



Performance and Audit Scrutiny Committee 29 April 2013

Corporate Risk Register Quarterly Monitoring Report

- 1.1 The purpose of a Risk Register is to analyse the Council's work areas and responsibilities, and assess the risks related to delivering each of them. The 'Inherent Risk' is the risk level prior to any mitigating actions being taken, and the 'Residual Risk' is the level following the actions which have been put in place to reduce the risk.
- 1.2 The quarterly risk register is updated by the Strategic Risk Management Group, and, due to internal senior management changes, has not been considered by this Committee since last July. The attached risk register has been completely reviewed, and a number of risks have been closed or merged, to form a shorter, more focused document. Where mitigating actions have been completed, they have been taken out of this version of the register.
- 1.3 New Risks**
 - 1.3.1 One **new risk** has been added this quarter:
 - 1.3.2 **Risk 52** – Integration of ICT, which is related to the impact of bringing two ICT infrastructures and various software applications together across SEBC and FHDC.
- 1.4 Change in risks**
 - 1.4.1 The following risks have been **merged**:
 - 1.4.2 **Risks 5** - Transformational government, electronic customer transactions and communication, **25** (partnership working) and **52** (Suffolk CC budget savings) have been merged with **Risk 2** (Service Delivery Method, including the move towards Shared Services).
 - 1.4.3 **Risks 8** (Commitment to Rural Areas), **12** (Commitment to Haverhill), **16** (Economic Development) and **51** (Vibrancy of Bury Town Centre) have all merged into a new risk called 'Vibrancy of the Local Economy'.

- 1.4.4 **Risks 15** (Revenue Budget Management), **17** (Delivery of Capital Programme), **18** (Efficient and transparent use of Resources) and **49** (Public Sector Spending Cuts) have all been merged into one risk called 'Financial Management'.
- 1.4.5 **Risk 47** (Maintenance of Leisure Assets) has been merged into **Risk 20** (Asset Management Programme).
- 1.4.6 **Risk 33** (Unsustainable workload) has been merged into **Risk 27** (Skilled, Flexible workforce).
- 1.5 Closed Risks**
- 1.5.1 The following risks have been **closed**:
- 1.5.2 **Risk 6** – Refurbishment of Bury Leisure Centre (final account now resolved to our satisfaction and under budget).
- 1.5.3 **Risk 40** – Manage Growth Area Funding (this funding is now allocated).
- 1.5.4 **Risk 44** – Supply Chain Risk (introduced at the beginning of the economic downturn, this risk is no longer considered to be significant).
- 1.5.5 **Risk 54** – Haverhill Office Refurbishment (complete).
- 1.6 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.
- 1.7 Whilst the impact of our shared services programme with Forest Heath District Council penetrates the entire risk register to one degree or another, a shared risk register has not yet been compiled. There is considerable similarity between the two documents and a single register will be considered during the course of 2013/14.

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.

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St Edmundsbury Borough Council Risk Register 2013/14

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	Target completion date/ Complete	P	I	Residual Risk
1	10/10/05	Operational	Ian Gallin	Performance Management	4	4	16	Risk of individual services having below par performance levels, particularly in light of shared service impact and possible dips in performance while establishing new service models.	1) Performance and Audit Scrutiny Committee (P&A) receive comprehensive performance monitoring report 2) Development and implementation of an integrated performance management framework across FHDC and SEBC. Some alignment already achieved e.g. meeting dates and procedures for P&A. Joint KPIs to be considered in April 2013 and project plan for alignment of corporate plan across both authorities. 3) Shared service restructures will create single source of data management information, and more capacity to deliver high performance	Davina Howes/Rachael Mann Davina Howes/Rachael Mann Heads of Service	ongoing Jun-12 Jan-13	ongoing Dec-13 Oct-13	3	3	9
2	10/10/05	Operational	Ian Gallin	Service Delivery Method, including the move towards Shared Services and 'Digital by Default'	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) Business Process Re-engineering of larger services to ensure the customer is at the centre of service delivery 2) Business cases for restructures clearly identify savings, impact on service, and cost of change 3) Customer Access strategy in place, including Target Operating Model. Procurement underway for Customer Access software delivery mechanism. 4) Business case being drafted to improve website and provide customers with access to services online 5) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels. 6) Joint working with Forest Heath DC is well on track to join up all services by Oct 2013, delivering savings in excess of £2.3m across both councils. 7) Other partnerships are being developed on a case by case basis, with clear strategic guidance from Cabinet around partnership priorities 8) Move to a single platform for all SEBC and FHDC websites and intranet to ensure the functionality of the sites are fit for purpose and easy to update.	Heads of Service Heads of Service Davina Howes Davina Howes Marianne Hullahnd JLT JLT Davina Howes	ongoing ongoing ongoing ongoing ongoing ongoing ongoing Jan-13	Oct-13 Oct-13 Apr-14 Apr-14 ongoing Oct-13 ongoing Apr-14	3	3	9
7	10/10/05	Strategic, Missed opportunity	Ian Gallin	Community priorities	3	3	9	Possible failure to deliver on the Council's ambitions due to lack of clarity around priorities. Missing the opportunities to influence the work of partners to take on board council priorities.	1) Work underway to align the existing Corporate Plan (SEBC) and Strategic Plan (FHDC). 2) Strong links between commitments, Corporate Plan and Vision 2031. 3) 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. 4) Ensure effective consultation and engagement is undertaken to help identify corporate priorities 5) Positively responding to the Localism Act 6) Active role in the West Suffolk Partnership	Ian Gallin Ian Gallin Heads of Service Davina Howes Ian Gallin Ian Gallin	ongoing ongoing ongoing ongoing Jan-11 ongoing	Dec-13 ongoing ongoing ongoing ongoing	2	4	8

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									7) Keeping a watching brief on partnerships and changes to partnerships - in a constantly changing environment.	JLT	Jan-11	Ongoing			
15	10/10/05	Financial	R Mann	Financial Management	3	4	12	Failure in specific areas to achieve projected income, or expenditure exceeds the approved budgets (revenue or capital). Failure to deliver a sustainable Medium Term Financial Strategy, especially in view of continued financial uncertainty around areas such as Comprehensive Spending Review, localisation of Business Rates, localising Council Tax, increased service demand, and use of reserves.	1) Monthly monitoring reports (revenue and capital) to budget holders. 2) Scrutiny of financial reports by JLT and Members 3) Regular review of local and shared service savings through monitoring reports in 1 above and through SSSG (for shared services savings) 4) Medium Term Financial Strategy update - including review of assumptions, sensitivity analysis and review of reserve and balance levels 5) Business rate income and localising of Council tax being monitored closely from April 2013 by ARP 6) Monitor Government statements on future of local government funding	Rachael Mann JLT Rachael Mann Rachael Mann Rachael Mann	monthly Quarterly Regularly Annually Apr-13 ongoing	ongoing ongoing ongoing ongoing each Feb/March ongoing ongoing	2	4	8
20	10/10/05	Financial	M Walsh	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) Only remaining unfunded assets are the Leisure Centres, which will be built into the revised MTFS	Mark Walsh Mark Walsh Rachael Mann Mark Walsh Mark Walsh Rachael Mann	ongoing ongoing monthly ongoing ongoing Jun-13 Feb-14	ongoing ongoing ongoing ongoing ongoing Feb-14	2	4	8
21	10/10/05	Strategic, Operational	S Phelan	Provision of affordable Housing	4	4	16	Lack of new affordable housing delivery exacerbated by economic recession, declining housing market and weak construction industry. Reduction in HCA grant for affordable house building and introduction of Affordable Rent regime. Unclear of HCA funding programme post 2015. Impact of Welfare Reforms still unknown - likely increase in households seeking housing advice and numbers presenting as homeless.	1) Empty homes strategy updated and reviewed by PD in Sept 2010 and resourced with £75k. New West Suffolk Strategy to be approved June 2013 with action plan to reduce number of empty homes 2) Initial Sub-regional Strategic Housing Market Assessment completed 2008, with annual updates 3) Implement revised targets for Affordable Housing for new developments over a certain size. Continue to implement Local Plans. 4) Adopted PPS3 Housing proposals for developing affordable housing, particularly in rural areas. 5) 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. 6) Local Investment Plan 2010-15 with HCA completed and approved July 2010. Quarterly monitoring of plan and annual review.	Simon Phelan Simon Phelan Simon Phelan/Nicola Baker Nicola Baker Nicola Baker Simon Phelan	Sep-09 2008 ongoing ongoing ongoing ongoing	Jul-13 ongoing ongoing ongoing ongoing ongoing	4	4	16

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									7) Housing and Homeless strategies reviewed, with development and adoption of West Suffolk Strategy.	Simon Phelan	2008	review 2013			
									8) New West Suffolk Lettings Partnership launched Sept 2012 - to co-ordinate work with private sector landlords	Simon Phelan	Feb-11	ongoing			
									9) Major review of the housing register undertaken Jan-March 2013 following review of Lettings Policy Dec 2012	Simon Phelan	Jan-13	Apr-13			
									10) Council responding to government social housing reform proposals and working with RPs partners and HCA to maximise delivery of affordable housing in future.	Simon Phelan	May-11	ongoing			
									11) 'Access' scheme implemented to help applicants access private rented sector.	Simon Phelan	Oct-11	ongoing			
									12) Pilot Rural profiling project to identify housing and community needs in rural areas especially with regard to older people's housing.	Simon Phelan	Apr-12	Apr-14			
22	10/10/05	Strategic	Ian Gallin	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) Issues being picked up in Vision 2031 3) Lobby for more national/regional and County funding to meet changing needs. 4) Equality impact assessments carried out to assess impact of policies/activities on our communities. 5) Census data still being released. Information and analysis has been uploaded onto the GOLD website. Suffolk Observatory has live links to all new data. Suffolk-wide 'research' group is investigating areas for further research and analysis based on census findings.	Ian Gallin Nicola Baker Heads of Service Davina Howes Davina Howes	ongoing Jan-11 ongoing ongoing Apr-12	ongoing ongoing ongoing ongoing	2	4	8
24	10/10/05	Strategic	N Anthony	Community Safety	2	4	8	Failure to deliver the Local Authority responsibilities in providing a safe environment.	1) SEBC Chairman of the West Suffolk Community Safety Partners (CSP) working with all agencies and the Police and Crime Commissioner to make the borough a safe place. 2) Crime and Disorder Strategic Assessment carried out annually and action plan developed for CSP. 3) Embedding Crime and Disorder reduction in corporate activities and service planning 4) Public communications re: the Community Safety Partnership activities and outcomes. 5) Discussions held with Police over establishment of Operational Partnership Teams to promote greater partnership above Safer Neighbourhood Team level	Neil Anthony Neil Anthony Heads of Service Marianne Hulland Neil Anthony	ongoing April annually ongoing Dec-09 Feb-13	ongoing End of March annually ongoing ongoing Mar-13	1	4	4
26	10/10/05	Legislation, Reputational	N Baker	Local Plan	3	4	12	Council fails to produce an up to date Local Plan which meets the future needs of the borough. Public consultation of specific growth proposals, housing and	2) Joint working with adjoining councils on evidence base and studies delivering savings.	Nicola Baker	ongoing	ongoing	2	4	8

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							12	rejection of specific growth proposals (housing and/or other infrastructure).	3) Extensive consultation undertaken with the public as part of the Local Plan process - Vision 2031	Nicola Baker	ongoing	ongoing			9
							12		4) Vision 2031 documents for BSE, HH and Rural areas. Ensuring resources are available to deliver all local development plan documents.	JLT	Jan-11	ongoing			9
							12		5) Consultation results now being fed into new versions of Bury St Edmunds, Rural and Haverhill 2031 documents.	Nicola Baker	Jul-12	ongoing			9
27	1/10/05	People	Ian Gallin	Skilled, Flexible Workforce	3	4	12	Lack of staff skills and experience could prevent delivery of services and high levels of performance. Failure to have motivated staff with appropriate workload	1) Shared services aims to deliver more resilient teams across two councils, for less cost	Ian Gallin	ongoing	ongoing	3	3	9
							12		2) Corporate training programme in place (including induction) for staff and members.	Karen Points	ongoing	ongoing			9
							12		3) Identification of workforce needs undertaken through PDR process	JLT	ongoing	ongoing			9
							12		4) Regular cycle of staff surveys (as and when needed) and follow up action plans	Martin Hosker	ongoing	ongoing			9
							12		5) Programme of development and support developed to support staff and managers through change agenda in the public sector.	Karen Points	Jun-08	ongoing			9
							12		6) Consistent and regular communication to staff, including opportunities for feedback.	Marianne Hulland	ongoing	ongoing			9
							12		7) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel; no significant issues raised.	Karen Points	annually	ongoing			9
							12		8) Implementation of the single payline.	Karen Points	Apr-13	Sep-13			9
28	10/10/05	Operational, Reputational	D Howes	Community Engagement and Communications	3	4	12	Failure to engage with all sections of the community	1) Consultation for specific projects and strategies.	Davina Howes	ongoing	ongoing	2	4	8
							12		2) Community Development Team, Economic Development team and others working with specific forums.	Cathy Manning, Andrea Mayley	ongoing	ongoing			8
							12		3) Parish Conferences.	Andrea Mayley	2005	ongoing			8
							12		4) Members attend parish and town council meetings and residents' groups.	Members	ongoing	ongoing			8
							12		5) Explore, with colleagues across the county, via the Suffolk Speaks Group options for Suffolk Panel of residents for consultation.	Davina Howes	Dec-10	ongoing			8
							12		6) Use of new forms of social media, eg. Twitter, Facebook, to supplement traditional methods	Marianne Hulland	Sep-10	ongoing			8
							12		7) Limited internal resources now available to support consultations run by services.	Davina Howes	Apr-12	ongoing			8
							12		8) Carry out consultation training for staff to ensure compliance with the law (several high profile cases at court due to ineffective consultation). Liaising with legal and HR to source suitable training.	Davina Howes	Apr-13	ongoing			8
30	25/3/09	People, Financial, Reputational	R Mann	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.	Jon Snares	annual	ongoing	1	3	3
							9		2) Participation in National Fraud Initiative (NFI)	Jon Snares	ongoing	ongoing			3
							9		3) Regular staff awareness updates	Jon Snares	ongoing	ongoing			3

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							8		4) Specialist team in Revenue and Benefit teams. 5) Fraud Intranet page set up for staff and members. 6) Implementing necessary changes resulting from the Bribery Act July 2011. 7) Control environment core part of all specifications for any changes in software/systems.	Lucy Burt (ARP) Jon Snares Jon Snares R Mann	ongoing Dec-09 Jan-11 ongoing	ongoing ongoing ongoing ongoing			
31	19/10/05	Operational	Ian Gallin	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. 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) Appropriate insurances in place and regularly reviewed.	Martin Hosker Martin Hosker Martin Hosker Heads of Service Marianne Hlland Heads of Service	ongoing ongoing ongoing Apr-08 ongoing ongoing	ongoing ongoing ongoing ongoing ongoing ongoing	2	4	8
32	10/10/05	People	D Howes	Diversity Awareness	3	4	12	Inadequate Member and Officer awareness and development in diversity.	1) Member and officer champion appointed. 2) Workforce and member training/ Workforce Development Plan. 3) Working towards consultation with hard to reach groups and equality monitoring. 4) Stress and disability surveys and KPI/BVPI monitoring. 5) Support of county-wide initiatives. 6) Equality impact assessments. 7) Establish a Diversity Working Group for West Suffolk reporting to both Cabinets. 8) Internal Communications support	Alex Wilson Karen Points Davina Howes Karen Points CEO/CDs Davina Howes Marianne Hlland	ongoing ongoing ongoing ongoing ongoing ongoing Jun-13 ongoing	ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing	1	4	4
34	10/10/05	Strategic, Operational	Ian Gallin	Emergency Situations & LA Response	2	4	8	Council must have ability to react to external events, e.g. flood, storm, drought, fuel shortage, major incident, internal effect e.g. flu pandemic.	1) Maintain Emergency Plan, train and test. 2) Partnership with Suffolk local authorities through JEPU (Joint Emergency Planning Unit). 3) Business Continuity Forum established and meeting quarterly. 4) ARP Business Continuity plans being reviewed. 5) Regular sessions of exercise and training set up by JEPU.	Alan Points Alan Points A Wilson R Mann Alan Points	ongoing ongoing Sep-10 Jan-11 ongoing	ongoing ongoing ongoing Sep-13 ongoing	2	4	8
35	10/10/05	Strategic, Operational	P Gudde	Environmental Sustainability/Carbon Emissions	4	4	16	Need to reduce carbon footprint of both direct and indirect Borough Functions.	1) Climate change action being incorporated into the West Suffolk Sustainable Development Strategy 2) High priority given to sustainable development and travel.	Peter Gudde JLT	ongoing ongoing	May-13 ongoing	3	4	12

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									3) Promote issue through green partnerships. To include support and participation in the Suffolk Climate Change Partnership and work through the New Anglia LEP	Peter Gudde	ongoing	ongoing			
									4) External funds sought for new initiatives. Work undertaken within the Suffolk Climate Change Partnership	Peter Gudde	ongoing	ongoing			
									5) Watching brief on Carbon Reduction Commitment.	Peter Gudde	ongoing	ongoing			
									6) Communications as appropriate to publicise carbon reduction initiatives.	Marianne Hulland	ongoing	ongoing			
									7) Top Energy/Water users review underway reporting via Project programme Board	Peter Gudde	Mar-13	Jun-13			
									8) Capital investment in borough green energy schemes, and support for homeowner improvements through national schemes. Update report to SEBC/FHDC Cabinets in May 2013 setting out performance of Solar PV panels on public buildings	Peter Gudde	Aug-10	May-13			
									9) Publishing Annual Environmental Management Report. Merger of pre-existing Environmental Management Groups across both Councils to form a West Suffolk EMG to drive environmental performance across the two LAs. SEBC to seek re-certification to ISO14001 during Summer 2013	Peter Gudde	ongoing	ongoing			
36	19/12/08	Environmental	P Gudde	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) Investigation into alternative sources of supply for parks and hanging baskets watering, eg boreholes, use of grey water. Review findings will be presented as invest to save business cases during Spring 13	Peter Gudde Damien Parker/Peter Gudde	ongoing Mar-12	ongoing May-13	3	4	12
37	10/11/05	People, Reputational	S Phelan	Safeguarding of Children and Vulnerable Adults	3	4	12	Ensure that children and vulnerable adults are treated in a proper manner and in accordance with legislation.	1) Working in countywide safeguarding partnership 2) Joint updated Children and Young Persons Safeguarding policy approved by Cabinet in Dec 2012. 3) Joint Vulnerable Adults Safeguarding policy to be developed Oct 2013 4) Safe recruitment procedures are adopted for all staff. 5) Self assessment of safeguarding undertaken in line with safeguarding responsibilities and reported to Safeguarding Board. 6) Regular staff and member training and briefing sessions - introducing an e-learning module on safeguarding 7) Safeguarding audit planned by Internal Audit during 2013/14	Simon Phelan Simon Phelan Simon Phelan Karen Points Simon Phelan Simon Phelan Jon Snares	ongoing 2006 ongoing Jul-09 ongoing ongoing Apr-13	ongoing ongoing ongoing ongoing ongoing Mar-14	2	4	8

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39	21/9/07	Resources	Joy Bowes	Data Management	2	4	8	Failure to ensure the accuracy and control of data. Not using good practice when handling data.	1) Improve staff communication on good practices and data security.	Marianne Hulland	ongoing	ongoing	2	3	6
									2) Review data handling strategy in Council's constitution.	J Bowes	ongoing	ongoing			
									3) Input to new work style arrangements.	Heads of Service	ongoing	ongoing			
									4) Training delivered on data security.	Chris Woodhouse	ongoing	ongoing			
									5) Internal Audit inform Data Quality Manager of any issues arising from internal audits regarding data quality.	J Snares	Apr-08	ongoing			
									6) Information Governance group established.	Joy Bowes	Jan-11	Jul-11			
41	24/9/07	Operational	M Walsh	Waste Handling	4	4	16	Failure to reach agreement between authorities on collection and disposal of waste and to achieve targets and the potential impact of implementing new major waste contracts due to start 2014 to 2016.	1) Continue working with other Waste Collection Authorities (WCA's) and the Waste Disposal Authority (WDA) on future treatment of residual waste, recyclable waste and organic waste including transfer station infrastructure and potential future impacts to waste collection services.	Mark Walsh	ongoing	ongoing	4	3	12
									2) Working to redefine and strengthen the work of the Suffolk Waste Partnership including a new Joint Municipal Joint Waste Management Strategy for Suffolk, approved in March 2012.	Mark Walsh	ongoing	ongoing			
45	01/10/2009	Strategic	I Gallin	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 - internal Member/Officer working group.	Simon Phelan/Nicola Baker	ongoing	ongoing	4	3	12
									2) Funding secured for site at Depden. Planning permission refused at DC Committee Feb 2011. Approved by Planning Inspectorate Dec 2011. Ongoing legal issues over landownership. Start on site not yet known.	Simon Phelan	Mar-09	tbc			
									3) Communications plans to be developed for any identified sites.	Marianne Hulland	Apr-10	ongoing			
									4) Sites being investigated through Vision 2031 process.	Nicola Baker	Jan-13	May-14			
48	01/04/2010	Financial, Reputational	Neil Anthony	Community Centre Transfer	3	3	9	Transfer of community centres to local communities is unsuccessful.	1) Cabinet has set timetable for remaining centres to be transferred by April 2014.	Neil Anthony	Jan-10	ongoing	3	2	6
									2) Independent external advice for community associations sourced at no cost to Council.	Neil Anthony	Feb-12	ongoing			
									3) Regular contact with, and provision of information to, groups interested in each centre.	Neil Anthony	Jan-10	ongoing			
50	06/09/2010	Strategic, Operational, Reputational	Neil Anthony	Apex Operations	2	4	8	Apex fails to achieve and maintain its aspiration of being a leading music venue in the East of England and reduce ongoing subsidy.	1) Business plan being implemented. New vision adopted by Cabinet in September 2011. Two year review completed in 2012, and Apex Member/Officer Panel now set up to review performance and budgets.	Tony Doherty/Neil Anthony	ongoing	ongoing	2	3	6
									2) Work ongoing with Theatre Royal around potential for shared box office	Tony Doherty	Jan-13	ongoing			
51	06/09/2010	Strategic, Reputational	A Mayley	Vibrancy of Local Economy	3	4	12	Weakened town and rural economies	1) 3 year Rural Action Plan runs from April 2011 and is regularly reviewed by Rural Area Working Party	Andrea Mayley	ongoing	Apr-14	2	3	6

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							12		2) Grant panel has access to modest capital grants to match fund rural schemes 3) Monitoring of empty shops in existing town centres 4) Temporary park and ride provided when necessary. 5) Annual Business Festival run by Economic Development 6) Bury Town Centre Summit outcomes being reviewed by Cabinet/CMT with a view to it becoming an annual event. 7) Support for Bid4Bury to promote the whole of Bury St Edmunds town centre at local, regional and national levels. 8) One Haverhill now established and fully operational 9) Haverhill Community Budget focussing on young people, skills, aspirations and employability becoming operational. 10) Haverhill town centre management role now covered by Economic Development Team 11) Business rate income being monitored closely from April 2013 by ARP 12) 'Free from 3' parking introduced as a trial in Bury St Edmunds and Haverhill.	Andrea Mayley Andrea Mayley Mark Walsh Andrea Mayley Andrea Mayley Andrea Mayley/Sharon Fairweather CEO Neil Anthony Andrea Mayley Rachael Mann M Walsh	ongoing ongoing ongoing Sep-11 Oct-11 ongoing ongoing Apr-13 ongoing Apr-13 Apr-13	ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing ongoing Mar-14				
51	09/04/2013	Operational, Reputational	R Mann	ICT integration	3	4	12	Integration of ICT across SEBC and FHDC creates delays or failure in services.	1) Alignment of ICT infrastructure and corporate systems 2) Planned Business Applications alignment – including planning Idox system, Customer Access solution, finance system. 3) Regular review of integration progress through corporate projects timeline. Including regular review of horizon business application projects 4) ICT Resilience Team budget approved as part of shared service business case 5) Additional Project Management and ICT support considered as part of each shared services business case	Chris Woodhouse Chris Woodhouse JLT Chris Woodhouse JLT	Jan-12 Jan-12 Apr-13 Jan-12 Jan-12	On-going On-going On-going Limited to Budget availability and On-going	3	4	12	