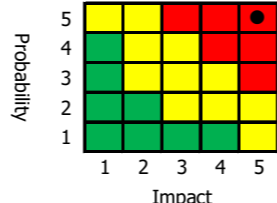
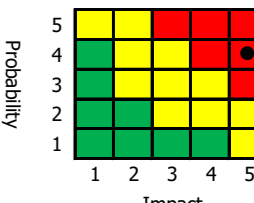
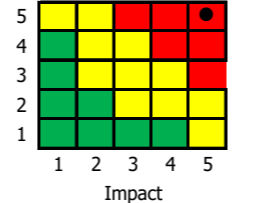
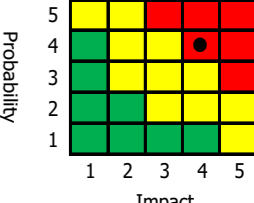
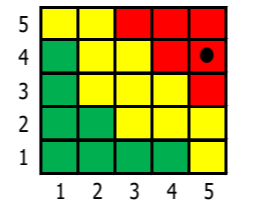
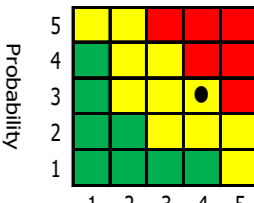


West Suffolk Strategic Risk Register 2020/21 - March 2021

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WS00	13-May-20	Economic, Financial, Political, Social	Chief Executive and Leader	Response and recovery relating to COVID-19	Inability to support and protect West Suffolk residents, businesses, communities, partners, members and staff during the COVID-19 outbreak and recovery.		A	Develop and implement local and county wide response and recovery plans with partners and stakeholders. Recovery will be organised under the following areas: - Community - Growth - Health and Wellbeing - Environment - Legal, Financial and Resources	LT	May-20	Ongoing	
							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS1	10-Jul-14	Financial	Assistant Director & Portfolio Holders- Resources and Performance	Poor financial management SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Failure in specific areas to achieve projected income, or expenditure exceeds the approved budgets (revenue or capital).		C	1) Monthly monitoring reports (revenue and capital) to budget holders and Leadership Team. Quarterly revenue and capital monitoring reports to PASC	Assistant Director - Resources & Performance	N/A	N/A	
							C	2) Business rate retention income and localising of Council tax being monitored monthly by Finance and ARP	Assistant Director - Resources & Performance	N/A	N/A	
							C	3) Regular meetings between budget holders and Resources and Performance business advisors/partners	Service Managers / Business Partners / Advisers	N/A	N/A	
							C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	N/A	N/A	
							A	5)Ongoing financial system upgrade/development in order to take advantage of latest budget planning / monitoring functionality.	LT		Ongoing	
							A	6) Continue to review and strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, (also see WS18),Risk management, Project monitoring, Financial Reporting.	LT	Apr-17	Ongoing	
							C	7) Regular updates of projects, assessment of any additional risks associated with new projects.	LT	N/A	N/A	
							C	8) Monitoring of investment decisions and original business cases targets/outcomes through Business Partner Model. Will also seek external advice when relevant.	Assistant Director - Resources & Performance	N/A	N/A	
							C	9) Longer term financial planning across MTFS. To include implications of Fair Funding review and COVID-19 response.	Assistant Director - Resources & Performance	Sep-16	N/A	
							A	10) Utilise Suffolk wide Business Rates monitoring and forecasting tool to assist with control #2 above. Input from Economic Development included to improve accuracy.	Assistant Director - Resources & Performance	Jul-17	Ongoing	
WS2	10-Jul-14	Financial	Assistant Director & Portfolio Holders- 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, 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		A	1) Annual Budget preparation focus on MTFS and key uncertainties including Fair Funding Review, New Homes Bonus Business Rate Retention.Delivery on six MTFS themes.	LT	N/A	N/A	
							C	2) Demand trends and financial implications validated as part of budget setting. Using monitoring reports to identify trends.	Service Managers / Business Partners / Advisers	N/A	N/A	
							C	3) Medium Term Financial Strategy update - including review of assumptions, sensitivity analysis and review of reserve and balance levels	Assistant Director - Resources and Performance	N/A	N/A	
							C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT	N/A	N/A	
							C	5) Monitor Government statements on future of local government funding and lobby as necessary.	LT	N/A	N/A	
							C	6) New investment proposals to be considered through the Councils governance and decision making process including challenge by Business Partners.	LT	N/A	N/A	
							C	7) Use of data and intelligence in forecasting future scenarios.	LT	N/A	N/A	
							A	8) Project resources review ensuring the appropriate capacity and skills to take forward ambitious agenda. Following agreement at Council in Feb 18 there will be a review in 2021 and ongoing review.	LT	Sep-16	Aug-21	
							A	9) Utilise Suffolk wide Business Rates monitoring and forecasting to assist with forecasting and financial planning across the MTFS.	Assistant Director - Resources and Performance	Jul-17	On-going	

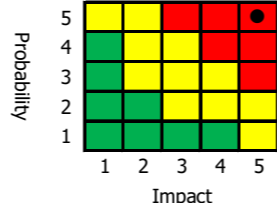
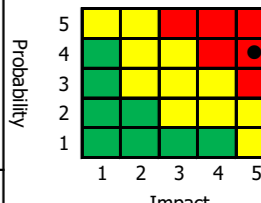
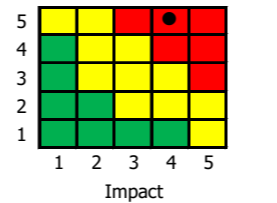
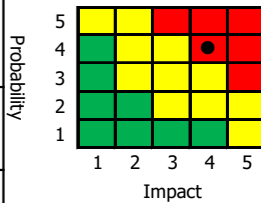
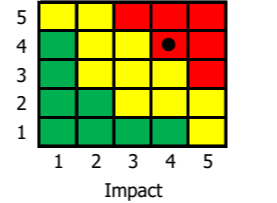
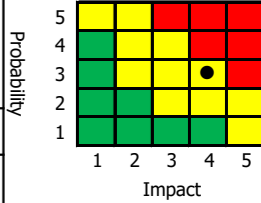
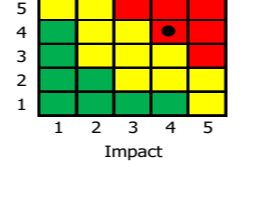
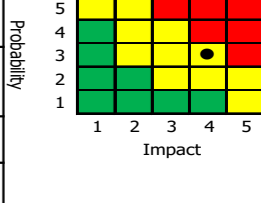
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							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS3	10-Jul-14	Customer	Assistant Director & Portfolio Holders- Families & Communities	Maintain and promote our public image, maintain effective communications	Lack of public trust and confidence in the council leads to a poor reputation. The council needs to champion its area and be a trusted part of the community. It is vital therefore in making sure people access services, which often means the handling of sensitive information, that the council has a strong reputation. This is also the case in working with communities to deliver growth or large projects as well as in times of crisis, when the council must be a trusted source of information. Therefore the council needs a good reputation to enter positive partnerships with others, or secure funding. This could also potentially impact on our ability to recruit staff in competitive market.		C	1) Monitor and measure media coverage through daily media alerts and, where appropriate, provide a robust response.	Service Manager (Strategic Communications)	N/A	N/A	
							C	2) Public stakeholders and partners have a range of channels including news and social media to disseminate information about West Suffolk services and strategic priorities and address errors or misrepresentation.	Service Manager (Strategic Communications)	N/A	N/A	
							C	3) Close liaison with local and national partners on coordinated communications on multi-agency issues.	Service Manager (Strategic Communications)	N/A	N/A	
							C	4) Train and support staff and Members in proactive communications, liaising with the media and using social media platforms.	Service Manager (Strategic Communications)	N/A	N/A	
							C	5) Deliver strategic communications plan and work with them to engage appropriately with communities to encourage channel shift.	Service Manager (Strategic Communications)	N/A	On-going	
							A	6) Ensure that appropriate communications planning and support are identified for strategic projects as per individual project plans	Service Manager (Strategic Communications)	Aug-14	On-going	
							C	7) 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.	Service Manager (Corporate Policy)	N/A	N/A	
WS4	10-Jul-14	Customer	Assistant Director & Portfolio Holders- Families & Communities	Failure to adopt technological advances in managing the customer journey	Service delivery methods do not meet customer needs or expectations with potential to damage the council's reputation; customer expectations need to be understood and managed; council not appreciating and/or delivering methods of contact and response time which are expected by customers.		C	1) Continue to develop new web presence with full digital by default capability. Ensure that staff, councillors and external support/advisory services are aware of the councils' digital offer and benefits for use.	Assistant Director - Families & Communities	N/A	N/A	
							A	2) Working in the wider Suffolk system to enhance the customer experience.	Assistant Director - Families & Communities	Jun-18	On-going	
							C	3) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels. Ensure that delivery of the customer journey meets government guidance requirements.	Service Manager (Corporate Communications) and Service Manager (Customer Service)	N/A	N/A	
							A	4) Continue to explore technological options to support customer service delivery.	Service Manager (Corporate)	N/A	On-going	
WS5	10-Jul-14	Professional	Assistant Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Staff retention (professional staff / technical staff) and recruitment. Staff trust and goodwill (morale)	Lack of staff with appropriate skills, experience and capacity could prevent delivery of services and high levels of performance. Failure to have motivated staff with appropriate workload.		A	1) OD strategy focussing on Employer Brand, Flexible and Agile Workforce, Talent management linked to performance management. Continue to develop succession routes - apprentices and career pathways for example. Workforce Strategy agreed 31st March 18, to be reviewed Sept 2020. Focus on delivery of these action plans	HR Manager	Reviewed OD plan 2016	On-going	
							C	2) Regularly evaluate outcome of Performance Reviews to identify talent management to inform succession planning. New PDR scheme focuses on performance, pay progression and career progression	HR Manager	Jun-14	Ongoing	
							A	3) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel and Joint Negotiation Meeting; no significant issues raised.	HR Manager	N/A	On-going	
							A	4) Salary benchmarking continues to be undertaken in order to ensure salaries are competitive. Monitor Recruitment to identify challenging areas to address. Maintain focus on strong employer brand.	Assistant Director - HR, Legal and Democratic Services	N/A	ongoing	

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							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS6	10-Jul-14	Political	Chief Executive & Leader	Managing public / councillor expectations with less resources	Falling short of providing the level of service that the public and councillors expect and demand.		C	1) Understand and communicate priorities and expectations through Strategic Plan and MTFs. Assign dedicated corporate project resources to support new projects.	LT	N/A	On-going	
							A	2) Review and align service and skilled resources available to the strategic plan including communication resources.	LT	Jun-14	On-going	
							C	3) Regular monitoring and update discussions with portfolio holders on the corporate project plan progress	LT	N/A	N/A	
							C	4) Regular monitoring of Balanced Scorecards to include complaints, compliments and trends.	LT	N/A	On-going	
							C	5) Ensure delivery of the customer journey matches government guidance requirements.	LT	Mar-20	On-going	
							C	6) Represent clear position of members to government through lobbying and DELTA returns.	LT	Mar-20	On-going	
WS7	10-Jul-14	Technological Financial Customer	Service Manager (Corporate Policy) / All Assistant Directors & Portfolio Holders	Poor project management SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	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.		A	1) Maintain and develop an efficient programme and project management framework understanding timetabling and interdependencies between projects and programmes (led by Service Manager Corporate Policy). Manage expectations of delivery during COVID-19 lockdown.	Service Manager Corporate Policy	May-17	On-going	
							A	2) Maintain oversight of corporate project matrix at Leadership Team, to manage demands on services and resource appropriately.	Service Manager Corporate Policy	May-17	On-going	
							A	3) Training and support to staff involved in corporate projects including key project management skills.	L&D team/Service Manager Corporate Policy	May-17	On-going	
							C	4) Project support and resources to be included in future Project Initiation Documents and project business cases, including support services such as: ICT, Finance, Legal and Property	LT and All Service Managers	May-17	On-going	
							C	5) Early identification of Corporate capacity / priorities as part of business plan / project initiation. Review of programmes to assist with prioritisation.	LT	May-17	On-going	
							C	6) Carry out Project Close Out Reports, Benefit Realisation reviews and Project Health Checks as appropriate	LT and All Service Managers	May-17	On-going	
WS8	10-Jul-14	Technological	Assistant Director & Portfolio Holders- Resources and Performance	ICT integration	Integration of ICT across services and systems not being achieved. Failure to keep Business Applications aligned.		A	1) Maintain alignment of ICT infrastructure and corporate systems through corporate project planning (ICT Board)	Infrastructure Support Manager	Jun-14	On-going	
							A	2) Continued Business Applications integration / alignment including remote working.	Project Managers & Service Manager (ICT)	Jun-14	Individual project plans	
							C	3) Regular review of both integration programmes for strategic fit and resources/skills capacity through corporate projects plan.	Service Manager Corporate Policy/ LT	N/A	N/A	
							C	4) Monthly testing of the Council PSN compliance including the checking and monitoring of new and existing staff profiles. No tolerance approach adopted.	Infrastructure Support Manager	N/A	N/A	
							A	5) Development of a West Suffolk Information Strategy and links to the wider public sector integration agenda (Transformation Challenge Award).	Service Manager (ICT)	N/A	Complete	

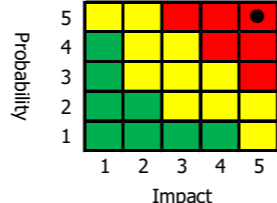
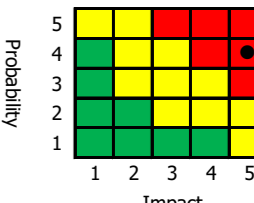
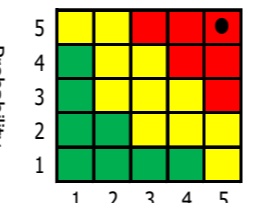
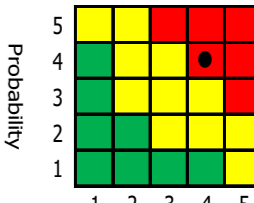
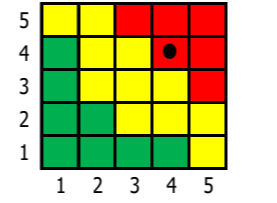
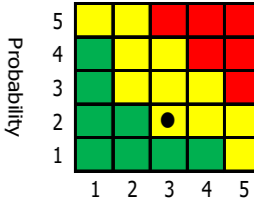
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WS9	10-Jul-14	Political										
	(a)		Assistant Director & Portfolio Holders- Families & Communities	Failure to deliver; Families & Communities agenda SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	<p>Opportunities being missed to create or influence the provision of:</p> <p>(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</p> <p>(iii). improved wellbeing, physical and mental health</p> <p>(iv) accessible countryside and green spaces</p>		A	1) Community Chest consideration part of the Review of Grants to External Organisations. Grant review recommendations agreed by Cabinet. Grant guidance and Community Chest progress agreed and will be place for applications from April 2021. Review complete.	Service Manager (Families & Communities)	Apr-19	Completed review February 2020. Consider format of scheme for 2020/21 in light of COVID	
						C	2) Families and Communities Officers continue to work closely with Councillors on a variety of projects and initiatives.	Service Manager (Families & Communities)	N/A	On-going		
						A	3) 3.Community Chest funds are subject to quarterly monitoring and reported to Grant Working Party. Locality Budgets are allocated by Councillors but supported by Families and Communities Officers. Portfolio Holder and F&C officers continue to remind Cllrs to allocate funding before financial year end.	Service Manager (Families & Communities)	Oct-13	On-going		
						A	4) Families and Communities monitor and evaluate the impact of initiatives/projects in localities. Including qualitative (in the form of case studies) and quantitative information.	Service Manager (Families & Communities)	Jun-18	Ongoing		
						A	5) Extensive ongoing partnership work, including County Lines and homelessness and the response to COVID-19. West Suffolk Council is a partner in the West Suffolk Alliance which includes health and care partners.	Service Manager (Families & Communities)	Jun-18	Ongoing		
	(b)		Assistant Director & Portfolio Holders - Growth	Failure to deliver; Growth Agenda inc coping with growth and increase in demand SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	<p>Opportunities being missed to create or influence the provision of:</p> <p>(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</p> <p>(iv) vibrant, attractive and clean high streets, village centres and markets</p>		C	1) Developing engagement with the Local Enterprise Partnership and supporting development of the combined authority business board. Monitoring the local economy.	Assistant Director - Growth	N/A	N/A	
						C	2) Deliver Growth Delivery Plan.	Assistant Director - Growth	N/A	N/A		
						C	3) Deliver on the Investing for Growth Strategy. Report progress through Balanced Scorecards.	Assistant Director - Growth	N/A	N/A		
						C	4) 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	Assistant Director - Growth	N/A	N/A		
						C	5) Support to WSC, SCC, UCS and other agencies involved with skills development. Monitoring attainment levels.	Assistant Director - Growth	N/A	N/A		
						C	6) Continue to develop close working relationships with Whitehall, Norfolk partners, LEPS to influence the design of any devolution agreements and business rates retention schemes	Assistant Director - Growth	N/A	N/A		
						A	7) Development and delivery of Local Plans	Assistant Director - Growth	N/A	N/A		
						A	8) Working with the LEP and Growth Programme Board to deliver COVID-19 recovery plans developed by the SPSL recovery workstream	Assistant Director - Growth	N/A	N/A		
						A	9) Ongoing administration of government's COVID business support grants and discretionary scheme.	Assistant Director - Growth	Apr-20	On-going		
						A	10) Continued liaison with providers Menta and Oxford Innovation to supporting new start up growth and activities at Bury St Edmunds and Epicentre Haverhill	Assistant Director - Growth	N/A	N/A		
						A	11) Working with the LEP and Growth Programme Board to deliver COVID-19 recovery plans developed by the SPSL recovery workstream. Including development funding pipeline of projects and signposting businesses to available grants as well as working with the CNTC partnership to roll out the funding fit programme to relevant	Assistant Director - Growth	N/A	N/A		

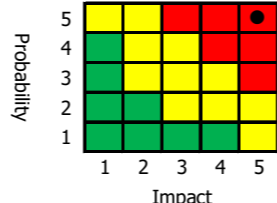
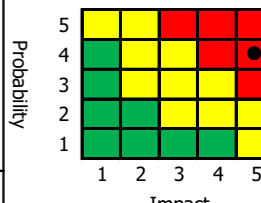
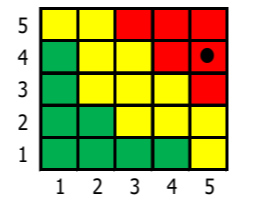
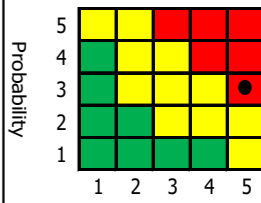
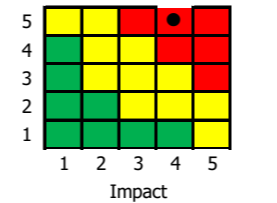
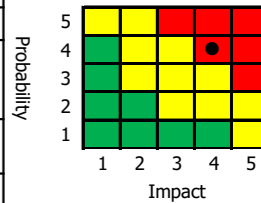
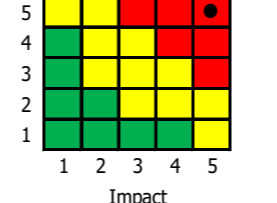
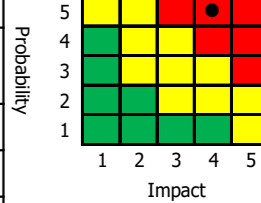
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WS00	13-May-20	Economic, Financial, Political, Social	Chief Executive and Leader	Response and recovery relating to COVID-19	Inability to support and protect West Suffolk residents, businesses, communities, partners, members and staff during the COVID-19 outbreak and recovery.		A	Develop and implement local and county wide response and recovery plans with partners and stakeholders. Recovery will be organised under the following areas: - Community - Growth - Health and Wellbeing - Environment - Legal, Financial and Resources	LT	May-20	Ongoing	
							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
(c)			Assistant Director & Portfolio Holders - Growth, Families & Communities and Planning.	Failure to deliver; Housing Agenda SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	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		C	1) West Suffolk Housing strategy adopted, implementation of agreed Action Plan, with annual monitoring.	Assistant Directors for Growth, Families	N/A	N/A	
							C	2) West Suffolk Choice Based Lettings Scheme regularly reviewed to reflect changes in legislation. Operation of scheme monitored through CBL Management Board. Letting Policy to be reviewed from end September 2020 with public consultation prior to Cabinet and sub-regional approval.	Service Manager (Housing Options)	N/A	N/A	
							A	3) Review of West Suffolk Lettings Partnership to ensure that the package of support provided meets the needs of the landlords and local housing market, particularly in light of Universal Credit and COVID-19.	Service Manager (Housing Options)	Apr-19	N/A	
							A	4) 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.	Service Manager (Housing Standards)	Apr-14	Tracked monthly through balanced scorecard	
							A	5) Proceed with business plan and report on progress for Barley Homes (Group) Ltd to build open market, private rented and affordable housing. Latest business case included as part of the 2021-2024 MTFS in Dec-20.	Service Manager (Strategic Housing)	Apr-15	N/A	
							A	6) Undertook targeted consultation with market on supporting housing delivery. Actions now being implemented under the Housing Delivery Plan.	Assistant Directors for Growth, Families and Communities and Planning	N/A	N/A	
							A	7) Preparation of West Suffolk Local Plan; first stage - issues and options consultation completed in December 2020.	Assistant Director - Growth	N/A	N/A	
WS10	10-Jul-14	Economic Financial Competitive	Chief Executive / Directors & Portfolio Holders	Failure to adapt to new public sector models, explore opportunities with partners SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	The benefits of becoming a single council for West Suffolk are not realised; the council 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; or fails to take account of wider changes in national and local legislations, policy and structure proposals (including EU).		C	1) Keep a watching brief on, and disseminate information on new policies, funding models and opportunities through MHCLG, RSN, LGA, EELGA etc.	Service Manager (Corporate Policy)	N/A	N/A	
							C	2) Maintain good relationships with public sector partners, e.g. CCG, SCOLT, SCEG, ARP authorities to hear of, and take opportunities arising from opportunities for partnership working.	Chief Executive and Directors	N/A	N/A	
							C	3) Robust business cases for identified opportunities.	LT	N/A	N/A	
							C	4) Keeping a watching brief on the new/changing National policies with Suffolk colleagues, including Brexit, local government funding changes, proposed structural changes for local government in Suffolk and the wider East Anglia area.	Chief Executive and Directors	N/A	N/A	
							A	5) Lead the integration and rationalisation of the public estate through membership, and local leadership, of the Government's One Public Estate Programme.	Director	Jul-14	On-going	
							A	6) Explore shared services opportunities with other Local Authorities.	LT	Apr-15	On-going	

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							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS11	10-Jul-14	Partnership	Assistant Director & Portfolio Holders - Growth	Loss of a key employer or industry. SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Failure to retain major employers in the area and the economic impact that it would have		A	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.	Assistant Director - Growth	Jun-14	On-going	
							C	2) Ensuring there is sufficient employment land / premises for expansion.	Assistant Director - Growth	N/A	N/A	
							C	3) Understand skills shortage and requirements by linking business to education providers and encourage businesses to take on apprentices.	Assistant Director - Growth	N/A	N/A	
							A	4) Help businesses access third party funding.	Assistant Director - Growth	Jun-14	On-going	
							A	5) Further development of the growth delivery plan.	Assistant Director - Growth	Jun-14	On-going	
							A	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.	Assistant Director - Growth			
WS12	10-Jul-14	Partnership Financial	Directors & Portfolio Holders	Partner / Public Sector failure SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Partners or partnerships failing; cost shunting (transfer of costs between partners); partnerships not achieving desired outcomes.		C	1) Ensure robust SLA (Service Level Agreement) & Joint Venture arrangements are in place. Ensure good due diligence procedures are used.	All Assistant Directors	N/A	N/A	
							C	2) Regular monitoring of arrangements / outcomes.	All Assistant Directors	Jun-14	N/A	
							A	3) Regular meetings with key partners, including Suffolk Resilience Forum, fortnightly Suffolk CEO meetings and supporting groups to discuss impact and potential response of the Suffolk wide system.	All Assistant Directors	Jun-14	On-going	
							C	4) Understand the cumulative impact of complex partnership delivery arrangements.	CEO and LT	Dec-15	N/A	
							A	5) Develop robust governance arrangements for council owned companies. Barley Homes Business Plan under review in detail as part of regular reporting.	LT	On-going	On-going	
							A	6) Continue to work with health and other partners to develop the integrated delivery of health and leisure.	LT	On-going	On-going	
WS13	10-Jul-14	Physical Social Legal	Director & Portfolio Holders	Service failure through unplanned events SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Failure to deliver services to both internal and external clients due to unforeseen events.		A	1) Services must have a workable, up to date Business Continuity Plan in place.	All Assistant Directors/All staff	Aug-14	On-going	
							C	2) Combined West Suffolk Business Continuity Plan is in place for major identified threats, regularly reviewed and practised.	LT	N/A	N/A	
							C	3) Appointed officers within each service to be responsible for the continuity plans. Please also see WS16 & 23- Breach of data protection and information security	All Appointed Officers	N/A	N/A	
							A	5) Adoption of lessons learned from Carillion and Capita issues. Procurement and contract management policies updated for Feb approval	LT	Apr-18	Ongoing	

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							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS14	10-Jul-14	Legal	Director & Portfolio Holders	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. Avoid legal challenge. Prevent potential claims for compensation. Financial penalty for failing to comply with GDPR		C	1) Information governance group coordinates councils' approach to risks.	Director	N/A	N/A	
							C	2) Regular monitoring to ensure information is held securely, including physical checks and provision of advice and guidance.	Service Manager (Internal Audit),	N/A	N/A	
							A	3) Improve staff and member communication on good practices and data security.	Service Manager (Corporate Communications)	Apr-14	On-going	
							A	4) 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	
							A	5) Monitoring changes in service delivery and customer engagement to identify potential data protection and information security risks, along with potential action to mitigate these.	Service Manager (Corporate Communications)	Dec-20	On-going	
							A	6) Use of Information Sharing Agreements and Data Protection Impact Assessments where there are changes to data processing practices (including sharing of data).	Director	N/A	On-going	
WS15	10-Jul-14	Customer Financial Professional	Assistant Director & Portfolio Holders - Resources & Performance	Poor Performance SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Risk of individual services having below par performance levels and possible dips in performance while establishing new service models.		C	1) Performance and Audit Scrutiny Committee (PASC) receive comprehensive performance monitoring report.	Assistant Director - Resources & Performance / R&P Business Partners	N/A	N/A	
							A	2) Early identification, reporting and monitoring of potential problem areas.	Service Managers / Business Partners / Advisers	Aug-14	On-going	
							C	3) Strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, Risk management, Project monitoring, Financial Reporting	LT	Apr-17	Complete	
							C	4) Use PDR's to aid early identification of potential problem areas.	Line Managers	N/A	N/A	
							A	5) - Implications of implementing Business Continuity Plan on service delivery understood and communicated.				
								Please also see WS7 - Poor Project Management				
WS16	10-Jul-14	Economic Social	All Assistant Directors & Portfolio Holders	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.		C	1) Key services (planning, housing and waste) use forecasting models (e.g. East of England forecasting model, POPGROUP) to build population change into future Strategic Planning, Service Planning and Policy Development.	Assistant Director - Families and Communities/ Planning (Corporate Policy)	N/A	N/A	
							A	2) Monitor, research and analysis around demographics through MHCLG, ONS, LGA, LGC and other sources and share key findings with relevant services.	Service Manager (Corporate Policy)	Jun-14	On-going	
							A	3) Attend meetings of Suffolk Office of Data and Analytics Partnership Management Group to share best practice around population monitoring and forecasting. NB particular attention needs to be paid to population forecasts not being able to deal accurately with USAFE population.	Service Manager (Corporate Policy)	Jun-14	On-going	

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							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
							A	Lobby national government for appropriate investment and changes to legislature/policy/guidance and specific industry support including the leisure sector.	LT	Apr-20	Ongoing	
WS17	10-Jul-14	Physical	Assistant Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Implementation of the Corporate Health and Safety Policy	Failure to ensure the safety and well being of staff and councillors. Failure to provide safe and healthy environment for visitors and the general public. Risk of HSE (Health & Safety Executive) prosecutions.		C	1) Corporate Health and Safety strategy, objectives and implementation plans in place for all internal and external functions performed by the Council.	Service Manager (H&S)	N/A	N/A	
							A	2) Well being programme in place.	Service Manager (H&S)	Jun-14	On-going	
							C	3) Requirement for all staff to complete online H&S training and members to complete appropriate H&S induction programme.	Service Manager (H&S)	N/A	N/A	
							A	4) Communications to staff and councillors.	Service Manager (H&S)	Jun-14	On-going	
							A	5) Appropriate insurances in place and regularly reviewed.	Service Manager (H&S)	Jun-14	On-going	
							C	6) Continue a programme of health and safety audits according to H&S Risk.	Service Manager (H&S)	N/A	N/A	
							C	7) Adoption of COVID-19 H&S procedures in alignment with central government guidance.	Service Manager (H&S)	N/A	N/A	
WS18	10-Jul-14	Social Legal	Service Manager & portfolio Holders- Strategic Housing	Safeguarding children and vulnerable adults SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Failing to recognise and respond appropriately to safeguarding matters that could lead to a deterioration in individuals circumstances and potentially challenge to the Council's policies and procedures.		A	1) Working in Countywide safeguarding partnership - external annual S11 Audit of Council procedures and the annual self-assessment.	Director - Jill Korwin	Jul-09	On-going	
							C	2) Safe recruitment procedures are adopted for all staff recruitment.	Assistant Director - HR, Legal & Dem Services	Jul-09	On-going	
							A	3) Regular staff and member training and briefing sessions taking place included as part of induction and training programme.	Service Manager- Strategic Housing/HR, Legal & Dem services	Jun-14	On-going	
							A	4) Ensure the Council has an up to date Safeguarding Policy that reflects legislative requirements.	Director	Nov-15	Ongoing	
							A	5) Develop toolkit for Staff and Councillors to deal with vulnerable individuals	Director - Jill Korwin	Dec-19	On-going	
							A	6) Review in light of COVID-19 experience	Assistant Director - HR, Legal & Dem	May-20	On-going	
WS19	06-Oct-17	Economic, Financial, Political, Legal	Directors, Assistant Directors & Portfolio Holders	Cyber Security	Failure to appropriately protect West Suffolk's systems and Services from Cyber Attack		A	1) User Education & Awareness - Update Info Sec training to include more detail on data protection and introduce new education programme for all staff.	Service Manager ICT HR Business Partner	Oct-17	On-going	
							A	2) User Education & Awareness - Info Sec policy to be reviewed and disseminated to all staff (inc ARP) - and to be reviewed regularly	Service Manager ICT HR Business Partner	Oct-17	On-going	
							A	3) Incident Management - Business continuity planning card to be finalised, tested and disseminated.	Service Manager ICT HR Business Partner	Oct-17	On-going	
							A	4) Incident Management - Review of Business Continuity Plan to be finalised with the plan then agreed and published - this requiring a revisit of each service area to agree operational procedures and where stored to provide assurance that arrangements are in place in event of an incident	Service Manager ICT HR Business Partner	Oct-17	On-going	
							A	6) Secure Configuration - Carry out a user access / change control process for key systems, given that many are internet based. Internal reviews of system access included within Audit Plan.	Service Manager ICT HR Business Partner, Service Manager IA	Oct-17	On-going	

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							A	Maintain separate Business Continuity Plan and Health and Safety COVID-19 tactical risk register.	LT	Apr-20	Ongoing	
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WS20	04-Jan-19	Economic, Financial, Political, Legal	Directors, Assistant Directors & Portfolio Holders	End of EU Transition Period	Failure to manage the impact of BREXIT leading to loss of staff, supplier failure or West Suffolk business failure		A	1) Take active role in Suffolk Brexit preparations and share information accordingly	Director	Dec-18	Complete	
							A	2) Share information with businesses and business representatives about issues the Council is aware of that could impact on them and link them to sources of information	Service Manager Economic development	Dec-18	On-going	
							A	3) Review suppliers and identify those that could be at risk of Brexit and make appropriate contingencies	All ADs	Dec-18	Complete	
							A	4) Monitor impact in partnership with NALEP and other Suffolk LAs and identify new issues and respond accordingly.	Director	Jan-21	Ongoing	
WS21	03-Apr-19	Economic, Financial, Political, Legal	Directors, Assistant Directors & Portfolio Holders	Environmental & Climate Change	Failure to address this could increase the emissions the Council generates, thus failing to improve environment and address climate change and damage the reputation of the Council.		A	1) Monitor activity and produce an annual Environmental Statement	Environment and Climate Change Task group	May-19	On going	
							A	2) Annual action plan to deliver reduction in emissions	Environment and Climate Change Task group	May-19	On going	
							A	3) Implement and track the Net Zero 2030 plan	Environment and Climate Change Task group	May-20	On going	
							A	4) Environment and Climate Change Action Plan to be followed and specific actions and controls within to be monitored and included in regular performance management (WS15)	Relevant Service Leads	Sep-20	On going	
WS22	03-Apr-19	Economic, Financial, Political, Legal	Directors, Assistant Directors & Portfolio Holders	Personal Debt and Benefits Changes SPECIFIC COVID-19 RISK AND ACTIONS INCLUDED IN WS00	Failure to address the challenges posed by increased demand on services as a result of increased personal debt in the region.		A	1) Monitor and report on outstanding debt position relating to UC, HB and CT through the Anglia Revenues Partnership.	Service Manager - Finance & Performance	May-19	On going	
							A	2) Monitor and report on demand on Homelessness Support through the Families & Communities team.	Service Manager - Housing Options	May-19	On going	
							A	3) Response to increasing demand built in to Suffolk-wide recovery work.	Director	Sep-20	On going	