



## Performance and Audit Scrutiny Committee 27 November 2013

### Corporate Risk Register Quarterly Monitoring Report – September 2013

#### 1. Summary and reasons for recommendation

- 1.1 The Council's Corporate Risk Register is updated regularly by the Risk Management Group. At its most recent assessment in September 2013, the Group reviewed the Inherent Risks, the risk level prior to any mitigating actions being taken, and the Residual Risk following actions put in place to reduce the risk. These assessments form an integral part of the Council's revised Corporate Risk Register at **Appendix 1**.
- 1.2 Since the last assessment reported to the Committee on 31 July 2013, there have been no new risks identified and no risks have been amended or closed. Some controls or actions have been updated and those which were not ongoing and had been completed by September 2013 have been removed from the register.
- 1.3 While a single risk register for West Suffolk has not yet been compiled, the development of the single management and service structure across Forest Heath and St Edmundsbury has seen considerable similarity between the risk registers of the respective councils.

#### 2. Recommendation

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

#### Contact details

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#### 3. Corporate priorities

- 3.1 The Council's Corporate Plan for 2012/2016, adopted by Council in April 2012, includes three key priority areas supported by a number of actions to deliver specific outcomes.
- 3.2 The Corporate Risk Register identifies and records the level of risk associated with delivering the Council's plans alongside meeting its statutory responsibilities and the organisation's overall ability to respond to change. Through assessment of risk and the likelihood and impact of potential failure to meet these challenges, the level of controls and, where necessary, action required is identified and implemented.

#### **4. Key issues**

- 4.1 The Council's Corporate Risk Register is updated regularly by the Risk Management Group. The Group is comprised of service representatives, including Health and Safety, supported by a Director and the Portfolio Holder for Performance and Resources. Heads of Service may be required to provide further information as requested by the Group.
- 4.2 At its most recent assessment in September 2013 the Group reviewed the Inherent Risk, the risk level where the Council aims to be, and agreed a Residual Risk assessment. These assessments form the Council's revised Corporate Risk Register at **Appendix 1**.
- 4.3 Part of this assessment includes the consideration of the summary of actions in place to address the individual risks. Where Residual Risk levels are lower than the Inherent Risk assessment, action is either being taken or planned in order to treat the risk and meet the target.

#### **5. New or amended risks**

- 5.1 There have been no new risks identified in the period. No risks have been amended but where current controls and actions have been updated, these are reflected in the individual risk record.

#### **6. Closed Risks**

- 6.1 No risks have been closed since the last assessment which was reported to the Committee on 31 July 2013.

#### **7. Other options considered**

- 7.1 Not applicable.

#### **8. Community impact** *(including Section 17 of the Crime and Disorder Act 1998)*

- 8.1 There is no direct Community Impact associated with this report.

#### **9. Consultation** *(what consultation has been undertaken, and what were the outcomes?)*

- 9.1 Not applicable.

#### **10. Financial implications** *(including asset management implications)*

10.1 There are no direct financial or budget implications arising from this report. Specific risks associated with finance and resources are included in the Corporate Risk Register at **Appendix 1**.

**11. Risk assessment** (*potential hazards or opportunities affecting corporate, service or project objectives*)

11.1 See individual assessments against each risk as detailed in **Appendix 1**.

**12. Legal and policy implications**

12.1 Not applicable.

**13. Wards affected**

13.1 All.

**14. Background papers**

14.1 None

**15. Documents attached**

15.1 Appendix 1 – St Edmundsbury Borough Council, Corporate Risk Register 2013/2014

# St Edmundsbury Borough Council Risk Register 2013/14 - SEPTEMBER 2013

(Appendix 1)

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 (PASC) receive comprehensive performance monitoring report 2) Development and implementation of an integrated performance management framework across FHDC and SEBC. Joint KPIs in place and project plan for alignment of corporate plans 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	on-going	on-going	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) Restructure business cases now approved. New teams to be in place by 1 November 2013. On target to transition services into the new customer services team. 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 of Customer Access software on target. 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 SEBC and FHDC websites and intranet to ensure the functionality of the sites are fit for purpose and easy to update. 9) A programme of Staff Surveys to be introduced following shared services.	Heads of Service	on-going	Oct-13	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 7) Keeping a watching brief on partnerships and changes to partnerships - in a constantly changing environment.	Ian Gallin	on-going	Dec-13	2	4	8
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	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)	Rachael Mann	monthly	on-going	2	4	8

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								Spending Review, localisation of Business Rates, localising Council Tax, increased service demand, and use of reserves.	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	Annually	on-going each Feb/March			
									7) Introduction of a new joint financial management system will provide more comprehensive budget planning and monitoring across both FHDC and SEBC. The introduction of a common platform will also enable officers to work more easily within the shared services environment.	Rachael Mann	on-going	Apr-14			
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) Resourced AMP with remaining unfunded assets (e.g. at the Leisure Centres) being built into the revised MTFES 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.	Rachael Mann	Jun-13	Feb-14	2	4	8
21	10/10/05	Strategic, Operational	S Phelan	Provision of affordable Housing (TO BE UPDATE)	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) Interim Empty homes strategy to Cabinet Sept. 2013. New West Suffolk Housing Strategy to be approved in early 2014. 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. 7) Housing and Homeless strategies reviewed, with development and adoption of West Suffolk Strategy. 8) New West Suffolk Lettings Partnership launched Sept 2012 - to co-ordinate work with private sector landlords 9) Council responding to government social housing reform proposals and working with RPs partners and HCA to maximise delivery of affordable housing in future. 10) 'Access' scheme implemented to help applicants access private rented sector. 11) Pilot Rural profiling project to identify housing and community needs in rural areas especially with regard to older people's housing.	Simon Phelan	Sep-09	Mar-14	4	4	16

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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.	Ian Gallin	on-going	on-going	2	4	8
									2) Issues being picked up in Vision 2031	Head of Planning	Jan-11	on-going			
									3) Lobby for more national/regional and County funding to meet changing needs.	Heads of Service	on-going	on-going			
									4) Equality impact assessments carried out to assess impact of policies/activities on our communities.	Davina Howes	on-going	on-going			
									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.	Davina Howes	Apr-12	on-going			
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.	Neil Anthony	on-going	on-going	1	4	4
									2) Crime and Disorder Strategic Assessment carried out annually and action plan developed for CSP.	Neil Anthony	April annually	End of March annually			
									3) Embedding Crime and Disorder reduction in corporate activities and service planning	Heads of Service	on-going	on-going			
									4) Public communications re: the Community Safety Partnership activities and outcomes.	Marianne Hulland	Dec-09	on-going			
									5) Police Operational Partnership Teams now in place and developing links with local authorities	Neil Anthony	on-going	on-going			
26	10/10/05	Legislation, Reputational	Head of Planning	Local Plan (TO BE UPDATED)	3	4	12	Council fails to produce an up to date Local Plan which meets the future needs of the borough. Public rejection of specific growth proposals (housing and/or other infrastructure). Council has to respond to a High Court legal challenge to adopted plans.	1) Joint working with adjoining councils on evidence base and studies delivering savings.	Head of Planning	on-going	on-going	2	4	8
									2) Extensive consultation undertaken with the public as part of the Local Plan process - Vision 2031	Head of Planning	on-going	Aug-14			
									3) Vision 2031 documents for BSE, HH and Rural areas. Ensuring resources are available to deliver all local development plan documents.	JLT	Jan-11	on-going			
									4) Final drafts subject to consultation (Jun-Aug 2013). Examination of documents by Planning Inspector into soundness and legal conformity to take place early 2014.	Head of Planning	Jul-12	on-going			
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	on-going	on-going	3	3	9
									2) Corporate training programme in place (including induction) for staff and members.	Karen Points	on-going	on-going			
									3) Identification of workforce needs undertaken through a new PDR process to be developed in autumn 2013.	Karen Points	Oct-13	Jan-14			
									4) Regular cycle of staff surveys (as and when needed) and follow up action plans	Karen Points	on-going	on-going			
									5) Programme of development and support developed to support staff and managers through change agenda in the public sector.	Karen Points	Jun-08	on-going			
									6) Consistent and regular communication to staff, including opportunities for feedback.	Marianne Hulland	on-going	on-going			
									7) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel; no significant issues raised.	Karen Points	annually	on-going			
28	10/10/05	Operational,	D Howes	Community Engagement	3	4	12	Failure to engage with all sections of the community	1) Consultation for specific projects and strategies.	Davina Howes	on-going	on-going	2	4	8

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		Reputational		and Communications			9		2) Community Development Team, Economic Development team and others working with specific forums. 3) Parish Conferences to be held six monthly. 4) Members attend parish and town council meetings and residents' groups. 5) Explore, with colleagues across the county, via the Suffolk Speaks Group options for Suffolk Panel of residents for consultation. 6) Use of new forms of social media, eg. Twitter, Facebook, to supplement traditional methods 7) Limited internal resources now available to support consultations run by services. 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. Aware that training is still outstanding.	Cathy Manning, Andrea Mayley Neil Anthony Members Davina Howes Marianne Hulland Davina Howes Davina Howes	on-going 2005 on-going Dec-10 Sep-10 Apr-12 Apr-13	on-going on-going on-going on-going on-going on-going			
								9) New structure on schedule to be finalised by Oct / Nov 13, providing a more focussed team to deliver required results.							
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. 2) Participation in National Fraud Initiative (NFI) 3) Regular staff awareness updates 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.	Jon Snares Jon Snares Jon Snares Lucy Burt (ARP) Jon Snares Jon Snares R Mann	annual on-going on-going on-going Dec-09 Jan-11 on-going	on-going on-going on-going on-going on-going on-going	1	3	3
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 Hulland Heads of Service	on-going on-going on-going Apr-08 on-going on-going	on-going on-going on-going on-going on-going on-going	2	4	
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) Diversity Working Group for West Suffolk established.	Alex Wilson Karen Points Davina Howes Karen Points CEO/CDs Davina Howes Davina Howes	on-going on-going on-going on-going on-going on-going on-going	on-going on-going on-going on-going on-going on-going on-going	1	4	4

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									8) Internal Communications support	Marianne Hullah	on-going	on-going			
34	10/10/05	Strategic, Operational	A Wilson	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	on-going on-going Sep-10 on-going on-going	on-going on-going on-going Apr-13 on-going	2	4	8
									6) A joint West Suffolk BCP has been issued. Amendments and updates will be undertaken as services complete their restructures and ICT infrastructure changes are implemented.	Alan Points	on-going	on-going			
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. 3) Promote issue through green partnerships. To include support and participation in the Suffolk Climate Change Partnership and work through the New Anglia LEP 4) External funds sought for new initiatives. Work undertaken within the Suffolk Climate Change Partnership 5) Watching brief on Carbon Reduction Commitment. 6) Communications as appropriate to publicise carbon reduction initiatives. 7) Follow-up work in response to Top Energy / Water users review. 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 9) Develop shared approach to managing environmental performance. SEBC re-certification to ISO14001 achieved August / September 2013.	Peter Gudde JLT Peter Gudde Peter Gudde Peter Gudde Marianne Hullah Peter Gudde Peter Gudde Peter Gudde	on-going on-going on-going on-going on-going on-going Sep-13 Aug-10 on-going	Nov-13 on-going on-going on-going on-going on-going Apr-14 on-going	3	4	12
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) Take forward water saving proposals identified in the Top Energy / Water Users review to full feasibility study and business case.	Peter Gudde Damien Parker/Peter Gudde	on-going Nov-13	on-going Apr-14	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 Vulnerable Adults Safeguarding policy to be developed. 3) Safe recruitment procedures are adopted for all staff. 4) Council's self-assessment of safeguarding arrangements confirmed by Safeguarding Board as complying with the responsibilities under the Children's Act. 5) Regular staff and member training and briefing sessions - introducing an e-learning module on safeguarding	Simon Phelan Simon Phelan Karen Points Simon Phelan Simon Phelan	on-going Jan-14 Jul-09 on-going on-going	on-going on-going on-going on-going on-going	2	4	8
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) Information governance group coordinates council's approach to risks.	Joy Bowes	on-going	on-going	2	3	6



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									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) Internal Audit inform Data Quality Manager of any issues arising from internal audits regarding data quality.	Marianne Hullah J Bowes Heads of Service ICT Service Manager J Snares	on-going on-going on-going on-going Apr-08	on-going on-going on-going on-going			
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. 2) Working to redefine and strengthen the work of the Suffolk Waste Partnership including a new Inter-Authority Agreement on Waste Management for Suffolk, in November 2013.	Mark Walsh Mark Walsh	on-going on-going	on-going Nov-13	4	3	12
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. 2) Funding secured for site at Depden. Planning permission refused at DC Committee Feb 2011. Approved by Planning Inspectorate Dec 2011. On-going legal issues over landownership. Start on site not yet known. 3) Communications plans to be developed for any identified sites. 4) Sites being investigated through Vision 2031 process. 5) Investigations underway to pursue pre-emptive injunctions on any particularly sensitive council owned sites.	Simon Phelan/Head of Planning Simon Phelan Marianne Hullah Head of Planning Liz Watts	on-going Mar-09 Apr-10 Jan-13 Sep-13	on-going tbc on-going May-14 Dec-13	4	3	12
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. 2) Cabinet Planning receives regular updates on progress. 3) Independent external advice for community associations sourced at no cost to Council. 4) Regular contact with, and provision of information to, groups interested in each centre.	Neil Anthony Neil Anthony Neil Anthony	Jan-10 Feb-12 Jan-10	on-going on-going on-going	3	2	6
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. 2) Work ongoing with Theatre Royal around potential for shared box office	Tony Doherty/Neil Anthony Tony Doherty	on-going Jan-13	on-going on-going	2	3	6
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 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	Neil Anthony Andrea Mayley Andrea Mayley Mark Walsh Andrea Mayley	on-going on-going on-going on-going Sep-11	Apr-14 on-going on-going on-going	2	3	6

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									6) Bury Town Centre Summit outcomes being reviewed by Cabinet/CMT with a view to it becoming an annual event.	Andrea Mayley	Oct-11	on-going			
									7) Support for Bid4Bury to promote the whole of Bury St Edmunds town centre at local, regional and national levels.	Andrea Mayley/Sharon Fairweather	on-going	on-going			
									8) One Haverhill now established and fully operational	CEO	on-going	on-going			
									9) Haverhill Community Budget focussing on young people, skills, aspirations and employability becoming operational.	Neil Anthony	Apr-13	on-going			
									10) Haverhill town centre management role now covered by Economic Development Team	Andrea Mayley	on-going	on-going			
									11) Business rate income being monitored closely from April 2013 by ARP	Rachael Mann	Apr-13	on-going			
									12) 'Free from 3' parking introduced as a trial in Bury St Edmunds and Haverhill.	M Walsh	Apr-13	Mar-14			
52	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	ICT Service Manager	Jan-12	On-going	3	4	12
									2) Planned Business Applications alignment – including planning Idox system, Customer Access solution, finance system,	ICT Service Manager	Jan-12	On-going			
									3) Regular review of integration progress through corporate projects timeline. Including regular review of horizon business application projects	JLT	Apr-13	On-going			
									4) ICT Resilience Team budget approved as part of shared service business case	ICT Service Manager	Jan-12	Limited to Budget availability and			
									5) Additional Project Management and ICT support considered as part of each shared services business case	JLT	Jan-12	On-going			
									6) Monthly testing of the Council PSN compliance including the checking and monitoring of new and existing officers.		May-13	on-going			
									7) Transformation project board to be established to manage the risk of intergrating and remodelling services going through restructuring.	ICT Service Manager / Rachael Mann	Oct-13	on-going			