

West Suffolk Strategic Risk Register 2015/16 - September 2015

(APPENDIX 1)

RISK ID NUMBER	Date risk added to register	Type	Current Owner	Title	Description - What are we trying to avoid?	WS Inherent Risk	Summary of Actions - What we are doing / need to do to prevent it.	Who is responsible for the actions	Start date	Target completion date/ Complete	WS Residual Risk
WS1 A	10-Jul-14	Financial	Head of Resources and Performance	Poor financial management	Failure in specific areas to achieve projected income, or expenditure exceeds the approved budgets (revenue or capital).		1) Monthly monitoring reports (revenue and capital) to budget holders.	Head of Resources & Performance	Apr-14	On-going	
							2) Business rate retention income and localising of Council tax being monitored monthly by Finance and ARP	Head of Resources & Performance	Apr-14	On-going	
							3) Regular meetings between budget holders and Resources and Performance business advisors/partners	Service Managers / Business Partners / Advisers	Apr-14	On-going	
							4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	On-going	On-going	
							5) New joint financial management system now in place, development of more comprehensive budget planning, monitoring and reporting processes including training for budget holders	Head of Resources & Performance	Apr-15	Dec-15	
							6) Strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, (also see WS18).	Head of Resources & Performance	Apr-15	Mar-16	
							7) Monitoring of investment decisions and original business cases targets/outcomes through an Officer group with representatives from Finance and Performance, Legal, Policy, Commercial and Programme Management	Head of Resources & Performance	Feb-15	on-going	
WS1 B	10-Jul-14	Financial	Head of Resources and Performance	Poor financial planning	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. Over reliance on any one particular MTFS theme such as behaving more commercially or being an investing authority		1) Budget preparation for 2016/17 - 2018/19 continues to challenge all six MTFS themes. Proposals include reference to such themes so that scrutiny can take place by LT	LT	Sep-15	Mar-16	
							2) Demand trends and financial implications validated as part of budget setting. Using monitoring reports to identify trends.	Service Managers / Business Partners / Advisers	Sep-15	On-going	
							3) Medium Term Financial Strategy update - including review of assumptions, sensitivity analysis and review of reserve and balance levels	Head of Resources and Performance	Sep-15	On-going	
							4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	Jun-14	On-going	
							5) Monitor Government statements on future of local government funding	LT	Jun-14	On-going	
							6) New investment proposals to be considered through the Councils governance and decision making process including challenge by the Officer programme and investment groups.	LT	Jun-14	On-going	
							7) Use of data and intelligence in forecasting future scenarios.	LT	Sep-15		
WS2	10-Jul-14	Customer	Head of Families & Communities	Maintain and promote our public image, maintain effective communications	Councils being portrayed negatively in the media (including social media) which undermines public trust and confidence. Councils' poor reputation preventing them from entering into positive partnerships with others, or securing funding. Lack of public trust and confidence in the councils that could affect their ability to work WITH communities in achieving the strategic priorities and to achieve behaviour change (e.g. around recycling, channel shift etc.). This could also potentially impact on our ability to		1) Monitor media coverage through daily media alerts and, where appropriate, provide a robust response.	Comms Team	Aug-14	On-going	
							2) Positively engage with social media to disseminate positive stories about West Suffolk and address errors or misrepresentation	Comms Team	Aug-14	On-going	
							3) Train and support staff and Members in proactive communications and dealing with media.	Comms Team	Aug-14	On-going	
							4) Deliver a communications work programme which focuses on proactive communications.	Comms Team	Aug-14	On-going	

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					recruit staff in competitive market.		5) Ensure that appropriate communications planning and support are identified for strategic projects. 6) Carry out timely and proportionate consultation that is available in an accessible format for everyone who wants to give us their views on a particular matter.	Comms Team	Aug-14	On-going	

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WS3	10-Jul-14	Customer	Head of Families & Communities	Failure to deliver channel shift	Service delivery methods do not meet customer needs or expectations with potential to damage Councils' reputation; customer expectations may need to be more carefully managed in new financial climate; services fail to deliver savings in required time scale or maintain quality; excessive demands on staff time.		1) Continue to develop new web presence with full digital by default capability. 2) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels. 3) Continuing development to ensure web site remains fit for purpose. 4) Anglia Revenues Partnership, (ARP), project to rewrite and redesign website now underway. Customer service support to be provided to ensure there is an effective customer journey.	Head of Families & Communities Service Manager (Corporate Communications) Head of Families & Communities Head of Families & Communities, Head of Resources and	Oct-14 Jun-14 Nov-14 Jun-15	On-going On-going On-going Mar-16	
WS4	10-Jul-14	Professional	Head of Human Resources, Legal & Democratic Services	Staff retention (professional staff / technical staff). Staff trust and goodwill (morale)	Lack of staff skills, experience and capacity could prevent delivery of services and high levels of performance. Failure to have motivated staff with appropriate workload.		1) Continue to develop corporate training programme in place (including induction) for staff and members 2) To review Workforce/OD Strategy to include recruitment; succession planning; talent management and pay and reward 3) Regular evaluate outcome of Performance Reviews to identify talent management to inform succession planning 4) Consistent and regular communication to staff, including opportunities for feedback. New intranet now rolled out to facilitate this objective. 5) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel; no significant issues raised. 6) Salary bench marking being undertaken – monitor and determine areas which are becoming increasingly difficult to recruit high calibre of candidates and develop recruitment strategy	HR Business Partner HR Business Partner Head of HR, Legal and Democratic Services Service Manager (Corporate Communications) Head of HR, Legal & Democratic Services / HR Business Partner Head of HR, Legal and Democratic Services	Jun-14 Jun-14 Jun-14 Jun-14 Jun-14 Jun-14	On-going On-going On-going On-going On-going On-going	
WS6	10-Jul-14	Political	Chief Executive	Managing public / councillor expectations with less resources	Falling short of providing the level of service that the public and councillors expect and demand.		1) Understand priorities and expectations through Strategic Plan and MTFS 2) Assign dedicated corporate project resources to support new projects as they arise. 3) Review and align service and skilled resources available to the strategic plan including communicate resources. 4) Regular monitoring and update discussions with portfolio holders on the corporate project plan progress	LT LT LT Programme Manager	Jun-14 Jun-14 Jun-14 Jun-14	On-going On-going On-going On-going	

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WS7	10-Jul-14	Technological Financial Customer	Corporate Programme Manager / All HoS	Poor project management	Key strategic outcomes not being delivered due to projects failing to be completed on time. Budgets are overspent due to delays. Peaks and troughs in resource demands for support services are not managed, resulting in unmanageable workloads for e.g. IT team, exacerbating the delays.		1) Creation of efficient project management framework (led by corporate programme manager). 2) Development and ongoing oversight of corporate project plan, to avoid concurrent demands on support services. 3) Training of all staff involved in project work in core project management skills. 4) Project support and resources to be included in further project business cases, including ICT support. 5) Early identification of Corporate capacity / priorities as part of business plan / project initiation. 6) Maintain a proactive communications strategy, including regular updates and further consultation as required, for members via the relevant portfolio holder. 7) Carry out Project Health Checks.	Programme Manager Programme Manager L&D team LT LT Head of Families & Communities LT	Jun-14 Jun-14 Jun-14 Jun-14 Jun-14 Jun-14 Dec-15	On-going On-going On-going On-going On-going On-going	
WS7a	10-Jul-14	Technological	Head of Resources and Performance	ICT integration	Integration of ICT across services and systems not being achieved.		1) Planned alignment of ICT infrastructure and corporate systems through corporate project plan. 2) Planned Business Applications alignment – including, Customer Access solution, Waste Management, GIS system, Agresso Financial Management System (phase 2), Planning Idox System through corporate project plan. 3) Regular review of both integration programmes through corporate projects plan. 4) Implementation of Integration Tool kit. 5) Monthly testing of the Council PSN compliance including the checking and monitoring of new and existing staff. No tolerance approach adopted. 6) Development of a West Suffolk Information Strategy and links to the wider public sector integration agenda (Transformation Challenge Award)	Infrastructure Support Manager Project Managers & Service Manager (ICT) Programme Manager/ LT Service Manager (ICT) Infrastructure Support Manager Service Manager (ICT)	Jun-14 Jun-14 Jun-14 Jun-14 Jun-14 Jun-14	On-going Mar-16 On-going On-going On-going Sep-16	
WS8	10-Jul-14	Political Social									
	(a)		Head of Families & Communities	Failure to deliver; Families & Communities agenda	Opportunities being missed to create or influence the provision of: (i) a thriving voluntary sector and active communities who take the initiative to help the most vulnerable (ii) people playing a greater role in determining the future of their communities (iii). improved wellbeing, physical and mental health (iv) accessible countryside and green spaces		1) Initial Families & Community Strategy now complete. Continuous development and review of strategy to ensure that it remains fit for purpose. 2) Continue to develop the Families and Communities Officers role and new ways of working with councillors and the wider team. 3) Locality budgets available.	Service Manager (Families & Communities) Service Manager (Families & Communities) Service Manager (Families & Communities)	Oct-13 Oct-13 Oct-13	On-going On-going On-going	

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	(b)		Head of Planning & Growth	Failure to deliver; Growth Agenda inc coping with growth and increase in demand	Opportunities being missed to create or influence the provision of: (i) beneficial growth that enhances prosperity and quality of life (ii) existing businesses that are thriving and new businesses brought to the area (iii) people with the educational attainment and skills needed in our local economy (iv) vibrant, attractive and clean high streets, village centres and markets		1) Developing engagement with the two Local Enterprise Partnerships. Deliver Six Point Plan for Jobs and Growth. Monitoring the local economy. 2) Small budget to support businesses with grants. Business rate income being closely monitored from April 2013 by ARP. Developing Inward Investment strategy. Increase Business engagement 3) Support to WSC, SCC, UCS and other agencies involved with skills development. Monitoring attainment levels. 4) Continue to develop close working relationships with Whitehall, Norfolk partners, Lep to influence the design of any devolution agreements and business rates retention schemes.	Head of Planning & Growth	Apr-13	On-going	
	(c)		Head of Housing / Head of Planning & Growth	Failure to deliver; Housing Agenda	Opportunities being missed to create or influence the provision of: (i) sufficient housing for current and future generations, including more affordable homes and improvements to existing housing (ii) new developments that are fit for the future, properly supported by infrastructure, and that build communities, not just housing (iii) homes that are flexible for people's changing needs		1) West Suffolk Housing strategy adopted, implementation of agreed Action Plan, with annual monitoring 2) Sub-regional Strategic Housing Market Assessment completed 2008 to identify levels of need, with annual updates and reviews. 3) Local Investment Plan 2014-18 approved by HCA, now working with RP partners to deliver. Quarterly monitoring of plan and annual review. 4) West Suffolk Choice Based Lettings Scheme regularly reviewed to reflect changes in legislation. Scheme re-tendered June 2015, with new system fully operational by April 2016. 5) Review of the West Suffolk Lettings Partnership scheme in securing tenancies in the private sector. 6) Disabled Facilities Grants process and Home Improvement Agency contract reviewed with partners in order to introduce a more co-ordinated and integrated service across agencies - tender completed September 2015, new service to be introduced Sept 2015 7) Establishment of commercial Housing Development Company in partnership with Suffolk County Council to build open market, private rented and affordable housing - Council Approved November 2015, Company incorporation January 2016, first Business and Delivery Plan February 2016.	Head of Housing	Oct-14	Apr-18	

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WS11	10-Jul-14	Economic Financial Competitive	Chief Executive / Directors	Failure to adapt to new public sector models, explore opportunities with partners	West Suffolk fails to deliver better services for public sector customers (regardless of the organisation), fails to close its budget gap due to missing opportunities for new sources of funding and opportunities for savings through economies of scale and better integration.		1) Keep a watching brief on, and disseminate information on new funding models and opportunities through DCLG, RSN, LGA, EELGA etc.	Policy Team	Jun-14	On-going	
							2) Maintain good relationships with public sector partners, e.g. CCG, SCEG, ARP authorities to hear of, and take opportunities arising from opportunities for partnership working.	Chief Executive and Directors	Jun-14	On-going	
							3) Robust business cases for identified opportunities	LT	Jun-14	On-going	
							4) Keeping a watching brief on the new/changing National policies on the Devolution agenda with Suffolk colleagues (also see WS8(b) 4)	Chief Executive and Directors	Jun-14	On-going	
WS12	10-Jul-14	Partnership	Head of Planning & Growth	Loss of a key employer (for example USAFE, Racing Industry, Greene King, WS Hospital, Centre Parcs, British Sugar)	Failure to retain major employers in the area and the economic impact that it would have		1) Liaison with the key employers to understand issues and opportunities by: coordinating and attending the West Suffolk Business Forum; organising the West Suffolk Business Festival (which provides opportunities for engagement with key employers); arranging visits to key employers for Leadership Team; promoting the ED team as a key point of contact for businesses and as a result responding to concerns and issues raised; and meeting and supporting business leaders in conjunction with the New Anglia Local Enterprise Partnership Growth Hub advisors.	Head of Planning & Growth	Jun-14	On-going	
							2) Ensuring there is sufficient employment land / premises for expansion.	Head of Planning & Growth	Jun-14	On-going	
							3) Understand skills shortage and requirements by linking business to education providers and encourage business to take on apprentices.	Head of Planning & Growth	Jun-14	On-going	
							4) Help businesses access third party funding.	Head of Planning & Growth	Jun-14	On-going	
							5) Further development of the six point jobs and growth plan	Head of Planning & Growth	Jun-14	On-going	
							6) In the worst case scenario (actions 1 - 5 ineffective) the ED team liaises with key partners such as Job Centre Plus and West Suffolk College to mitigate the impact of downsizing/restructuring.	Head of Planning & Growth			
WS13	10-Jul-14	Partnership Financial	Directors	Partner / Public Sector failure	Partners or partnerships failing; cost shunting (transfer of costs between partners); partnerships not achieving desired outcomes.		1) Ensure robust SLA (Service Level Agreement) & JV	All HoS	Jun-14	On-going	
							2) Regular monitoring of arrangements / outcomes.	All HoS	Jun-14	On-going	
							3) Regular meetings with key partners, including fortnightly Suffolk CEO meetings to discuss impact and potential response of the Suffolk wide system. Ensure effective engagement in the Transformation Challenge Award	All HoS	Jun-14	On-going	
							4) Ensure effective engagement in the Transformation Challenge Award	CEO and LT	Jun-14	On-going	

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WS14	10-Jul-14	Physical Social Legal	Director	Service failure through unplanned events	Reduced level or failure to deliver services to both internal and external clients due to unforeseen events.		1) Each service needs to have sufficient cross-trained staff to be able to continue essential services delivery in the event of an unexpected staff shortage. 2) Services must have a workable Business Continuity Plan arrangements in place. 3) Combined West Suffolk Business Continuity Plan is in place for major identified threats, regularly reviewed and practised. 4) Appointed officers within each service to be responsible for the continuity plans.	Heads of Service / Service Managers Heads of Service/All staff LT Heads of Service / Appointed Officers	Aug-14 Aug-14 Aug-14 Aug-14	On-going On-going On-going On-going	

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WS16	10-Jul-14	Legal	Director	Breach of data protection and information security	Failure to ensure the accuracy and control of data. Not using good practice when handling data. Damage to council's reputation. Damage to individuals. Avoid legal challenge. Prevent potential claims for compensation.		1) Information governance group coordinates councils' approach to risks	Director	Jun-14	On-going	
							2) Records Management Working Group to coordinate councils' approach to records management	Director	Jun-14	On-going	
							3) Regular buildings checks to ensure information is held securely.	Service Manager (Internal Audit)	Jun-14	On-going	
							4) Reviewed building access arrangements at WSH. New security access barriers to be placed at the staff entrance, entrance to the first floor and access point from Reception to Café West.	Service Manager (Property Services)	Aug-14	Dec-15	
							5) Improve staff and member communication on good practices and data security	Service Manager (Corporate Communications)	Apr-14	On-going	
							6) Information Security e-learning - 1st phase, existing officers, completed. All new staff and members to complete module as part of induction programme.	Director	Apr-14	On-going	
WS18	10-Jul-14	Customer Financial Professional	Head of Resources & Performance	Poor Performance Management	Risk of individual services having below par performance levels and possible dips in performance while establishing new service models.		1) Performance and Audit Scrutiny Committee (PASC) receive comprehensive performance monitoring report	Head of Resources & Performance / R&P Business	Aug-14	On-going	
							2) Early identification, reporting and monitoring of potential problem areas.	Service Managers / Business Partners / Advisers	Aug-14	On-going	
							3) Strengthen the overall Performance Management Framework- review of the Balanced Scorecard as a performance management tool	Head of Resources & Performance	Apr-15	Mar-16	
							4) Use PDR's to aid early identification of potential problem areas.				
WS19	10-Jul-14	Economic Social	All HoS	Demographic changes	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) Key services (planning, housing and waste) use forecasting models (e.g. East of England forecasting model, POPGROUP) to build population change into future service planning	Head of Housing/ Planning & Growth/Operations	Jun-14	On-going	
							2) Monitor, research and analysis around demographics through DCLG, ONS, LGA, LGC and other sources and share key findings with relevant services.	Policy Team	Jun-14	On-going	
							3) Attend meetings of Suffolk Information Forum and Transformation Challenge Award Data and Intelligence work stream to share best practice around population monitoring and forecasting. NB particular attention needs to be paid to Forest Heath due to population forecasts not being able to deal accurately with USAFE population.	Policy Team	Jun-14	On-going	

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WS20	10-Jul-14	Physical	Head of Human Resources, Legal & Democratic Services	Implementation of the Corporate Health and Safety Policy	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 in place for all internal and external functions performed by the Council. 2) Well being programme in place. 3) Requirement for all staff to complete online H&S training and members to complete appropriate H&S induction programme. 4) Communications to staff. 5) Appropriate insurances in place and regularly reviewed. 6) Continue a programme of health and safety audits according to H&S Risk	Health & Safety Manager	Jun-14	On-going	
WS21	10-Jul-14	Social Legal	Head of Housing	Safeguarding children and vulnerable adults	Children and vulnerable adults being treated in an improper manner and not in accordance with legislation.		1) Working in Countywide safeguarding partnership. 2) Safe recruitment procedures are adopted for all staff recruitment. 3) Regular staff and member training and briefing sessions taking place included as part of induction and training programme 4) Operational links into the MASH (Multi Agency Safeguarding Hub) to be reviewed to ensure appropriate referrals are being made.	Head of Housing	Jul-09	On-going	
WS22	21-Apr-15	Economic and social	Chief Executive	Effects of the closure of RAF Mildenhall	Negative impact on the local economy, families and community or the housing market		1) Attend and play an active role in meetings of the Government-led Mildenhall, Alconbury and Molesworth Working Group as representatives of the community and local businesses 2) Co-ordinate and lead the Forest Heath member-led local Mildenhall and Lakenheath Airbases Group 3) Commission an impact study to measure the impact of the USAFE on West Suffolk and the surrounding areas 4) Work with external partners (including USAFE and UK Military) and internal departments to consider the actions to mitigate the impact of the net loss in USAFE personnel and also to consider opportunities for the RAF Mildenhall site in the context of the Government's One Public Estate Programme. 5) Hold engagement sessions with representatives from local businesses, housing organisations and the community to discuss the effects of the closure of RAF Mildenhall. Communicate with these groups throughout the project	Chief Executive	Feb-15	On-going	

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