



## Performance and Audit Scrutiny Committee 31 October 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 – Haverhill Office Refurbishment (risk 54).

No risks have been closed.

4 residual risk colours have changed:

- **Risk 10:** The Apex (Capital); the final account is almost complete and within budget, and therefore both the inherent and residual risks have decreased accordingly.
- **Risk 41:** Waste Handling; SCC announcement that they are not in a position to sign the Inter Authority Agreement (which would have governed the future working relationship between SCC and the districts) has left St Edmundsbury with an increased level of risk in respect of the cost of waste disposal; both the inherent and residual risks have increased accordingly.
- **Risk 50:** The Apex (Operations); the residual risk has reduced in line with the group's view that the risk is less likely to materialise.

Risks closed at or before the previous meeting of this committee have been removed from the current version of the Strategic Risk Register, but are maintained on previous versions, in order to ensure a complete audit trail of risk management within the authority.

#### 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](mailto:john.hale@stedsbc.gov.uk)

#### Chief Finance Officer

Liz Watts

01284 757252

[liz.watts@stedsbc.gov.uk](mailto: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	Davina Howes	ongoing	ongoing	1	3	3
									2) Embedded monitoring and performance management culture and processes.	Louise Hammond	ongoing	ongoing			
									3) Improving performance central to Corporate Plan, running from Corporate Priorities down through Service Plans to PDR's for individual members of staff.	CEO/CDs	ongoing	ongoing			
									4) Consistent and regular communications to staff as performance management, PDR etc	Marianne Hlland	ongoing	ongoing			
									5) Performance Management Group established at a corporate level	Louise Hammond	Sep-09	ongoing			
									6) Implementation of the Covalent Performance Management System in partnership with FHDC.	Davina Howes	Sep-10	ongoing			
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.	CEO/CDs	ongoing	ongoing	3	4	12
									2) Ensure that where changes are proposed robust plans are in place for implementation	CEO/CDs	ongoing	ongoing			
									3) Equality assessments are always undertaken.	Davina Howes	ongoing	ongoing			
									4) All changes are financially appraised to ensure that they are deliverable.	CEO/CDs	ongoing	ongoing			
									5) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels.	Marianne Hlland	ongoing	ongoing			
									6) Joint working with Suffolk CC on some areas of service integration	CEO/CDs	ongoing	ongoing			
									7) Preferred partner status established with Forest Heath and Project Manager and project structures and processes now in place.	CEO	Dec-09	ongoing			
									8) Business cases being developed in a number of areas.	CEO/CDs	Mar-10	ongoing			
									9) Significant HR piece of work around salary consistency between SEBC and FH being undertaken.	Ruth Littlechild/L Hammond	Jan-11	Oct-11			
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.	CEO/CDs	ongoing	Dec-09	1	2	2
									2) Integrated ICT operational in West Suffolk House.	Chris Woodhouse	ongoing	Jun-09			
									3) Continue to work to maximise the investment in ICT.	Chris Woodhouse	ongoing	ongoing			
									4) Migration to full electronic payment system, including direct debits online	Chris Woodhouse	ongoing	tbc			
									5) Connection to Government Secure Network complete	Chris Woodhouse	Apr-09	Oct-09			

## 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
									6) e-learning module rolled out to staff to increase awareness of ICT security issues.	Chris Woodhouse	Jun-09	Sep-09			
									7) External communication to raise awareness of transactions available on the website	Marianne Hlland	ongoing	ongoing			
									8) Customer Access cross cutting piece of work as part of shared service agenda, to ensure that a holistic approach is taken to customer access to services.	Louise Hammond	Apr-11	Mar-12			
									9) Implementation of Tell us Once (ToU) programme across St Edmundsbury.	Davina Howes	Oct-11	ongoing			
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 completed and reconciliation of final account ongoing.	Ivan Sams	ongoing	Nov-11	2	4	8
									2) Possible Arbitration	Ivan Sams	Sep-09	Nov-11			
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 - Corporate Plan work underway.	Geoff Rivers	ongoing	Apr-12	2	4	8
									2) Focused set of Cabinet Commitments (immediate priorities)	Geoff Rivers	ongoing	ongoing			
									3) Strong links between commitments, Corporate Plan and Community Strategy.	Geoff Rivers	ongoing	ongoing			
									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.	Heads of Service	ongoing	ongoing			
									5) Ensure effective consultation and engagement is undertaken to help identify corporate priorities	Davina Howes	ongoing	ongoing			
									6) Ensure SEBC has appropriate representation on delivery and partnership boards.	Geoff Rivers	ongoing	ongoing			
									7) Management Restructure - moved resources into Neighbourhood Development to support community process.	Cathy Manning	Jul-09	Sep-09			
									8) The Council is responding positively to the Localism Bill see risk 53.	Geoff Rivers	Jan-11	ongoing			
									9) Keeping a watching brief on partnerships and changes to partnerships - in a very fluid and uncertain environment.	CEO/Corporate Directors/Heads of Service	Jan-11	Ongoing			
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 complete. New 3-year plan has started in April 2011, and will be subject to scrutiny by Rural Area Working Party	Kirsty Pitwood	ongoing	ongoing	1	4	4
									2) Capital and Revenue allocation, to promote grant aid for minor works.	Liz Watts	ongoing	ongoing			
									3) Rural Area Working Party mirrors the work of the Bury and Haverhill Working Parties.	Alex Wilson	Oct-09	ongoing			
									4) Regular communication to rural areas on relevant issues.	Kirsty Pitwood / Alex Wilson	ongoing	ongoing			
									5) Rural Masterplan to run alongside masterplans for BSE and HH.	Nicola Baker	Dec-10	ongoing			
									6) Prince's Foundation Worth with staff and members	Nicola Baker	Aug-11	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	26/9/08	Reputational Operational, Financial	S Pell/A Wilson	The Apex (Capital)	2	3	6	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) 12 month defect period is being monitored under the contract 2) Snagging issues and reconciliation of final account being completed.	Mark Walsh Mark Walsh	Feb-10 ongoing	Oct-10 Oct-11	1	3	3
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) Haverhill One now established. 8) Town Centre Management role now covered by Economic Development Unit.	Geoff Rivers Geoff Rivers Anne Gower Ivan Sams Nicola George Marianne Hulland Geoff Rivers Andrea Mayley	ongoing ongoing Oct-09 ongoing ongoing ongoing Dec-10 Jul-11	May Annual Council complete ongoing complete complete ongoing ongoing ongoing	1	3	3
14	10/10/05	Community	G Rivers	Local Authority Leadership Role	4	3	12	Failure to perform the new community leadership role for Local Authorities, promoting the 'Big Society' locally	1) Active role in, and support of West Suffolk Local Strategic Partnership. 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.	Cathy Manning Davina Howes / Nicola Baker / Cathy Manning CEO/CDs CEO/CDs Alex Wilson Davina Howes / Simon Pickering Adriana Stapleton	ongoing Mar-10 ongoing ongoing ongoing ongoing ongoing	ongoing ongoing ongoing ongoing ongoing ongoing	3	3	9

## 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) Lives we Lead public sector leadership programme/Suffolk Collaborative. Regional funding for leadership. The Suffolk Collaborative is currently under the Chairmanship of Richard Lister, UCS. Various monthly events are held. There have been events held at Moreton Hall CC when the topic under discussion was the inter-relationship between the Vol+ Community sectors and LA's. Anther event was held at Brandon. There is still the work going on involving SCC and the Police exploring issues and contacts with high demand families.	Geoff Rivers	Jun-08	ongoing			
									9) The WSLSP updated its strategic objectives and priority outcomes in May 10. Future direction of LSP being considered.	Cathy Manning	Sep-09	Dec-11			
									10) Internal and external communications at appropriate times to engage public and staff.	Marianne Hlland	ongoing	ongoing			
									11) Ensuring emerging policy on the Big Society is supported through local communities	All Managers	ongoing	ongoing			
									12) Localism Bill published in December 2010 is being analysed and appropriate responses across the authority are being developed. See risk 53.	Heads of Service	Dec-10	ongoing			
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 and extremely tight budgets.	1) Reflection of economic situation taken into account when setting 12/13 budget. 2) Clear responsibilities for monitoring and control of budgets. 3) DR-IVE programme being prepared. 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 7) Local Government Finance Settlement announced for 2011/12 and 2012/13, allowing more precise projection of MTFS.	L Watts Heads of Service Heads of Service L Watts L Watts L Watts	Sep-08	complete ongoing ongoing ongoing complete ongoing	2	4	8
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	Andrea Mayley Andrea Mayley / Marianne Hlland Marianne Hlland Andrea Mayley Chris Barber	Dec-08	ongoing ongoing ongoing ongoing ongoing	3	3	9

## 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
									6) SEBC involvement with delivery of WSLSP apprenticeship scheme.	Louise Hammond	Sep-09	ongoing			
									7) Economic Assessment of the borough approved.	Andrea Mayley	Dec-09	complete			
									8) Successful BID process in Bury St Edmunds town centre has created more financial resources for BID	Andrea Mayley	Nov-09	closed			
									9) Engagement with LEPS.						
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	Oct-05 Oct-05	ongoing ongoing	3	1	3
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. 7) New Data Quality policy being developed jointly with Forest Heath. 8) Open Data consultation being reviewed.	L Watts, D Howes, J Snares J Snares Davina Howes Davina Howes Davina Howes	Dec-08 Dec-07 Feb-09 Mar-09 Jul-09 Dec-10	complete annual complete complete 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 agreements and review as necessary. 5) New income generation opportunities being developed into business cases by Heads of Service 6) New Homes Bonus being carefully assessed to	Heads of Service Heads of Service Heads of Service Nicola Baker Heads of Service Nicola Baker	ongoing monthly annual ongoing ongoing Dec-10	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
									ensure that the risks of losing grant are monitored as well as the possible increase in income in Year 1 of the scheme.						
20	10/10/05	Financial	S Pell	Asset Management Programme (AMP)	4	4	16	Decline in projected income due to economic downturn. Planned disposals income not in line with Medium Term Financial Strategy creating shortfall in available capital. Inadequate maintenance provisions could cause assets to lose value.	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 Sep-09	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) Local Investment Plan with HCA completed and approved July 2010. Quarterly monitoring of plan. 8) Updated Housing and Homeless Strategy approved. 9) Private sector leasing scheme implemented. 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 and working with RSL partners and HCA to maximise delivery of affordable housing in future. 13) Working with partners to develop new 'Tenancy Strategy'.	Carole Herries Carole Herries Carole Herries/Nicola Baker Nicola Baker Carole Herries Nicola Baker Carole Herries Carole Herries Carole Herries Carole Herries Carole Herries	Sep-09 2005 ongoing ongoing Feb-08 ongoing ongoing ongoing 2008 Feb-11 ongoing Dec-09 May-11 Jan-11	Sep-11 ongoing ongoing ongoing ongoing ongoing ongoing review 2013 ongoing 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.	1) Masterplans need to capture long term changes and demands of society and feed into Vision 2031, and Corporate Plan Review. 2) Infrastructure capacity studies undertaken. 3) Issues being picked up in Vision 2031 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. 7) Equality impact assessments carried out to assess impact of policies/activities on our communities.	Geoff Rivers Nicola Baker Cathy Manning Heads of Service Davina Howes Davina Howes	ongoing 2008 ongoing ongoing ongoing ongoing	ongoing complete ongoing ongoing ongoing	2	4	8
23	10/10/05	Regulatory	G Rivers / CDs	Anticipation and implementation of Legislation	4	4	16	Lack of detail around the government's plans for key legislative and policy changes. Localism Bill published in Dec 10 - see risk 53.	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. 7) MT review forthcoming legislation on weekly basis. 8) Seminar for members and partners to keep them informed about changes in police/health, etc. 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 CEO Davina Howes	weekly ongoing ongoing ongoing ongoing weekly complete ongoing	ongoing ongoing ongoing ongoing 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.	Marianne Hulland	Dec-09	ongoing			
									10) Participating in county-wide review of current Community Safety arrangements.	Cathy Manning	Jan-10	Complete			
									11) Preparing for streamlined CSP function with Mid Suffolk, Babergh and Forest Heath, and removal of government grant.	Cathy Manning	Apr-11	Mar-12			
25	10/10/05	Community	G Rivers	Partnership working	4	3	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.	CEO/CDs, Heads of Service	ongoing	ongoing	4	3	12
									2) Project boards monitor work plans and risk assessments to ensure gateways are met.	CEO/CDs, Heads of Service	ongoing	ongoing			
									3) Partnership arrangements to be explicitly defined in legal or binding agreements with clearly defined responsibilities and monitored performance targets.	CEO/CDs, Heads of Service	ongoing	ongoing			
									4) Partnership Audit with Forest Heath to establish which are our significant partnerships. List of significant partnerships now approved. Further work to review governance and risk arrangements with each	Davina Howes	ongoing	ongoing			
									5) Partnership Strategy approved and toolkits now being undertaken, including risk registers.	MT	ongoing	complete			
									6) Development of partnership working policy in line with Annual Governance Statement	Davina Howes	ongoing	ongoing			
									7) Forest Heath Edmundsbury review of shared services to be complete by end August 2011.	Geoff Rivers	Jun-11	Aug-11			
									8) Health and Wellbeing Board - The Health Bill is still winding its way through Parliament after the 'pause' was announced. The Health and Wellbeing Board will be established on a countywide basis with the pairings of District + Borough Councils having one seat on the Board. St Ed's will be discussing our nomination with FHDC once the Terms of Reference are 'sorted out.'	Geoff Rivers	ongoing				
26	10/10/05	Legislation	S Pell	Local Development Framework	2	4	8	Council fails to produce an up to date Local Development Plan which meets the future needs of the borough.	1) Core Strategy endorsed as sound by Planning Inspector (with minor changes), and adopted by Full Council in December.	Nicola Baker	Jan-10	complete	2	4	8
									2) Joint working with adjoining councils on evidence base and studies delivering savings.	Nicola Baker	ongoing	ongoing			
									3) Extensive consultation undertaken with the public as part of the LDF process	Nicola Baker	ongoing	ongoing			
									4) Master plans for BSE, HH and Rural areas. Ensuring resources are available to deliver all local development	CEO/CDs/Heads of Service	Jan-11	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
									plan documents.						
									5) Work with Prince's Foundation	Nicola Baker					
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 structure and uncertainty over shared services likely to have impact on day-to-day operations.	1) Workforce Development Plan reviewed annually.	Louise Hammond / Heads of Service	ongoing	ongoing	1	4	4
									2) Training budgets aligned to WFDP to fund actions identified.	Louise Hammond	ongoing	ongoing			
									3) Leadership and management development training programme in place.	Louise Hammond	ongoing	ongoing			
									4) Corporate training programme in place (including induction) for staff and members.	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 linked to shared services.	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	complete			
									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	Jun-11			
									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			

## 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) 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 revised, joint with Forest Heath now being consulted on by SEBC.	Davina Howes	Sep-09	ongoing			
									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			
									10) Ward walks undertaken in early 2010, and further member development session planned for Autumn 2010.	Members	Jan-10	complete			
									11) Watching brief on forthcoming Decentralisation and Localism Bill. See Risk 53.	Heads of Service	Oct-10	Dec-10			
									12) Explore, with colleagues across the county, opportunities for a widescale survey to replace the Place Survey.	Davina Howes	Dec-10	ongoing			
									13) Use of new forms of social media, eg. Twitter, Facebook	Marianne Hlland	Sep-10	ongoing			
									14) Budget Consultation, with specific focus on hard to reach groups.	Liz Watts/ Davina Howes	Aug-11	Oct-11			
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	complete			
									3) Whistle blowing guide	Joy Bowes	Feb-06	complete			
									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.	Lucy Birt (ARP)	ongoing	ongoing			
									7) e-learning package launched for all staff.	J Snares	Dec-09	complete			
									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	complete			
									10) Action being taken to deter break-ins at Haverhill Depot	M Walsh	Dec-10	ongoing			
									11) Implementing necessary changes resulting from the Bribery Act July 2011.	J Snares	Jan-11	ongoing			
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 and the general public. 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	2	4	8
									2) Full-time H & S Manager leading this work.	Martin Hosker	ongoing	ongoing			
									3) Well being programme.	Martin Hosker	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
									4) Requirement for all staff to complete online H&S training.	Heads of Service	Apr-08	ongoing			
									5) Communications to staff.	Marianne Hullah	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 in place.	Martin Hosker	Dec-09	ongoing			
									8) Issue of H&S within a shared service being addressed to ensure there are clear organisational responsibilities.	Martin Hosker	Jan-11	Sep-11			
									9) Appropriate insurances in place and regularly reviewed.	Heads of Service	ongoing	ongoing			
									10) Developing Joint H&S Policies and proposal to develop Joint Committee between FH and SEBC.	Martin Hosker	Jul-11	Feb-12			
32	10/10/05	People	G Rivers/ A Wilson	Diversity Awareness	3	4	12	Inadequate Member and Officer awareness and development in diversity.	1) Member and officer champion appointed.	Alex Wilson	ongoing	ongoing	1	4	4
									2) Workforce and member training/ Workforce Development Plan.	Louise Hammond	ongoing	ongoing			
									3) Working towards consultation with hard to reach groups and equality monitoring.	Davina Howes	ongoing	ongoing			
									4) Stress and disability surveys and KPI/BVPI monitoring.	Louise Hammond	ongoing	ongoing			
									5) Support of county-wide initiatives.	CEO/CDs	ongoing	ongoing			
									6) Equality impact assessments.	Davina Howes	ongoing	ongoing			
									7) On line compulsory training part of PDR	Heads of Service	Sep-08	ongoing			
									8) Peer review completed; working towards 'achieving authority' requirements.	Alex Wilson	Nov-09	complete			
									9) Joint Member / Staff Diversity Group working effectively and considering a range of individual issues, now being considered with FH.	Alex Wilson / Davina Howes	ongoing	ongoing			
									10) Internal Communications support	Marianne Hullah	ongoing	ongoing			
									11) Approval of new Equality Scheme.	Davina Howes	2009	Jun-11			
									13) New Members induction on Diversity Awareness completed.	Adriana Stapleton	Jun-11	complete			
									14) EqIA training planned for MT.	Davina Howes	Sep-11				
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.	CEO/CDs, Heads of Service	ongoing	ongoing	3	4	12
									2) DR-IVE and Budgeting by project and policy-based budgeting.	CEO/CDs, Heads of Service	annual	ongoing			
									3) Whole-life costing of projects and capital expenditure.	Heads of Service	ongoing	ongoing			
									4) Staff stress survey and action plan implemented.	Martin Hosker	2008	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
									5) Good member/officer understanding of shared priorities.	CEO/CDs, Heads of Service	ongoing	ongoing			
									6) Performance Management Group	Louise Hammond	Oct-09	ongoing			
									7) Effective use of partners to increase capacity.	CEO/CDs, Heads of Service	ongoing	ongoing			
									8) Optimise use of capacity within organisation e.g. internal secondments and trainee opportunities	Louise Hammond / Heads of Service/CDs	ongoing	ongoing			
									9) Identification of external funding to support delivery of projects (including RIEP funding for shared services).	MT	ongoing	ongoing			
									10) Capacity is being reviewed through the shared services agenda, and additional capacity created where necessary.	Louise Hammond	ongoing	ongoing			
									11) Development of a new Corporate Plan and priorities from April 2012 onwards. Priorities will help provide a focus for activities and work, including possible need to reduce activity or withdraw from projects/initiatives. Plan development from May 2011 with new plan in place by April 2012.	Geoff Rivers	May-11	Apr-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.	Alan Points	ongoing	ongoing	2	4	8
									3) Partnership with Suffolk local authorities through JEPU (Joint Emergency Planning Unit).	Alan Points	ongoing	ongoing			
									4) Business Continuity Plan adopted and included in Emergency Plan.	Liz Watts	ongoing	complete			
									5) Work with partner organisations.	Heads of Service	ongoing	ongoing			
									6) Major exercise carried out in Jan 2010 and Autumn 2010	Alan Points	Jan-10	Autumn 10			
									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	complete			
									9) Exercise Atropos completed (Loss of Fuel countywide, multi-agency exercise)	L Watts	Nov-10	complete			
									10) Business Continuity Forum established and meeting quarterly.	L Watts	Sep-10	ongoing			
									11) ARP Business Continuity plans being reviewed.	L Watts	Jan-11	Sep-11			
									12) Regular sessions of exercise and training set up by JEPU.	Alan Points	ongoing	ongoing			
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.	Peter Gudde	ongoing	ongoing	3	4	12
									2) High priority given to sustainable development and travel.	CEO/CDs	ongoing	ongoing			
									3) WSH and Apex designed for low carbon emission.	CEO/CDs	2005	complete			
									4) Promote issue through green partnerships.	Sandra Pell	ongoing	ongoing			
									5) External funds and LSP involvement for new initiatives.	Cathy Manning	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
									6) Watching brief on Carbon Reduction Commitment.	Peter Gudde	ongoing	ongoing			
									7) Communications as appropriate to publicise carbon reduction initiatives.	Marianne Hlland	ongoing	ongoing			
									8) Management information produced on monitoring of grey fleet travel. 10% corporate target for 2011 for reduction of business miles.	Louise Hammond	Jul-10	ongoing quarterly			
									9) Capital investment in borough green energy schemes, and support for homeowner improvements through national schemes.	Peter Gudde	Aug-10	ongoing			
									10) Annual Environmental Management Report showed good progress in most cases.	Peter Gudde	ongoing	ongoing			
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) Updated Safeguarding policy approved by Full Council in 2011. 3) Internal staff trained to deliver awareness training in house. Annual awareness training to be implemented. 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) Self assessment of safeguarding to be undertaken in line with safeguarding responsibilities. 8) Regular staff and member briefings 9) Officers will be working on a county-wide Safeguarding Self Assessment on 8 September, led by Carole Herries.	Carole Herries Carole Herries Carole Herries Louise Hammond L Hammond J Snares Carole Herries Carole Herries Carole Herries	ongoing 2006 Jul-12 ongoing Jul-09 Apr-09 Jul/aug 11 ongoing Sep-11	ongoing ongoing ongoing complete ongoing ongoing ongoing	2	4	8
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 jointly with FH. 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.	Davina Howes Marianne Hlland Steven Lincoln Heads of Service Chris Woodhouse	Jul-11 ongoing ongoing ongoing ongoing	complete ongoing ongoing ongoing ongoing	2	3	6

## 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
									6) Government Connect in place.	Chris Woodhouse	Apr-09	complete			
									7) Internal Audit inform Data Quality Manager of any issues arising from internal audits regarding data quality.	J Snares	Apr-08	ongoing			
									8) Information sharing protocol between SEBC and FH complete.	Joy Bowes	Jan-11	Jul-11			
									9) Data Protection Officer appointed as a result of internal audit advice	Joy Bowes	Sep-10	complete			
40	5/1/07	Strategic, Financial	S Pell	Manage Growth Agenda	4	3	12	Loss of initial growth area funding allocation, and failure to recycle allocations in future.	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.	Nicola Baker	ongoing	ongoing	2	2	4
41	24/9/07	Operational	S Pell	Waste Handling	4	4	16	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. 2) Working to redefine and strengthen the work of the Suffolk Waste Partnership including a new Joint Municipal Joint Waste Management Strategy for Suffolk.	Mark Walsh	ongoing	ongoing	4	3	12
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, resulting in illegal encampments.	1) Identification and delivery of Gypsy and Traveller sites as required. 2) Funding secured for site at Depden. Planning permission refused at DC Committee Feb 2011. Awaiting outcome of appeal. 3) Support provided to mediation process, to ensure that all interested parties' views are carefully and sensitively taken into account 4) Communications plans to be developed for any identified sites. 5) Countywide protocol for unauthorised encampments being updated, including agreed actions if Dale Farm residents arrive unexpectedly in the borough. 6) Subregional Gypsy and Traveller needs assessment being finalised.	Carole Herries/Nicola Baker Carole Herries Nicola Baker Marianne Hullah Carole Herries Carole Herries	ongoing Mar-09 May-09 Apr-10 Nov-10 Nov-10	ongoing Autumn 11 complete ongoing complete Dec-11	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
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. Delegated authority given to officers in April 2011 to proceed.	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.	Cathy Manning	Jan-10	ongoing			
49	26/07/2010	Financial	Geoff Rivers	Public Sector Spending cuts	4	4	16	Impact of Local Government Settlement for 2011/12 and 2012/13, which cuts the Council's government grant by 29% over the two years. Future beyond is uncertain in terms of grant.	1) DR-IVE process well established and early action already taken during 2011 to prepare for 2012/13 and beyond	CEO/CDs	Mar-10	ongoing	3	4	12
									2) Budget consultation underway.	Liz Watts	Aug-11	Oct-11			
50	06/09/2010	Strategic, Operational, Reputational	Alex Wilson	Apex Operations	2	4	8	Apex fails to achieve and maintain its aspiration of being a leading music venue in the East of England.	1) Business plan being implemented	Neil Anthony	ongoing	ongoing	2	3	6
									2) Marketing Strategy in place.	Tony Doherty	ongoing	ongoing			
									3) Continue to maintain ongoing relationship with ARC centre management for benefit of both parties.	Neil Anthony	Mar-09	ongoing			
									4) Developing modifications to the building in the light of operational feedback.	Alex Wilson	Jan-11	Jan-12			
									5) Catering tender to secure high quality catering function.	Alex Wilson	Aug-11	Jan-12			
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) Support for Bid4Bury to promote the whole of Bury St Edmunds town centre at local, regional and national levels.	Andrea Mayley/Sharon Fairweather	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	complete			
									4) Monitoring of empty shops in existing town centre as result of opening of Arc and economic downturn.	Andrea Mayley	ongoing	ongoing			
									5) Temporary park and ride provided when necessary.	Ivan Sams	ongoing	ongoing			
									6) Close working with St John's Street Traders	Nicola Baker	ongoing	ongoing			
									7) Following review of markets in Bury and Haverhill, Market development officer appointed to work with traders and markets forum established.	Ivan Sams	Jul-11	ongoing			
									8) Development of a street trading Policy.	Hilary Workman	Jun-11	Sep-11			
									9) Business Festival from 13 September to 23 September.	Andrea Mayley	Sep-11	Dec-11			



## 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
52	15/12/2010	Operational, Financial	G Rivers	Suffolk CC budget savings	4	4	16	SCC close/stop services without adequate provision for SEBC residents. Unexpected consequences of budgetary savings which may include 'cost-shunting' into SEBC and other budgets and gaps in service. (e.g. Waste Inter Authority agreement).	1) 31 Jan 2011 meeting with key partners and SCC CEO and Leader.	Geoff Rivers			4	4	16
									2) All Heads of Service working in partnership with SCC counterparts.	Heads of Service/Corporate Directors	Dec-10	ongoing			
									3) Awareness of 'Your Place' divestments by SCC.	Heads of Service	Apr-11	ongoing			
									4) Change of leadership at SCC; details of new way forward awaited.	Heads of Service/CMT	May-11	ongoing			
53	05/04/2011	Strategic, Operational, Reputational, Financial, People	G Rivers	Localism Bill and Public Sector Reform Bill	4	4	16	Failure to foresee and plan appropriately for impact of these bills, which could have far reaching impact on SEBC.	1) Monitor progress against ongoing developments of bills.	Heads of Service	Sep-10	Dec-11	3	4	12
									2) Early briefings to members, eg on Planning and Housing changes and impacts.	Heads of Service	Sep-10	Dec-11			
									3) Watching brief on legislation as it progresses through parliament.	Heads of Service.	Sep-10	Dec-11			
									4) Cabinet/CMT Development Day	CMT	Jul-11	Jul-11			
54	16/08/2011	Operational, Financial	G Rivers	Haverhill Office Refurbishment	3	3	9	Fails to deliver the savings identified and / or service delivery is negatively impacted.	1) a project plan has been agreed with work commencing early September.	Betty Albon	Jul-11	Apr-12	2	3	6
									2) Work being phased to minimise disruption.	Betty Albon	Sep-11	Apr-12			
									3) Governance structure established with workstreams and project board.	Betty Albon	Jul-11	Apr-12			
									4) Liaison between SCC and SEBC and the voluntary agencies is co-ordinated.	Cathy Manning and Salley Easton	Apr-11	Apr-12			
									5) Regular internal communication brief has been established. Currently monthly with more frequent communication at key points in the process.	Salley Easton	Jun-11	Apr-12			
									6) Communications workstream co-ordinating messages to users / visitors to the building to help manage the impact of the works.	Sally Easton	Aug-11	Apr-12			