



Performance and Audit Scrutiny Committee 24 January 2011

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 52:** Suffolk County Council New Strategic Direction (SCC NSD)

The risk associated with the SCC's NSD is around any unexpected consequences of the change in how services are being delivered by the county council, either in terms of service gaps for St Edmundsbury's residents, or cost-shunting for this Council (ie., extra costs incurred by St Edmundsbury as a result of actions taken with SCC).

One risk has been closed:

- **Risk 29:** Project Management.

This risk has been closed because members of the Strategic Risk Management Group consider that Project Management is completely embedded within the Council's procedures and there is therefore no ongoing risk of poor Project Management.

A number of residual risk colours have changed:

- **Risk 2:** Service Delivery Method, including the move towards Shared Services, which has **increased from amber to red**, to reflect the intensity of the progress within the Phase 1 shared services and the inevitable probability that as SEBC joins services with Forest Heath there are a number of areas in which risk increases (such as maintaining service delivery through periods of change, possible job losses, issues around excessive demands on staff time and the resulting impact on morale).
- **Risk 7:** Community Priorities, which has **increased from green to amber**, to reflect the fundamental changes resulting from the Coalition Government's rapid implementation of its 'Big Society' agenda, and the probability of uncertainty and resulting risk in the short term as these changes are translated into new ways of working.
- **Risk 15:** Revenue Budget Management, which has increased from **green to amber**, following the recent announcement of the Local Government Finance Settlement for 2011/12 and 2012/13, which resulted in a grant cut of 26% for the Council over the two year period. Although this risk has been carefully managed to date, the cut is 6% worse

than we had budgeted for, and the future will inevitably hold tough financial decisions for the Council.

- **Risk 16:** Economic Downturn, which has **decreased from red to amber**, since the probability of a continued recession has reduced (notwithstanding the exceptionally hard times in which many of our local business face).
- **Risk 24:** Community Safety, which has **decreased from amber to green**, reflecting the fact that St Edmundsbury is a very safe place to live and the Council is working closely with our partners to ensure this situation does not change.
- **Risk 44:** Supply Chain Risk, which has **decreased from amber to green**, reflecting the improved economic environment.

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 Chairman

Name John Hale
Telephone 01359 221141
E-mail john.hale@stedsbc.gov.uk

Chief Finance Officer

Liz Watts
01284 757252
liz.watts@stedsbc.gov.uk

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
1	10/10/05	Operational	G Rivers	Performance Management	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 Performance Indicator 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 some areas of service integration 7) Preferred partner status established with Forest Heath and Project Manager and project structures and processes now in place. 8) Business cases being developed in a number of areas. 9) Significant HR piece of work around salary consistency between SEBC and FH being undertaken.	CEO/CDs CEO/CDs Davina Howes CEO/CDs Marianne Hullahnd CEO/CDs CEO CEO/CDs Ruth Littlechild/L Hammond	ongoing ongoing ongoing ongoing ongoing ongoing Dec-09 Mar-10 Jan-11	ongoing ongoing ongoing ongoing ongoing ongoing ongoing Oct-11	3	4	12
3	10/10/05	People, Financial, Reputational	A Wilson	West Suffolk House - (Capital Works) RISK CLOSED JAN 2010	0	0	0	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 Jan-09	Apr-09 ongoing 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	0	0	0	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.	CEO/CDs CEO/CDs Louise Hammond Louise Hammond	ongoing ongoing ongoing Jun-09	ongoing ongoing ongoing ongoing	0	0	0

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									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.	Ivan Sams Marianne Hulland Marianne Hulland	Jul-09 Jun-09 ongoing	ongoing Jun-09 ongoing			
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 Hulland	ongoing ongoing ongoing ongoing Apr-09 Jun-09 ongoing	Dec-09 Jun-09 ongoing tbc Oct-09 Sep-09 ongoing	1	2	2
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	Mar-11 Jan-11	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 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) Ensure effective consultation and engagement is undertaken to help identify corporate priorities 6) Ensure SEBC has appropriate representation on delivery and partnership boards. 7) Management Restructure - moved resources into Neighbourhood Development to support community process. 8) The Council is responding positively to the Localism Bill.	Geoff Rivers Geoff Rivers Geoff Rivers Heads of Service Davina Howes Geoff Rivers Cathy Manning Geoff Rivers	ongoing ongoing ongoing ongoing ongoing ongoing Jul-09 Jan-11	ongoing ongoing ongoing ongoing ongoing ongoing Sep-09 ongoing	2	4	8
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) 2008/11 Rural Action Plan still in operation. New 3-year plan will start from April 2011, and will be subject to scrutiny by Rural Area Working Party 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.	Kirsty Pitwood Liz Watts Alex Wilson	ongoing ongoing Oct-09	ongoing ongoing ongoing	1	4	4

St Edmundsbury Borough Council Risk Register 2011/12

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
									4) Regular communication to rural areas on relevant issues.	Marianne Hulland / Alex Wilson	ongoing	ongoing			
10	26/9/08	Reputational Operational, Financial	S Pell/A Wilson	The Apex (Capital)	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) 12 month defect period is being monitored under the contract 4) Capital budget being monitored and issue reported. Shell and core account now closed.	Mark Walsh	ongoing	Dec-10	2	4	8
11	26/9/08	Reputational Strategic	S Pell	Cattle market Development (Public interface) RISK CLOSED SEPTEMBER 2010 - SEE NEW RISK # 51	0	0	0	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) Review of car parking and working with Suffolk County Council on potential park and ride facilities now complete 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 Head of Planning Joy Bowes	ongoing ongoing ongoing ongoing ongoing ongoing Apr-10	ongoing ongoing complete ongoing ongoing ongoing Jun-10	0	0	0
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.	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 Queens Street area 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 or colocation to improve the use of this asset. 9) Haverhill now a focus for SCC Total Place work.	Geoff Rivers Geoff Rivers Anne Gower Ivan Sams Head of Planning Marianne Hulland Geoff Rivers Geoff Rivers	ongoing ongoing Oct-09 ongoing ongoing ongoing ongoing Sep-09 Jan-10	May Annual Council Apr-11 ongoing complete complete ongoing ongoing Apr-11 ongoing	1	3	3
13	10/10/05	Operational, Financial	G Rivers	Unacceptable increases in Council Tax RISK CLOSED JULY 10, DUE TO GOVERNMENT ANNOUNCEMENT TO	0	0	0	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).	L Watts L Watts	ongoing Feb-10	ongoing Jan-11	0	0	0

St Edmundsbury Borough Council Risk Register 2011/12

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
				ANNOUNCEMENT TO FREEZE COUNCIL TAX. KNOCK ON RISK SET OUT IN NEW RISK 49					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 Davina Howes L Watts Marianne Hulland Geoff Rivers	Sep-08 ongoing Jan-09 annually Jul-09	Apr-09 ongoing Feb-09 ongoing ongoing			
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, promoting the 'Big Society' locally	1) Active role in, and support of Local Strategic Partnership (West Suffolk and Suffolk) expressed in Community Strategies for WSLSP. 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 and development of corporate priorities. 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 community 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. 11) Ensuring emerging policy on the Big Society is supported through local communities 12) Localism Bill published in December 2010 is being analysed and appropriate responses across the authority are being developed.	Cathy Manning Davina Howes / Head of Planning / Cathy Manning CEO/CDs CEO/CDs Alex Wilson Davina Howes / Simon Pickering Adriana Stapleton Geoff Rivers Cathy Manning Maro Hulland All Managers Heads of Service	ongoing Mar-10 ongoing ongoing ongoing ongoing Jun-08 Sep-09 ongoing Dec-10	ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing	2	3	6
15	10/10/05	Financial	L Watts	Revenue Budget Management	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 11/12 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 L Watts	Sep-08 ongoing ongoing ongoing ongoing ongoing	Feb-11 ongoing ongoing complete ongoing	2	4	8

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									7) Local Government Finance Settlement announced for 2011/12 and 2012/13, allowing more precise projection of MTFS.	L Watts	Dec-10	complete			
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. 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 Hullah Marianne Hullah 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	3	3	9
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
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 (UofR) 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 in place and reviewed 5) Performance Group Benchmarking 6) Publishing of transparency information, including payments over £500, senior staff salaries, members' allowances etc., in line with Coalition Government requirements.	L Watts, D Howes, J Snares J Snares Davina Howes Davina Howes Davina Howes Davina Howes	Dec-08 Jan-08 Mar-09 Apr-09 Aug-09 Jan-11	complete annual ongoing 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	Heads of Service Heads of Service Heads of Service Head of Planning	ongoing monthly annual ongoing	ongoing ongoing ongoing ongoing	4	3	12

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									Infrastructure Levy and monitoring of Section 106 agreements and review as necessary.						
									5) New income generation opportunities being developed into business cases by Heads of Service	Heads of Service	ongoing	ongoing			
									6) New Homes Bonus being carefully assessed to ensure that the risks of losing grant are monitored as well as the possible increase in income in Year 1 of the scheme.	Head of Planning	Dec-10	ongoing			
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	3	4	12
21	10/10/05	Strategic, Operational	A Wilson, S Pell	Provision of affordable Housing	4	4	16	Lack of affordable housing exacerbated by declining in housing market and construction industry. Reduction in future grant availability for affordable house building. Likely increase in homelessness. Impact of 'affordable rent' (which is set at 80% of market rent) is as yet unknown, but may be significant.	1) Empty homes strategy updated and reviewed by PD in Sept 2010 and resourced with £75k. 2) Housing Market Assessment completed 2005, updated 2010 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) Implement PPS3 Housing proposals for developing affordable housing, particularly in rural areas. 5) Choice Based Lettings introduced. 6) 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. 7) Continuous liaison with Homes and Communities Agency to try to attract additional funding for new affordable housing schemes / Local Investment Plan with HCA completed and approved July 2010 8) Updated Housing and Homeless Strategy approved. 9) Private sector leasing scheme. 10) Housing Needs surveys completed in several rural parishes, and new housing sites identified for rural housing. 11) Regular reviews of the housing register now being undertaken 12) Council responding to government social housing reform proposals.	Carole Herries Carole Herries Carole Herries/Head of Planning Head of Planning Carole Herries Head of Planning Carole Herries Carole Herries Carole Herries Carole Herries Carole Herries	Sep-09 2005 ongoing ongoing Feb-08 ongoing ongoing ongoing ongoing ongoing ongoing	Sep-11 ongoing ongoing ongoing ongoing ongoing review 2013 ongoing ongoing	4	4	16

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
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 WLSLP 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. 7) Equality impact assessments carried out to assess impact of policies/activities on our communities.	Geoff Rivers Head of Planning Geoff Rivers Cathy Manning Heads of Service Davina Howes Davina Howes	ongoing 2008 ongoing ongoing ongoing ongoing	ongoing complete 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 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. 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 government departments. 7) MT review forthcoming legislation on weekly basis. 8) Seminar for members and partners to keep them informed about changes in police/health, etc. 9) Localism Bill published in Dec 10 10) Sharing briefings and intelligence with other councils especially Forest Heath	CEO/CDs CEO/CDs, Heads of Service CEO/CDs, Heads of Service Heads of Service Heads of Service Heads of Service CEO CEO Davina Howes	weekly ongoing ongoing ongoing ongoing ongoing weekly complete Dec-10 Sep-10	ongoing ongoing ongoing ongoing ongoing ongoing complete Dec-10 ongoing	4	4	16
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) New Licensing Statement of Policy adopted. Reviewed in December 2010 6) Introduced Haverhill alcohol free zone. 7) Consultation on reinstatement of Special area licensing for historic core in Bury St Edmunds. Review	Cathy Manning Cathy Manning Heads of Service Cathy Manning Carole Herries Cathy Manning Carole Herries	ongoing July annually ongoing Nov-06 Dec-10 2008 Jun-09	ongoing Plan agreed by end of March ongoing complete complete ongoing Apr-11	1	4	4

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									8) Working with police to address issues around anti-social behaviour and how it is dealt with and reported by within the Council.	Cathy Manning	Dec-09	ongoing			
									9) Public communications re: the Community Safety Partnership activities and outcomes.	Maro Hulland	Dec-09	ongoing			
									10) Participating in county-wide review of current Community Safety arrangements.	Cathy Manning	Jan-10	Dec-10			
25	10/10/05	Community	G Rivers	Partnership working	3	4	12	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	CEO/CDs, Heads of Service CEO/CDs, Heads of Service CEO/CDs, Heads of Service Davina Howes MT Davina Howes	ongoing ongoing ongoing ongoing ongoing ongoing	ongoing ongoing ongoing ongoing complete 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. 6) Core Strategy endorsed as sound by Planning Inspector (with minor changes), and adopted by Full Council in December.	Head of Planning Head of Planning Head of Planning Head of Planning CEO/CDs/Heads of Service Head of Planning	ongoing ongoing ongoing ongoing Jan-11 Jan-10	ongoing ongoing ongoing ongoing ongoing complete	2	4	8
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. 4) Corporate training programme in place.	Louise Hammond / Heads of Service Louise Hammond Louise Hammond Louise Hammond	ongoing ongoing ongoing ongoing	ongoing ongoing ongoing ongoing	1	4	4

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									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	complete			
									14) Consistent and regular communication to staff, including opportunities for feedback.	Marianne Hullah	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			
									17) Joint delivery of Learning & Development Plan with Forest Heath.	Louise Hammond	Jun-10	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 Hullah	ongoing	ongoing	2	4	8
									2) Council Newspaper and service specific publications.	Marianne Hullah	ongoing	ongoing			
									3) Updated website	Marianne Hullah	ongoing	ongoing			
									4) Consultation for specific projects and strategies.	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	complete			
									8) New post of Neighbourhood Development Manager established to respond to increasing demands for LAs to play a central role in engagement	Cathy Manning	Jul-09	complete			
									9) Members attend parish and town council meetings and residents' groups.	Members	ongoing	ongoing			

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									10) Ward walks undertaken in early 2010, and further member development session planned for Autumn 2010. 11) Watching brief on forthcoming Decentralisation and Localism Bill 12) Explore, with colleagues across the county, opportunities for a widescale survey to replace the Place Survey. 13) Use of new forms of social media, eg. Twitter, Facebook	Members Cathy Manning Davina Howes Maro Hullahnd	Jan-10 Oct-10 Dec-10 Oct-10	Autumn 10 Dec-10 ongoing ongoing			
29	10/10/05	Operational, Financial	G Rivers	Project Management RISK CLOSED DEC 2010	0	0	0	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. 2) Officer Project Management training undertaken. 3) Reporting by exception to CMT and Members as appropriate. 4) Programme board meets monthly to review progress.	Mark Walsh Mark Walsh Mark Walsh	Oct-05 ongoing ongoing ongoing	ongoing ongoing ongoing ongoing	0	0	0
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. 2) Anti-fraud and anti-corruption strategy revised in accordance with current best practice. Approved by Full Council. 3) Whistle blowing guide 4) Participation in National Fraud Initiative (NFI) 5) Regular staff awareness updates 6) Specialist team in Revenue and Benefit teams. 7) e-learning package launched for all staff. 8) Fraud Intranet page set up for staff and members. 9) Member training in Anti-Fraud 10) Action being taken to deter break-ins at Haverhill Depot	J Snares J Snares Joy Bowes N Parrish J Snares Sue Archer J Snares J Snares N Parrish M Walsh	annual Feb-09 Feb-06 ongoing ongoing ongoing Dec-09 Dec-09 Oct-09 Dec-10	ongoing complete complete ongoing ongoing ongoing complete ongoing Oct-09 ongoing	1	3	3
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. 2) Full-time H & S Manager leading this work. 3) Well being programme. 4) Requirement for all staff to complete online H&S training. 5) Communications to staff. 6) Recent internal audit review of H&S arrangements at WSH 7) Drug and Alcohol testing at work policy being developed.	Martin Hosker Martin Hosker Martin Hosker Heads of Service Marianne Hullahnd Jon Snares Martin Hosker	ongoing ongoing ongoing Apr-08 ongoing Jul-09 Dec-09	ongoing ongoing ongoing ongoing complete complete ongoing	1	4	4
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 Scheme. 3) Workforce and member training/ Workforce Development Plan.	Alex Wilson Davina Howes Louise Hammond	ongoing ongoing ongoing	ongoing complete ongoing	1	4	4

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									4) Working towards consultation with hard to reach groups and equality monitoring. 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; working towards 'achieving authority' requirements. 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 (encompassing the new Equalities Act)	Davina Howes Louise Hammond CEO/CDs Davina Howes Heads of Service Alex Wilson Alex Wilson / Davina Howes Maro Hulland Davina Howes	ongoing ongoing ongoing ongoing Dec-09 ongoing ongoing 2010	ongoing ongoing ongoing ongoing complete ongoing ongoing 2012			
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) Optimise use of capacity within organisation e.g. internal secondments and trainee opportunities 9) Identification of external funding to support delivery of projects. 10) Capacity is being reviewed through the shared services agenda, and additional capacity created where necessary.	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 Louise Hammond	ongoing annual ongoing 2008 ongoing Oct-09 ongoing 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 Autumn 2010	Keith Fawkner-Simpson Keith Fawkner-Simpson Keith Fawkner-Simpson Liz Watts Heads of Service Keith Fawkner-Simpson	ongoing ongoing ongoing ongoing ongoing Jan-10	ongoing ongoing ongoing ongoing ongoing Autumn 10	2	4	8

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
									7) Full ICT disaster recovery test successfully completed during August 2009.	Chris Woodhouse	Aug-09	complete			
									8) Council responding in full to the recommendations of the Pitt Review	S Pell	Jun-09	ongoing			
									9) Exercise Atropos completed (Loss of Fuel countywide, multi-agency exercise)	L Watts	Nov-10	Nov-10			
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 and Apex designed for low carbon emission. 4) Promote issue through green partnerships. 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 produced on monitoring of grey fleet travel. 10% corporate target for 2011 for reduction of business miles. 9) Capital investment in borough green energy schemes, and support for homeowner improvements through national schemes.	Peter Gudde CEO/CDs CEO/CDs Sandra Pell Cathy Manning Peter Gudde Maro Hulland Louise Hammond Peter Gudde	ongoing ongoing 2005 ongoing ongoing ongoing Jul-10 Sep-10	ongoing ongoing complete ongoing ongoing ongoing quarterly ongoing	3	4	12
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 Peter Gudde Heads of Service	ongoing Apr-09 ongoing	ongoing 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). 6) Internal Audit of safeguarding completed in September, with 'substantial assurance' opinion given. 7) Internal working group to input into the countywide 'Young Peoples' Plan'. 8) Regular staff and member briefings	Carole Herries Carole Herries Louise Hammond Louise Hammond L Hammond J Snares Carole Herries Carole Herries	ongoing 2006 ongoing ongoing Jul-09 Apr-09 Jun-10 ongoing	ongoing ongoing ongoing ongoing complete ongoing ongoing	2	4	8
38	23/12/05	Strategic	G Rivers / A Wilson	Local Government Reorganisation / Boundary Committee Review/ County Constitutional Convention	0	0	0	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 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.	Geoff Rivers Alex Wilson/Geoff Alex Wilson	Apr-08 Apr-08 Apr-08	ongoing complete complete	0	0	0

St Edmundsbury Borough Council Risk Register 2011/12

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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
				- RISK CLOSED JULY 2010											
									4) Undertake organisational development work to <u>maintain staff capacity during review period.</u> 5) Communications plan in place for both pre and post announcement. 6) Participate in County Constitutional Convention	Louise Hammond Marianne Hulland Geoff Rivers	Apr-08 Apr-08 Feb-10	ongoing ongoing ongoing			
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. 9) Data Protection Officer appointed as a result of internal audit advice	Davina Howes Marianne Hulland Steven Lincoln Heads of Service Chris Woodhouse Chris Woodhouse J Snares D Howes Joy Bowes	2008 ongoing ongoing ongoing ongoing Apr-09 Apr-08 Sep-09 Sep-10	complete ongoing ongoing ongoing ongoing complete ongoing ongoing complete	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.	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.	Head of Planning Head of Planning Head of Planning Head of Planning	ongoing 2008 ongoing 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 December 2010. 2) Working on feasibility of a potential for a Joint Waste Authority or Committee 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	0	0	0	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 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 Liz Watts Davina Howes/Liz Watts	ongoing ongoing ongoing Aug-09	ongoing ongoing ongoing Aug-09	0	0	0
43	10/7/09	Financial	G Rivers	Concessionary Fares	3	4	12	Any of the bus providers could submit a claim against the council for loss of income.	1) One claim has already been successfully defended by the authority.	Liz Watts, Joy Bowes	ongoing	ongoing	1	4	4

St Edmundsbury Borough Council Risk Register 2011/12

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
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	1	3	3
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 of Gypsy and Traveller sites as required.	Carole Herries/Head of Planning	ongoing	ongoing	3	4	12
									2) Funding secured for site at Depden, subject to planning permission, which has been submitted to the Planning Authority	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	Head of Planning	May-09	complete			
									4) Reduce risk of sites being delivered through the planning appeal process.	Head of Planning	ongoing	ongoing			
									5) Communications plans to be developed for sites.	Maro Hulland	Apr-10	ongoing			
									6) Countywide protocol for unauthorised encampments being updated.	Carole Herries	Nov-10	Jan-11			
									7) Gypsy and Traveller needs assessment being finalised.	Carole Herries	Nov-10	Jan-11			
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 and report to Cabinet on progress in Sep 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	Local Government Settlement for 2011/12 and 2012/13 cuts the Council's government grant by 25% over the two years.	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
50	06/09/2010	Strategic, Operational, Reputational	Alex Wilson	Apex Operations	4	4	16	Apex fails to achieve its aspiration of being a leading music venue in the East of England.	1) Business plan being implemented	Neil Anthony	ongoing	ongoing	3	3	9
									2) Staffing structure and operational procedures being finalised and staff becoming familiar with the building (which is highly technical); Internal Audit have carried out some consultancy support on processes and procedures.	Neil Anthony	ongoing	ongoing			
									3) Venues Director recruited and in post.	Neil Anthony	May-09	complete			
									4) Marketing Strategy in place to promote The Apex. Box Office launched on 6 September.	Tony Doherty	ongoing	ongoing			
									5) Continue to maintain ongoing relationship with ARC centre management for benefit of both parties.	Neil Anthony	May-09	Sep-09			
51	06/09/2010	Strategic, Reputational	S Pell	Vibrancy of Bury Town Centre	3	4	12	Perceived potential threat to existing historic town centre.	1) Proactive publicity campaign in place to promote the whole of Bury St Edmunds town centre through Town Centre Management.	Andrea Mayley	ongoing	ongoing	2	3	6
									2) Support to Bury Business Improvement District in place.	Andrea Mayley	Apr-10	ongoing			
									3) Review of car parking and working with Suffolk County Council on potential park and ride facilities now complete and further investigations into provision of extra town centre car parking.	Sandra Pell	ongoing	ongoing			

St Edmundsbury Borough Council Risk Register 2011/12

St Edmundsbury Borough Council Risk Register 2011/12															
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 we are doing to prevent it.	Who	Start date	Completion date	P	I	Residual Risk
							16		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) Support to market traders through the market reivew.	Andrea Mayley Ivan Sams Head of Planning Ivan Sams	ongoing ongoing ongoing Sep-10	ongoing ongoing ongoing ongoing			
52	15/12/2010	Operational, Financial	G Rivers	Suffolk CC New Strategic Direction	4	4	16	SCC close/stop services without adequate provision for SEBC residents. Unexpected consequences of New Strategic Direction which may include 'cost-shunting' and gaps in service.	1) 31 Jan 2011 meeting with key partners and SCC CEO and Leader. 2) All Heads of Service woring in partnership with SCC counterparts.	Geoff Rivers Heads of Serivce/Corporat e Directors	 Dec-10	 ongoing	4	4	16