progress 5) Working with Primary Care Trust (PCT) following Planning approval to facilitate site for temporary surgery 6) Maintain regular communication between partners in Haverhill and with public. 7) Working in Partnership to support the 6th Form Education Project 8) HH office possible relocation of colocation to improve the use of this asset. | Geoff Rivers Geoff Rivers Anne Gover Ivan Sams Patsy Dell Marianne Hulland Geoff Rivers Geoff Rivers | ongoing ongoing Oct-09 | May Annual Council Apr-11 ongoing Apr-10 ongoing ongoing ongoing Apr-11 | 1 | 3 | 3 |

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| | | | | | | | | | | | | | | | |
| | | | | | | | | | 9) Haverhill now a focus for SCC Total Place work. | Geoff Rivers | Jan-10 | ongoing | | | |

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| 13 | 10/10/05 | Operational, Financial | G Rivers | Unacceptable increases in Council Tax RISK CLOSED JULY 10, DUE TO GOVERNMENT ANNOUNCEMENT TO FREEZE COUNCIL TAX. KNOCK ON RISK SET OUT IN NEW RISK 49 | 4 | 4 | 16 | Conflicting pressures to limit Council Tax increases to low or very low levels whilst maintaining acceptable levels of service. Government grant to 2018 likely to be severely cut. | 1) Medium Term Financial Strategy used to identify longer term financial issues. 2) Early start made on DRIVE 7 and 8 (11/12 and 12/13). 3) Use of reserves to reduce impact on Council Tax. 4) Use of Suffolk Speaks to engage with residents on setting priorities and Council Tax spending. 5) Zero increase for 09/10 implemented. 6) Public communication to explain budget setting process and financial pressures. 7) Commitment across Suffolk to explore closer working relationships or shared services | L Watts L Watts L Watts Davina Howes L Watts Marianne Hulland Geoff Rivers | ongoing Feb-10 Sep-08 ongoing Jan-09 annually Jul-09 | ongoing Jan-11 Apr-09 ongoing Feb-09 ongoing ongoing | 0 | 0 | 0 |
| 14 | 10/10/05 | Community | G Rivers | Local Authority Leadership Role | 3 | 3 | 9 | Failure to perform the new community leadership role for Local Authorities | 1) Active role in, and support of Local Strategic Partnership (West Suffolk and Suffolk) and Local Area Agreement for Suffolk, expressed in Community Strategies for WSLSP and SSP. 2) Development of masterplans for BSE, HH and rural areas, which identify who we need to work with to deliver the aspirations of community and access to funding. Link to the LDF development work. 3) Development of Key Strategies, e.g. masterplans, Housing Strategy etc. 4) Close working with partners on joint projects, e.g. waste management, WSH. 5) Equalities framework and commitment to diversity. 6) Use of Suffolk Speaks and youth engagement. 7) External scrutiny activity. 8) Lives we Lead public sector leadership programme starting to produce tangible results. Regional funding for leadership. 9) WSLSP currently reviewing its community strategy to reflect the needs of the local communities. 10) Internal and external communications at appropriate times to engage public and staff. | Cathy Manning Davina Howes / Patsy Dell / Cathy Manning CEO/CDs CEO/CDs Alex Wilson Davina Howes / Simon Pickering Adriana Stapleton Geoff Rivers Cathy Manning Heads of Service | ongoing Mar-10 ongoing ongoing ongoing annually ongoing ongoing Jun-08 Sep-09 ongoing | ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing | 2 | 3 | 6 |
| 15 | 10/10/05 | Financial | L Watts | Potential revenue budget overspend | 3 | 4 | 12 | Failure in specific areas to achieve projected income or expenditure exceeds the approved budgets, especially in view of current economic downturn. | 1) Reflection of economic situation taken into account when setting 10/11 budget. 2) Clear responsibilities for monitoring and control of budgets. 3) DR-IVE programme in place. 4) Improved budget monitoring reports to Performance and Audit Scrutiny Committee, Cabinet and MT. 5) Updated Financial Management system which includes electronic commitment accounting. 6) Ongoing improvements to MTFs, to capture longer term implications of revenue budget | L Watts Heads of Service Heads of Service L Watts L Watts | Sep-08 ongoing ongoing ongoing ongoing ongoing | Feb-10 ongoing ongoing ongoing Mar-10 ongoing | 1 | 4 | 4 |
| 16 | 19/12/08 | Community | G Rivers | Economic Downturn | 4 | 3 | 12 | Detrimental effect on local communities (e.g. Businesses). | 1) Targeting of schemes to boost local businesses 2) Establishment of and publicity for support mechanisms. 3) Information on Council Web site suggesting help available. 4) Development of partnership opportunities with private, public and volunteer sectors to provide a support framework. 5) Commitment to processing local supplier invoices in 20 days 6) SEBC involvement with development of WSLSP apprenticeship scheme as part of a county pilot. Pilot successful; now bidding for Phase 2. 7) Economic Assessment of the borough approved. 8) Successful BID process in Bury means more resources are available to the Town Centre Management team to invest in the town | Andrea Mayley Andrea Mayley / Marianne Hulland Marianne Hulland Andrea Mayley Chris Barber Louise Hammond Andrea Mayley Andrea Mayley | Dec-08 Dec-08 Dec-08 Dec-08 Dec-08 Sep-09 Dec-09 Dec-09 | ongoing ongoing ongoing ongoing ongoing ongoing Apr-10 closed | 4 | 3 | 12 |
| 17 | 10/10/05 | Financial | G Rivers | Delivery of Capital Programme | 3 | 3 | 9 | Implementation of capital programme being delayed and not properly controlled. Effect of full implications of VAT relating to land transactions. Economic downturn causes delays in disposal and lower returns. | 1) Realistic projection of revenue costs of Capital Schemes. 2) Account is taken of loss of income in Medium Term Financial Strategy. 3) Additional revenue demands are funded by DR-IVE savings. 4) Project Management Board in place with monthly red flag reporting to CMT on monthly basis. | Heads of Service L Watts Heads of Service CEO/CDs, Heads of Service | Oct-05 Oct-05 Oct-05 Oct-05 | ongoing ongoing ongoing ongoing | 3 | 2 | 6 |

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| 18 | 10/10/05 | Financial, Reputational | G Rivers | Efficient use of resources | 3 | 3 | 9 | Failure to achieve value for money, financial control/standing and data quality to citizens, politicians, CLG due to increasing and changing requirements | 1) Use of Resources (UoR) programme team established to deliver annual self-assessments, comprising Strategic Policy Unit, Finance, Property, Audit and Procurement officers. Achieved Level 3 overall for 08/09 2) Annual review of Annual Governance statement. 3) Data quality management strategy, with training programme, in place. 4) Action plan for data quality agreed. 5) Performance Group Benchmarking | L Watts, D Howes, J Snares J Snares Davina Howes Davina Howes Davina Howes | Dec-08 Jan-08 Mar-09 Apr-09 Aug-09 | complete annual ongoing ongoing ongoing | 1 | 3 | 3 |
| 19 | 10/10/05 | Financial | CEO/CDs | Maximising Income | 4 | 4 | 16 | Income streams, in particular, Car Parks, Industrial Land/Property Land Charges, Planning, Building Control and Waste Management, under pressure due to external factors including market forces and current economic downturn. | 1) DR-IVE programme places emphasis on increasing income. 2) Monthly monitoring of Income. 3) Annual review of charges, using corporate 'Fees and Charges' policy. 4) Preparation for the introduction of the Community Infrastructure Levy and monitoring of Section 106 | Heads of Service Heads of Service Heads of Service Patsy Dell | ongoing monthly annual ongoing | ongoing ongoing ongoing ongoing | 4 | 3 | 12 |
| 20 | 10/10/05 | Financial | S Pell | Asset Management Programme (AMP) | 4 | 4 | 16 | Asset Management Plan difficult to achieve in current market and not in line with Medium Term Financial Strategy creating shortfall in available capital. Inadequate maintenance provisions could cause assets to lose value. Decline in projected income due to economic downturn. | 1) Fully resourced AMP 2) Major asset disposal plan developed and approved annually in June. 3) 5 year medium term financial model updated with disposal plan and reviewed on a monthly basis in line with the latest actual income. 4) Progress monitored including annual review. 5) Officer team and portfolio holder to monitor disposal programme. 6) Realign Capital/revenue budget to give higher priorities to replacement of Capital assets. | Betty Albon Betty Albon Sarah Nunn Betty Albon, Sarah Nunn Betty Albon CEO/CDs | ongoing ongoing monthly ongoing ongoing ongoing | ongoing ongoing ongoing ongoing ongoing ongoing | 3 | 4 | 12 |
| 21 | 10/10/05 | Strategic, Operational | A Wilson, S Pell | Provision of affordable Housing | 4 | 4 | 16 | Increasing demand for affordable housing. Shortage of suitable housing can affect ability to attract and keep key workers from outside the region. Pressure on affordable housing due to decline in housing market and construction industry. | 1) Empty homes strategy updated 2) Housing Market Assessment. 3) Implement revised targets for Affordable Housing for new developments over a certain size, once LDF Core Strategy adopted. Continue to implement Local Plans. 4) Flexible approach to definition of affordable housing. 5) Implement PPS3 Housing proposals for developing affordable housing, particularly in rural areas. 6) Member representation on the Planning Panel of Regional Housing Board. 7) Choice Based Lettings introduced. 8) Growth area status confirmed and funding received for infrastructure works for housing development and further funding approved. Continue to work on implementation of Community Area Funding Support. Growth area funds now allocated. 9) Continuous liaison with Homes and Communities Agency to try to attract additional funding for new affordable housing schemes / preparation for 'Single Conversation' with HCA. 10) Updated Housing and Homeless Strategy approved. 11) Private sector leasing scheme. 12) Housing Needs surveys completed in several rural parishes, and new housing sites identified for rural housing. 13) Regular reviews of the housing register now being undertaken | Carole Herries Carole Herries Carole Herries/Patsy Dell Carole Herries Patsy Dell Carole Herries Carole Herries Patsy Dell Carole Herries Carole Herries Carole Herries Carole Herries Carole Herries | Sep-09 2005 ongoing ongoing ongoing Feb-08 ongoing ongoing ongoing 2008 ongoing ongoing Dec-09 | Sep-11 ongoing ongoing ongoing ongoing ongoing ongoing review 2013 ongoing ongoing ongoing | 4 | 4 | 16 |
| 22 | 10/10/05 | Strategic | G Rivers | Demographic Changes | 4 | 4 | 16 | Unable to meet the demands created by population changes (caused by growth, ageing, diversity, employment) including the impact on infrastructure and other related service provision. Issues being picked up in the LAA and LDF processes. | 1) Masterplans need to capture long term changes and demands of society. 2) Infrastructure capacity studies undertaken. 3) Suffolk Strategic Partnership have adopted this issue as a cross cutting initiative for its Community Strategy. 4) SEBC champions the WSLSP work on changing needs of communities and community engagement. 5) Lobby for more national/regional and County funding to meet changing needs. 6) Workforce Planning integral part of service planning. | Geoff Rivers Patsy Dell Geoff Rivers Cathy Manning Heads of Service Davina Howes | ongoing 2008 ongoing ongoing ongoing ongoing | ongoing Sep-09 ongoing ongoing ongoing ongoing | 2 | 4 | 8 |
| 23 | 10/10/05 | Regulatory | G Rivers / CDs | Anticipation and implementation of Legislation | 4 | 4 | 16 | Uncertainty around the incoming Coalition government's plans for key legislative and policy changes, and the degree of localism, delegation to local authorities etc. | 1) Central unit in CEO's Department to monitor and analyse new developments at corporate level, mirrored by same in specific service areas to keep abreast of developments. | CEO/CDs | weekly | ongoing | 4 | 4 | 16 |

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| | | | | | | | 8 | | 2) Council taking an active part in consultations and pilots (hence anticipating changes) 3) Taking a lead role in county-wide, regional and national professional groups and associations. 4) Early commitment of resource requirements through Policy based budgeting. 5) Strong focus on learning and development and workforce planning in Service Plans. 6) Close working with Go East and government departments. 7) MT review forthcoming legislation on weekly basis. | CEO/CDs, Heads of Service | ongoing | ongoing | | | 8 |
| 24 | 10/10/05 | Strategic | A Wilson | Community Safety | 2 | 4 | 8 | Failure to deliver the Local Authority responsibilities in providing a safe environment. | 1) Chairman of West Suffolk Community Safety Partnership working with all agencies to make SEBC a safe place. 2) Crime and Disorder Strategic Assessment carried out annually and action plan developed for Community Safety Partnership. 3) Embedding Crime and Disorder reduction in corporate activities and service planning. 4) Participation in LSP project to tackle alcohol misuse. 5) Changes in licensing guidelines. 6) Introduced Haverhill alcohol free zone. 7) Special area licensing introduced for historic core in Bury St Edmunds. Review date 2010. 8) Working with police to address issues around anti-social behaviour and how it is dealt with and reported by within the Council. 9) Public communications re: the Community Safety Partnership activities and outcomes. 10) Participating in county-wide review of current Community Safety arrangements. | Cathy Manning | ongoing | ongoing | 2 | 4 | 6 |
| 25 | 10/10/05 | Community | G Rivers | Partnership working | 2 | 4 | 8 | Partnership working, including shared services, not producing expected or planned result, including other parties failing to deliver their elements of the work plans and outcomes and multiple partner approaches. | 1) Use of SEBC project management process ensures that all deliverables are aligned to project gateways and those responsible understand their commitments. 2) Project boards monitor work plans and risk assessments to ensure gateways are met. 3) Partnership arrangements to be explicitly defined in legal or binding agreements with clearly defined responsibilities and monitored performance targets. 4) Partnership Audit to establish which are our significant partnerships. List of significant partnerships now approved. Further work to review governance and risk arrangements with each partnership. 5) Partnership Strategy approved and toolkits now being undertaken, including risk registers. 6) Development of partnership working policy in line with Annual Governance Statement 7) Full engagement with LAA delivery partnerships. 8) Shared Services Steering Group established to guide SEBC/FH preferred partners. | CEO/CDs, Heads of Service | ongoing | ongoing | 2 | 3 | 6 |
| 26 | 10/10/05 | Legislation | S Pell | Local Development Framework | 2 | 4 | 8 | Council fails to produce a Local Development Plan which meets the future needs of the borough and fails to reflect these needs in the masterplans. | 1) LDF delivery timetable agreed with Go-East and progress against timetable currently on track subject to review in response to coalition government changes to the planning system. 2) Joint working with adjoining councils on evidence base and studies delivering savings. 3) Extensive consultation undertaken with the public as part of the LDF process 4) Economic aspects of development captured throughout process. 5) Master plans for BSE, HH and Rural areas. | Patsy Dell | ongoing | ongoing | 1 | 4 | 4 |
| 27 | 1/10/05 | People | G Rivers | Skilled, Flexible Work force | 2 | 4 | 8 | Lack of staff skills and experience could prevent delivery of services and high levels of performance. Failure to have motivated staff. Management restructure likely to have impact on day-to-day operations. | 1) Workforce Development Plan in place covering all organisational services outlining skills and training. 2) Training budgets aligned to WFDP to fund actions identified. 3) Leadership and management development training programme in place. | Louise Hammond / Heads of Service | ongoing | ongoing | 1 | 4 | 4 |

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| | | | | | | | | | 4) Corporate training programme in place. | Louise Hammond | ongoing | ongoing | | | |
| | | | | | | | | | 5) Identification of workforce needs. | Louise Hammond / Heads of Service/CDs | ongoing | ongoing | | | |
| | | | | | | | | | 6) Two year cycle of staff stress surveys and follow up action plans | Martin Hosker | ongoing | ongoing | | | |
| | | | | | | | | | 7) Feed back mechanism/PDR scheme. | Louise Hammond | ongoing | ongoing | | | |
| | | | | | | | | | 8) Action plan in place following 2007 staff survey. | Louise Hammond | 2008 | complete | | | |
| | | | | | | | | | 9) Skills audit review. | Louise Hammond | ongoing | ongoing | | | |
| | | | | | | | | | 10) Encouragement of modern apprenticeships through corporate scheme or WSLSP flexible apprenticeship scheme. | Louise Hammond | ongoing | ongoing | | | |
| | | | | | | | | | 11) Organisation and development teams progressing actions in response to staff survey. | Louise Hammond / Heads of Service | ongoing | ongoing | | | |
| | | | | | | | | | 12) Programme of development and support developed to support staff and managers through change agenda in the public sector. | Louise Hammond | Jun-08 | ongoing | | | |
| | | | | | | | | | 13) New staff structure in place. | Geoff Rivers | Sep-09 | ongoing | | | |
| | | | | | | | | | 14) Consistent and regular communication to staff, including opportunities for feedback. | Marianne Hulland | ongoing | ongoing | | | |
| | | | | | | | | | 15) Work underway on countywide workforce development plan. | Louise Hammond | Apr-10 | ongoing | | | |
| | | | | | | | | | 16) Annual workforce monitoring data presented to the Joint Staff Consultative Panel: no significant issues raised. | Louise Hammond | annually | ongoing | | | |
| 28 | 10/10/05 | Operational, Reputational | G Rivers / A Wilson | Community Engagement and Communications | 3 | 4 | 12 | Failure to engage with all sections of the community, particularly hard to reach groups to ensure their aspirations are known and action taken to ensure they are either delivered or satisfactory responses provided. | 1) Communications Team with Communications Strategy | Marianne Hulland | ongoing | ongoing | 2 | 4 | 8 |
| | | | | | | | | | 2) Council Newspaper and service specific publications. | Marianne Hulland | ongoing | ongoing | | | |
| | | | | | | | | | 3) Updated website | Marianne Hulland | ongoing | ongoing | | | |
| | | | | | | | | | 4) Consultation for specific projects and strategies and more generally through Suffolk. Speaks. | Davina Howes | ongoing | ongoing | | | |
| | | | | | | | | | 5) Community Development Team, Economic Development team and others working with specific forums. | Cathy Manning, Andrea Mayley | ongoing | ongoing | | | |
| | | | | | | | | | 6) Parish Council Conferences. | Cathy Manning | 2005 | ongoing | | | |
| | | | | | | | | | 7) Community engagement strategy approved. | Davina Howes | Sep-09 | Dec-09 | | | |
| | | | | | | | | | 8) New post of Neighbourhood Development established to respond to increasing demands for LAs to play a central role in engagement | Cathy Manning | Jul-09 | ongoing | | | |
| | | | | | | | | | 9) Members attend parish and town council meetings and residents' groups. | Members | ongoing | ongoing | | | |
| | | | | | | | | | 10) Ward walks undertaken in early 2010, and further member development session planned for Autumn 2010. | Members | Jan-10 | Autumn 10 | | | |
| 29 | 10/10/05 | Operational, Financial | G Rivers | Project Management | 3 | 4 | 12 | Project Management skills and methodology not universally used across authority resulting in potential project failure or reduced performance. | 1) Project management process and supporting documentation developed and available on-line. | Mark Walsh | Oct-05 | ongoing | 2 | 3 | 6 |
| | | | | | | | | | 2) Officer Project Management training undertaken. | Mark Walsh | ongoing | ongoing | | | |
| | | | | | | | | | 3) Reporting by exception to CMT and Members as appropriate. | Mark Walsh | ongoing | ongoing | | | |
| | | | | | | | | | 4) Programme board meets monthly to review progress. | Mark Walsh | ongoing | ongoing | | | |
| 30 | 25/3/09 | People, Financial, Reputational | L Watts | Safeguarding of Council's financial and physical assets | 3 | 3 | 9 | Misappropriation of Council's money or physical assets | 1) Risk based internal audit plan | J Snares | annual | ongoing | 1 | 3 | 3 |
| | | | | | | | | | 2) Anti-fraud and anti-corruption strategy revised in accordance with current best practice. Approved by Full Council. | J Snares | Feb-09 | Sep-09 | | | |
| | | | | | | | | | 3) Whistle blowing guide | Joy Bowes | Feb-06 | Feb-06 | | | |
| | | | | | | | | | 4) Participation in National Fraud Initiative (NFI) | N Parrish | ongoing | ongoing | | | |
| | | | | | | | | | 5) Regular staff awareness updates | J Snares | ongoing | ongoing | | | |
| | | | | | | | | | 6) Specialist team in Revenue and Benefit teams. | Sue Archer | ongoing | ongoing | | | |
| | | | | | | | | | 7) e-learning package launched for all staff. | J Snares | Dec-09 | Mar-10 | | | |
| | | | | | | | | | 8) Fraud Intranet page set up for staff and members. | J Snares | Dec-09 | ongoing | | | |
| | | | | | | | | | 9) Member training in Anti-Fraud | N Parrish | Oct-09 | Oct-09 | | | |
| 31 | 19/10/05 | Operational | G Rivers | Implementation of Corporate Health and Safety Policy | 2 | 4 | 8 | Failure to ensure the safety and well being of staff. Failure to provide safe and healthy environment for visitors. Risk of corporate manslaughter charges. | 1) Corporate Health and Safety strategy, objectives and implementation plans, including full risk assessments in place for all internal and external functions performed by the Council. | Martin Hosker | ongoing | ongoing | 1 | 4 | 4 |
| | | | | | | | | | 2) Full-time H & S Manager leading this work. | Martin Hosker | ongoing | ongoing | | | |
| | | | | | | | | | 3) Well being programme. | Martin Hosker | ongoing | ongoing | | | |
| | | | | | | | | | 4) Requirement for all staff to complete online H&S training. | Heads of Service | Apr-08 | ongoing | | | |

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|----|---------------------------------|------------------------|--------------------|---|---|---|---------------|--|--|--|---|---|---|---|---------------|
| | | | | | | | | | 5) Communications to staff. | Marianne Hulland | ongoing | ongoing | | | |
| | | | | | | | | | 6) Recent internal audit review of H&S arrangements at WSH | Jon Snares | Jul-09 | complete | | | |
| | | | | | | | | | 7) Drug and Alcohol testing at work policy being developed. | Martin Hosker | Dec-09 | ongoing | | | |
| 32 | 10/10/05 | People | G Rivers/ A Wilson | Diversity Awareness | 3 | 4 | 12 | Inadequate Member and Officer awareness and development in diversity. | 1) Key issue in Council Improvement Plan, with member and officer champion. 2) Adopted Single Equality Strategy. 3) Workforce and member training/ Workforce Development Plan. 4) Working towards consultation with hard to reach groups. 5) Stress and disability surveys and KPI/BVPI monitoring. 6) Support of county-wide initiatives. 7) Equality impact assessments. 8) On line compulsory training part of PDR requirements. 9) Peer review completed. 10) Joint Member / Staff Diversity Group working effectively and considering a range of individual issues. 11) Internal Communications support 12) Equality Action Plan 2010-12 approved. | Alex Wilson Louise Hammond Louise Hammond Davina Howes Louise Hammond CEO/CDs Davina Howes Heads of Service Louise Hammond Alex Wilson / Davina Howes Maro Hulland Davina Howes | ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing 2010 2012 | ongoing complete ongoing ongoing ongoing ongoing ongoing complete ongoing ongoing ongoing | 1 | 4 | 4 |
| 33 | 10/10/05 | People | G Rivers | Unsustainable Workload | 4 | 4 | 16 | Workload overload caused by too many projects or initiatives and reducing head count, resulting in failure to function in line with expectations and potential loss of staff including potential partnership working across multiple agencies. | 1) Prioritise work through a Corporate Work Programme linked to risk register and service plans and supported by a proper project management framework. 2) DR-IVE and Budgeting by project and policy-based budgeting. 3) Whole-life costing of projects and capital expenditure. 4) Staff stress survey and action plan implemented. 5) Good member/officer understanding of shared priorities. 6) Performance Management Group 7) Effective use of partners to increase capacity. 8) Better use of capacity within organisation e.g. internal secondments and trainee opportunities 9) Identification of external funding to support delivery of projects. | CEO/CDs, Heads of Service CEO/CDs, Heads of Service Heads of Service Martin Hosker CEO/CDs, Heads of Service Louise Hammond CEO/CDs, Heads of Service Louise Hammond / Heads of Service/CDs MT | ongoing annual ongoing 2008 ongoing Oct-09 ongoing ongoing ongoing | ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing | 3 | 4 | 12 |
| 34 | 10/10/05 | Strategic, Operational | G Rivers | Emergency Situations & LA Response | 2 | 4 | 8 | Council must have ability to react to external events, e.g. flood, storm, major incident, internal effect e.g. flu pandemic. | 1) Maintain Emergency Plan, train and test. 2) Emergency Officers' working group. 3) Partnership with SCC (Suffolk Resilience Partnership) EPO. 4) Business Continuity Plan adopted and included in Emergency Plan. 5) Work with partner organisations. 6) Major exercise carried out in Jan 2010 and further exercise planned for Autumn 2010 7) Full ICT disaster recovery test successfully completed during August 2009. 8) Council responding in full to the recommendations of the Pitt Review | David Bird David Bird David Bird Liz Watts Heads of Service Keith Fawkner-Simpson Chris Woodhouse S Pell | ongoing ongoing ongoing ongoing ongoing Jan-10 Aug-09 Jun-09 | ongoing ongoing ongoing ongoing ongoing Autumn 10 complete ongoing | 2 | 2 | 4 |
| 35 | 10/10/05 | Strategic, Operational | G Rivers/ CDs | Environmental Sustainability/Carbon Emissions | 4 | 4 | 16 | Need to reduce carbon footprint of both direct and indirect Borough Functions. | 1) Climate change action plan. 2) High priority given to sustainable development and travel. 3) WSH designed for low carbon emission. 4) Promote issue through SSP/LAA green partnership. 5) External funds and LSP involvement for new initiatives. 6) Watching brief on Carbon Reduction Commitment. 7) Communications as appropriate to publicise carbon reduction initiatives. 8) Management information to be produced on monitoring of grey fleet travel. | Peter Gudde CEO/CDs CEO/CDs Sandra Pell Cathy Manning Peter Gudde Maro Hulland Louise Hammond | ongoing ongoing 2005 ongoing ongoing ongoing ongoing ongoing ongoing ongoing | ongoing ongoing Apr-09 ongoing ongoing ongoing ongoing ongoing ongoing quarterly | 3 | 4 | 12 |

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|----|---------------------------------|----------------------|---------------------|---|---|---|---------------|---|---|--|--|--|---|---|---------------|
| 36 | 19/12/08 | Environmental | A Wilson/S Pell | Climate Change | 4 | 4 | 16 | Failure to adapt to the impact which climate changes may have on residents/services in St Edmundsbury. | 1) Identify and manage Council's policies, practices and infrastructure to ensure that they become resilient to climate change. 2) All staff have undertaken the e-learning climate change package. 3) Sustainability Impact Assessments now embedded. | Peter Gudde | ongoing | ongoing | 3 | 4 | 12 |
| 37 | 10/11/05 | People, Reputational | A Wilson | Child Protection | 3 | 4 | 12 | Ensure that children are treated in a proper manner and in accordance with legislation. | 1) Working in Countywide partnership. 2) Safeguarding policy adopted by Full Council in 2006 and refreshed by MT in 2009. 3) Ensure staff are trained in safeguarding issues. 4) Safe recruitment procedures are adopted for all staff. 5) CRB checks are undertaken for all individuals with access to young persons or their records (including staff who were formally checked under the previous system of police checks). Only 1 retrospective case remaining to check. 6) Internal Audit of safeguarding completed in September, with 'substantial assurance' opinion given. | Carole Herries Carole Herries Louise Hammond Louise Hammond L Hammond | ongoing 2006 ongoing ongoing Jul-09 | ongoing ongoing ongoing ongoing | 2 | 4 | 8 |
| 38 | 23/12/05 | Strategic | G Rivers / A Wilson | Local Government Reorganisation / Boundary Commission Review/ County Constitutional Convention - RISK CLOSED JULY 2010 | 4 | 4 | 16 | Failure to secure for residents of SEBC a future model of local government which places local needs and decisions at the heart of service. Additional demands on limited staff resources. Long term budget planning difficult to achieve. | 1) Encourage support for a solution which protects the interest of the residents of SEBC. 2) Provide information to the Boundary Commission and Minister as required. 3) Respond robustly to draft proposals with a clear focus on the needs of SEBC. 4) Undertake organisational development work to maintain staff capacity during review period. 5) Communications plan in place for both pre and post announcement. 6) Participate in County Constitutional Convention | Geoff Rivers Alex Wilson/Geoff Alex Wilson Louise Hammond Marianne Hullahnd Geoff Rivers | Apr-08 Apr-08 Apr-08 Apr-08 Apr-08 Feb-10 | ongoing complete complete ongoing ongoing ongoing | 0 | 0 | 0 |
| 39 | 21/9/07 | Resources | G Rivers | Data Management | 2 | 4 | 8 | Failure to ensure the accuracy and control of data. Not using good practice when handling data. | 1) Data quality strategy approved. 2) Improve staff communication on good practices and data security. 3) Review data handling strategy in Council's constitution. 4) Input to new work style arrangements. 5) Training delivered on data security. 6) Government Connect in place. 7) Internal Audit inform Data Quality Manager of any issues arising from internal audits regarding data quality. 8) online e-learning package in Data Quality under development. | Davina Howes Marianne Hullahnd Steven Lincoln Heads of Service Chris Woodhouse Chris Woodhouse J Snares D Howes | 2008 ongoing ongoing ongoing ongoing Apr-09 Oct-09 Apr-08 Sep-09 | ongoing ongoing ongoing ongoing Sep-09 Oct-09 ongoing ongoing | 2 | 3 | 6 |
| 40 | 5/1/07 | Strategic, Financial | S Pell | Manage Growth Agenda | 4 | 3 | 12 | Housing market slow down of concern. Growth area funding has increased to £5.8m over three years. | 1) Sufficient resources and planning arising from capital revenue split - being addressed by a combination of internal secondments and consultancy support 2) Growth Area Partnership Board set up to manage governance and programme. 3) Working with Partners (EEDA, SCC and SDA) on delivery partnership. 4) CLG consultations on proposed reallocation of Community Area Funding due to housing construction slowing down. St Edmundsbury has lost c. £800,000 from initial allocation of £5.8m. | Patsy Dell Patsy Dell Patsy Dell Patsy Dell | ongoing 2008 ongoing ongoing | ongoing ongoing ongoing | 3 | 3 | 9 |
| 41 | 24/9/07 | Operational | S Pell | Waste Handling | 3 | 3 | 9 | Failure to reach agreement between authorities on collection and disposal of waste and to achieve targets. | 1) Continue working with other Waste Collection Authorities (WCA's) and the Waste Disposal Authority (WDA) on treatment of residual waste. The Inter Authority Agreement (IAA) which sets-out how authorities will work together to minimise and treat residual waste (will be) approved April 2010. 2) Working on feasibility of a potential for a Joint Waste Authority and potential steps towards this objective. | Mark Walsh Mark Walsh | ongoing ongoing | ongoing ongoing | 2 | 3 | 6 |
| 42 | 10/7/09 | Organisational | G Rivers | Swine Flu - RISK CLOSED APRIL 2010 | 4 | 4 | 16 | Serious negative impact on SEBC services due to short-term loss of staff (either through sickness or caring responsibilities); extra demand on services | 1) Business continuity plans in place for all critical services. 2) Info regularly updated and provided to staff and members. 3) Close liaison with and advice from Joint Emergency Planning Unit (JEPU). 4) Live exercise carried out with Customer Services Team in WSH | Heads of Service Marianne Hullahnd Liz Watts Davina Howes/Liz Watts | ongoing ongoing ongoing Aug-09 | ongoing ongoing ongoing Aug-09 | 0 | 0 | 0 |

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|----|---------------------------------|-------------------------|-------------------|--|---|---|---------------|---|--|---------------------------|------------|-----------------|---|---|---------------|--|
| 43 | 10/7/09 | Financial | G Rivers | Concessionary Fares | 3 | 4 | 12 | One bus company is appealing against a scheme in another part of the UK, and if it is successful the same claim is likely to be brought by all bus providers in Suffolk: the bus companies are looking to achieve a higher rate of reimbursement for concessionary travel. Likely costs for SEBC are in the region of £1m annually. | 1) SEBC is part of an interested parties scheme which is taking a judicial review in November 09: earmarked reserve in place to fund any future liabilities. JR won, but leave to appeal given to bus company. | Liz Watts, Joy Bowes | ongoing | ongoing | 2 | 4 | 8 | |
| 44 | 01/10/2009 | Financial | CEO/CDS | Supply chain risk | 3 | 4 | 12 | Suppliers or tenants of the council are unable to meet their contractual arrangements due to the economic downturn | 1) Clear procedures in place to reduce level of financial risk to which the council is exposed, including prosecution/forfeiture proceedings where necessary | Ivan Sams/Joy Bowes | Oct-09 | ongoing | 3 | 3 | 9 | |
| 45 | 01/10/2009 | Strategic | A Wilson / S Pell | Provision of sites for gypsy and traveller communities | 4 | 3 | 12 | Council fails to provide appropriate sites for gypsy and traveller communities | 1) Identification and delivery Gypsy and Traveller sites as required. | Carole Herries/Patsy Dell | ongoing | ongoing | 3 | 3 | 9 | |
| | | | | | | | | | 2) Funding secured for site at Depden, subject to planning permission. | Carole Herries | Mar-09 | ongoing | | | | |
| | | | | | | | | | 3) Support provided to mediation process, to ensure that all interested parties' views are carefully and sensitively taken into account | Patsy Dell | May-09 | Dec-09 | | | | |
| | | | | | | | | | 4) Reduce risk of sites being delivered through the planning appeal process. | Patsy Dell | ongoing | ongoing | | | | |
| | | | | | | | | | 5) Communications plans to be developed for sites. | Maro Hulland | Apr-10 | ongoing | | | | |
| 46 | 01/10/2009 | Operational, People | S Pell | West Suffolk House (Building) | 3 | 4 | 12 | Ongoing issues relating to some elements of the BMS and work environment. | 1) Property team and H&S Manager working closely to resolve all issues. | Ivan Sams | Apr-09 | ongoing | 3 | 3 | 9 | |
| 47 | 01/04/2010 | Financial | A Wilson | Maintenance of Leisure Assets | 4 | 4 | 16 | Lack of maintenance fund to replace ageing leisure assets (such as playgrounds). | 1) Asset Management Plan for Leisure being drawn up. | Neil Anthony | Jan-10 | ongoing | 3 | 4 | 12 | |
| 48 | 01/04/2010 | Financial, Reputational | A Wilson | Community Centre Transfer | 3 | 3 | 9 | Transfer of community centres to local communities is unsuccessful. | 1) Principle of transferring of Southgate agreed May 10. | Cathy Manning | Jan-10 | ongoing | 3 | 2 | 6 | |
| | | | | | | | | | 2) Council committed to continuing work to support other Community Associations in developing their skills and expertise. | | | | | | | |
| 49 | 26/07/2010 | Financial | Geoff Rivers | Public Sector Spending cuts | 4 | 4 | 16 | Announcement of 25% spending cuts across the public sector: council unable to reduce costs/increase income to match these cuts. | 1) DR-IVE process well established and early action already taken during 2010 to prepare for 2011/12 and beyond | CEO/CDS | Mar-10 | ongoing | 2 | 4 | 8 | |
| | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |