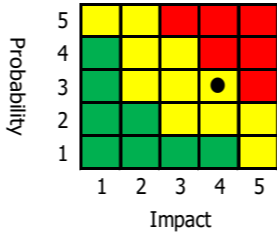
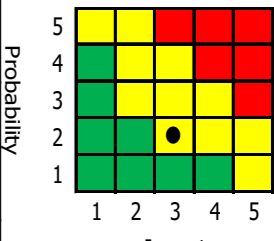
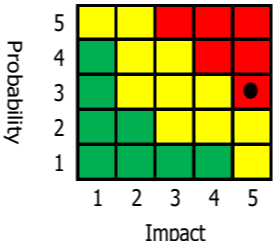
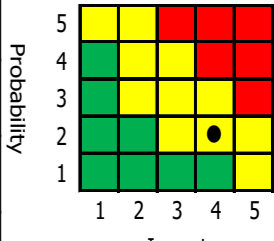


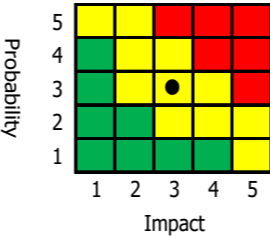
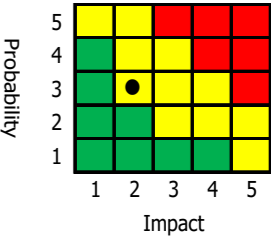
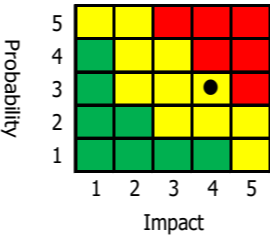
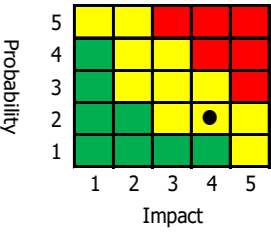
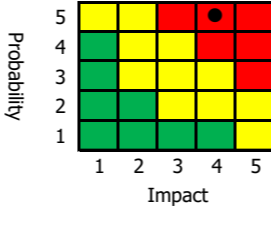
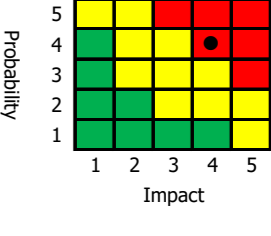
West Suffolk Strategic Risk Register 2023/24 - March 2024

Type: **A** = Action, **C** = Control

RISK ID NUMBER	Date risk added to register	Type	Current Owners	Title	Description - What are we trying to avoid? Why is this important	WS Inherent Risk	Type	Summary of Controls / Actions - What we are doing / need to do to prevent it.	Who is responsible for the actions	Ongoing or Time Limited?	WS Residual Risk	
WS1	10-Jul-14	Financial	Director & Portfolio Holders-Resources and Property	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 and Leadership Team. Quarterly revenue and capital monitoring reports to PASC.	Director - Resources & Property	Ongoing		
								C	2) Business rate retention income and localising of Council tax being monitored monthly by Finance and ARP	Director - Resources & Property		Ongoing
								C	3) Regular meetings between budget holders and Resources and Performance business advisors/partners	Service Managers / Business Partners / Advisers		Ongoing
								C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT		Ongoing
								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. KPI's, PDRs, (also see WS18),Risk management, Project monitoring, Financial Reporting.	LT		Ongoing
								C	7) Regular updates of projects, assessment of any additional risks associated with new projects.	LT		Ongoing
								C	8) Monitoring of investment decisions and original business cases targets/outcomes through Business Partner Model. Will also seek external advice when relevant.	Director - Resources & Property		Ongoing
								C	9) Longer term financial planning across MTFS. To include implications of Fair Funding review.	Director - Resources & Property		Ongoing
								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.	Director - Resources & Property		Ongoing
WS2	10-Jul-14	Financial	Director & Portfolio Holders-Resources and Property	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			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	Ongoing		
								C	2) Demand trends and financial implications validated as part of budget setting. Using monitoring reports to identify trends.	Service Managers / Business Partners / Advisers		Ongoing
								C	3) Medium Term Financial Strategy update - including review of assumptions, sensitivity analysis and review of reserve and balance levels	Director - Resources and Property		Ongoing
								C	4) Scrutiny of financial reports by LT and Members through Performance and Audit Scrutiny Committee	LT		Ongoing
								C	5) Monitor Government statements on future of local government funding and lobby as necessary.	LT		Ongoing
								C	6) New investment proposals to be considered through the Councils governance and decision making process including challenge by Business Partners.	LT		Ongoing
								C	7) Use of data and intelligence in forecasting future scenarios.	LT		Ongoing
								A	8) Utilise Suffolk wide Business Rates monitoring and forecasting to assist with forecasting and financial planning across the MTFS.	Director - Resources and Property		Ongoing
								A	9) Analysis of the official Review Reports for all local authorities that have issued s114 notices (Croydon, Thurrock and Woking with Birmingham to come) to take on board all lessons learned.	Senior Management Team		Ongoing

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WS3	10-Jul-14	Customer	Chief Executive	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)	Ongoing	
							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)	Ongoing	
							C	3) Close liaison with local and national partners on coordinated communications on multi-agency issues.	Service Manager (Strategic Communications)	Ongoing	
							C	4) Train and support staff and Members in proactive communications, liaising with the media and using social media platforms.	Service Manager (Strategic Communications)	Ongoing	
							C	5) Deliver strategic communications plan and work with them to engage appropriately with communities to encourage channel shift.	Service Manager (Strategic Communications)	Ongoing	
							A	6) Ensure that appropriate communications planning and support are identified for strategic projects as per individual project plans	Service Manager (Strategic Communications)	Ongoing	
							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)	Ongoing	
WS4	10-Jul-14	Customer	Director & Portfolio Holders- Families & Communities	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.	Director - Families & Communities	Ongoing	
							A	2) Working in the wider Suffolk system to enhance the customer experience.	Director - Families & Communities	Ongoing	
							C	3) Clear and consistent public communications to explain changes to services and establish realistic expectations of service levels. Ensure the customer journey delivers the Councils strategies, policies and procedures.	Service Manager (Strategic Communications) and Service Manager (Customer & Digital)	Ongoing	
							A	4) Continue to explore technological options to support customer service delivery.	All Service Managers	Ongoing	
WS5	10-Jan-24	Professional	Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Staff Recruitment	Ineffective recruitment strategies which impact in particular on hard to fill posts and lack of skilled individuals applying for skilled roles which could impact on delivery of services and high levels of performance.		A	1) Horizon scanning to anticipate changes and trends to establishment	Service Manager (HR, H&S and L&D)	Ongoing	
							C	2) Keeping up to date on national trends for hard to recruit roles.	Service Manager (HR, H&S and L&D)	Ongoing	
							A	3) Workforce planning meetings review data linked to turnover and progress around recruitment plans on a monthly basis and consider any mitigating action that may be required to support services, such as redeployment. HR team exploring ways to review, streamline and speed up the recruitment process, including the introduction of a new approach to on-boarding which is in development.	Service Manager (HR, H&S and L&D)	Ongoing	
							A	4) Continue to implement apprenticeships and career pathways, graduate trainees and support the intern programme.	Director - HR, Governance and Regulatory	Ongoing	
							C	5) Salary benchmarking undertaken to ensure salaries are competitive. Maintain focus on strong employer brand.	Director - HR, Governance and Regulatory	Ongoing	

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WS6	10-Jan-24	Professional	Director & Portfolio Holders - Human Resources, Legal & Democratic Services	Staff engagement across the organisation including trust, morale, health and wellbeing.	Lack of engaged, motivated and appropriately skilled staff could prevent delivery of services and high levels of performance. Failure to have motivated staff with appropriate workloads and work-life balance could reduce the ability of the organisation to deliver effectively for communities.		A	1) Workforce strategy in place, focussing on promoting a flexible and agile workforce, supporting health and well-being, integrating diversity and inclusion and developing talent management linked to performance management.	Service Manager (HR, H&S and L&D)	Ongoing	
							C	2) Leadership development programme for band 7/8 staff in place.	Service Manager (HR, H&S and L&D)	Ongoing	
							A	3) Regularly evaluate outcome of Performance Reviews to identify talent management to inform succession planning. PDR scheme focuses on performance, pay progression and career progression.	Service Manager (HR, H&S and L&D)	Ongoing	
							A	4) Annual workforce monitoring data presented to the West Suffolk Joint Staff Consultative Panel and Joint Negotiation Meeting for feedback, review and collective consideration of any actions required.	Director - HR, Governance and Regulatory	Ongoing	
							C	5) Staff surveys undertaken at periodic timeframes to review and monitor staff feedback.	Director - HR, Governance and Regulatory	Ongoing	
							A	6) Review of learning and development programme has been undertaken with an associated action plan in place.	Director - HR, Governance and Regulatory	Ongoing	
							C	7) Well-being programme in place, supported by a network of champions, with well-being initiatives regularly launched and communicated to staff.	Director - HR, Governance and Regulatory	Ongoing	
							C	8) Established a range of support networks – including the Managers peer network and youth network groups and regular organisational engagement sessions facilitated by a life-coach.	Director - HR, Governance and Regulatory	Ongoing	
							C	9) Annual staff awards process in place.	Director - HR, Governance and Regulatory	Ongoing	
							C	10) Staff briefings and blogs led by CEO.	Director - HR, Governance and Regulatory	Ongoing	
							C	11) Corporate induction process in place for all employees.	Director - HR, Governance and Regulatory	Ongoing	
							C	12) Employee benefit programme in place, including EAP.	Director - HR, Governance and Regulatory	Ongoing	
WS7	10-Jul-14	Technological/Professional/Financial	Service Manager (Corporate Policy) / All Directors & Portfolio Holders	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.		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).	Service Manager Corporate Policy	Ongoing	
							A	2) Maintain oversight of corporate project matrix at Leadership Team, to manage demands on services and resource appropriately.	Service Manager Corporate Policy	Ongoing	
							A	3) Training and support to staff involved in corporate projects including key project management skills.	L&D team/Service Manager Corporate Policy	Ongoing	
							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	Ongoing	
							C	5) Early identification of Corporate capacity / priorities as part of business plan / project initiation. Review of programmes to assist with prioritisation.	LT	Ongoing	
							C	6) Carry out Project Close Out Reports, Project Assurance, Benefit Realisation reviews and Project Health Checks as appropriate.	LT and All Service Managers	Ongoing	
WS8	10-Jul-14	Technological	Director & Portfolio Holders - Families & Communities	ICT Development	Development of ICT across services and systems not being delivered. Failure to keep Business Applications current.		A	1) Management of ICT infrastructure, software, systems and applications through the ICT Programme Board	Director - Families & Communities	Ongoing	
							A	2) Continued management and development of infrastructure, software, systems and applications enabling alignment and integration as appropriate including remote working.	Service Manager (Customer & Digital)	Ongoing	
							C	3) Regular review of software, systems and applications for strategic fit and resources/skills capacity through ICT Programme Board.	Service Manager (Customer & Digital)	Ongoing	
							A	4) Develop the council's digital framework to ensure there are links to wider integration between systems and services.	Service Manager (Customer & Digital)	Ongoing	

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WS9	10-Jul-14 (a)	Social/Political	Director & Portfolio Holders- Families & Communities	Deliver; Thriving Communities	Opportunities being missed to create or influence: <ul style="list-style-type: none"> • provision of appropriate services, benefits and support for West Suffolk residents. • ability to improve their physical and mental health and wellbeing through sport, physical and cultural activities, as well as access to health services. In particular, protect and develop parks and open spaces for the benefit of both residents and visitors. • Work with partners to prevent and reduce crime and antisocial behaviour in the district. 		A	Continued consideration of community chest and approach to grant funding.	Director (Families and Communities)	Ongoing	
							C	2) Families and Communities Officers continue to work closely with Councillors on a variety of projects and initiatives.	Service Manager (Families & Communities)	Ongoing	
							A	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)	Ongoing	
							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)	Ongoing	
							A	5) Extensive ongoing partnership work, including County Lines, homelessness and refugees. West Suffolk Council is a partner in the West Suffolk Alliance which includes health and care partners.	Director (Families and Communities)	Ongoing	
							C	1) Work with partners who provide support and grant funding for new and growing businesses and promote opportunities on social media and through our networks.	Director - Planning and Growth	Ongoing	
	(b)	Director & Portfolio Holders - Growth	Deliver; Sustainable Growth	Opportunities being missed to create or influence: <ul style="list-style-type: none"> • Support for new and existing businesses to grow. • Work to ensure West Suffolk is an attractive place for businesses, in order to ensure growth is supported by employment. • support for West Suffolk's local high streets and markets as the vibrant centres of thriving local communities • development of infrastructure that supports growth. 		C	2) Allocate sufficient employment land in the Local Plan to meet need.	Director - Planning and Growth	Ongoing		
						C	3) Work with partners on initiatives and events to support our high streets and include policies in our local plan which protect and enhance	Director - Planning and Growth	Ongoing		
						C	4) Work with partners who are responsible for delivering infrastructure which supports Growth such as Suffolk County Council and Transport East	Director - Planning and Growth	Ongoing		
						C	5) Work with Suffolk County Council to support the transition for the changes required by government to NALEP.	Director - Planning and Growth	Ongoing		
						A	6) Preparation and delivery of West Suffolk Local Plan.	Director - Planning and Growth	Ongoing		
						A	7) Support partners delivery of business startup activities at existing start up premises, deliver capital project for Advanced Manufacturing and Engineering at the Suffolk Business Park.	Director - Planning and Growth	Ongoing		

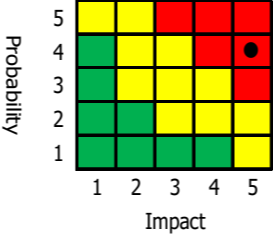
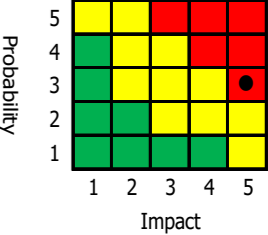
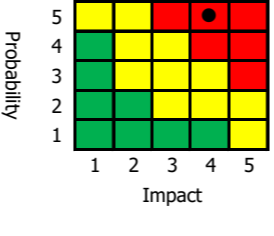
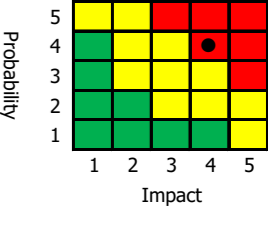
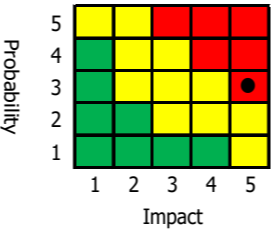
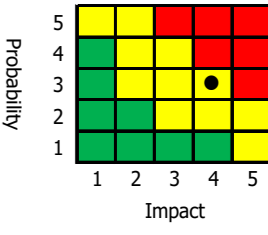
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	(c)		Director & Portfolio Holders - Growth, Families & Communities and Planning.	Deliver; Affordable, available and decent homes	Opportunities being missed to create or influence the provision of: <ul style="list-style-type: none"> planning powers to significantly increase the supply of affordable housing in West Suffolk, particularly for social rent, and explore other options for increasing provision. options to address the specific market conditions in West Suffolk that make it challenging for local people to afford to buy or rent. the council's planning, regulatory and other powers to ensure all housing is of good quality and sustainably built and has minimal environmental impacts, including noise. Work with communities to ensure all housing is supported by the right infrastructure 		C	1) Review West Suffolk Housing Strategy. Preparation of Implementation Plan and delivery.	Director - Planning and Growth	Ongoing									
							C	2) West Suffolk Choice Based Lettings Scheme regularly reviewed to reflect changes in legislation. Operation of scheme monitored through Choice Based Letting Management Board.	Service Manager (Housing Options)	Ongoing									
							A	3) Ensure effectiveness 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 cost of living challenges.	Service Manager (Housing Options)	Ongoing									
							A	4) Disabled Facilities Grants process and ILS reviewed with partners in order to introduce a more comprehensive service, maximising the opportunities to support vulnerable residents in their homes.	Service Manager (Regulatory)	Ongoing									
							A	5) Proceed with business plan and report on progress for Barley Homes (Group) Ltd to build open market, private rented and affordable housing.	Director - Planning and Growth	Ongoing									
							A	7) Preparation and delivery of West Suffolk Local Plan - Housing policies.	Director - Planning and Growth	Ongoing									
							A	8) Monitor and actively promote high standards in the private rented sector and take appropriate action where standards are not being met, to tackle disrepair, poor housing conditions and criminal landlords.	Service Manager (Regulatory)	Ongoing									
							A	9) Ensure all HMOs are licensed and inspected according to necessary timeframes and pursue landlords of unlicensed houses in multiple occupation	Service Manager (Regulatory)	Ongoing									
								(d)		Strategic Directors		Deliver; Environmental resilience	Opportunities being missed to create or influence the provision of: <ul style="list-style-type: none"> environmental improvements that support progress to net zero, including by working in partnership with businesses, residents and others. Work to implement actions to adapt to climate change in West Suffolk, in line with the third National Adaptation Programme. improved public and active travel opportunities in West Suffolk and work to reduce the impact of heavy goods vehicles in communities. 		A	1) Continue to implement and review the Council's Environment and Biodiversity Action plans.	Strategic Director	Ongoing	
															C	2) Review and report on environmental activity through the Council's Environmental Management group, the Environment and Sustainability Reference Group and Cabinet.	Strategic Director	Ongoing	
A	3) Work as part of the Suffolk Climate Change Partnership and Suffolk Climate Change Moard to jointly deliver projects identified through the Suffolk Climate Emergency Plan to reduce carbon emissions.	Strategic Director	Ongoing																
A	4) Through the Town and Parish Forum support local communities to consider their responses to the National Adaption Duty.	Strategic Director	Ongoing																
A	5) The emerging Local Plan includes a policy which seeks to address climate change through sustainable design and construction with a fabric first approach to achieve carbon standards for all new homes.	Strategic Director	Ongoing																
WS10	10-Jul-14	Political/ Partnership/ Legislative	Chief Executive / Directors & Portfolio Holders	Adapt to new public sector models, explore opportunities with partners	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.		C	1) Keep a watching brief on, and disseminate information on new policies (i.e. the Environment Bill, Resource & Waste Strategy), funding models and opportunities through DLUHC, RSN, LGA, EELGA etc.	LT	Ongoing									
							C	2) Maintain good relationships with public sector partners, e.g. ICB, SPSL, ARP authorities, etc to hear of, and take opportunities arising from opportunities for partnership working.	Chief Executive and Directors	Ongoing									
							C	3) Robust business cases for identified opportunities.	LT	Ongoing									
							C	4) Keeping a watching brief on the new/changing National policies with Suffolk colleagues, including local government funding changes, county deal working and changes to healthcare governance and proposed structural changes for local government in Suffolk and the wider East Anglia area.	Chief Executive and Directors	Ongoing									
							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	Ongoing									
							A	6) Explore shared services opportunities with other Local Authorities.	LT	Ongoing									

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WS11	10-Jul-14	Social/Economic	Director & Portfolio Holders - Growth	Loss of a key employer or employment cluster.	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.	Director - Planning and Growth	Ongoing	
							C	2) Preparation and delivery of Local Plan - Employment policies and allocations.	Director - Planning and Growth	Ongoing	
							C	3) Understand skills shortage and requirements by linking business to education providers and encourage businesses to take on apprentices.	Director - Planning and Growth	Ongoing	
							A	4) Help businesses access third party funding.	Director - Planning and Growth	Ongoing	
							A	5) Regular liaison with key employment clusters to enable the council to respond quickly to changing circumstances.	Director - Planning and Growth	Ongoing	
							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.	Director - Planning and Growth	Ongoing	
WS12	10-Jul-14	Partnership/Economic	Directors & Portfolio Holders	Partner / Public Sector failure	Partners or partnerships failing or under strain; 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 Directors	Ongoing	
							C	2) Regular monitoring of arrangements / outcomes.	All Directors	Ongoing	
							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 Directors	Ongoing	
							C	4) Understand the cumulative impact of complex partnership delivery arrangements.	CEO and LT	Ongoing	
							A	5) Develop robust governance arrangements for council owned companies. Barley Homes Business Plan under review in detail as part of regular reporting.	LT	Ongoing	
							A	6) Continue to work with health and other partners to develop the integrated delivery of health and leisure.	LT	Ongoing	
WS13	10-Jul-14	All	Director & Portfolio Holders	Service failure through unplanned events	Failure to respond adequately 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 Directors/All staff	Ongoing	
							C	2) Combined West Suffolk Business Continuity Plan is in place for major identified threats, regularly reviewed and practised.	LT	Ongoing	
							C	3) Appointed officers within each service to be responsible for the continuity plans.	All Appointed Officers	Ongoing	
								Please also see WS14 - Breach of data protection and information security and WS19 Cyber Security.		Ongoing	
							A	5) Adoption of lessons learned from Carillion and Capita issues. Procurement and contract management policies updated.	LT	Ongoing	

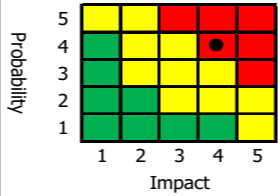
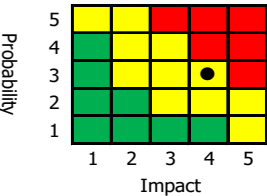
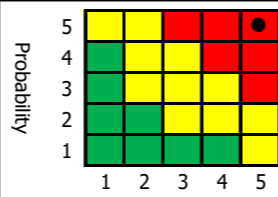
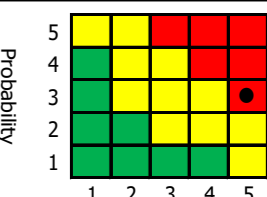
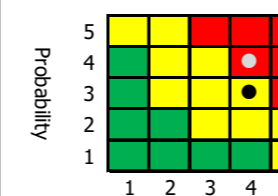
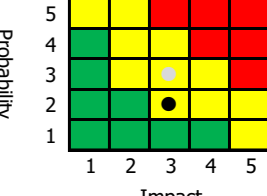
West Suffolk Strategic Risk Register 2023/24 - March 2024

Type: A = Action, C = Control

RISK ID NUMBER	Date risk added to register	Type	Current Owners	Title	Description - What are we trying to avoid? Why is this important	WS Inherent Risk	Type	Summary of Controls / Actions - What we are doing / need to do to prevent it.	Who is responsible for the actions	Ongoing or Time Limited?	WS Residual Risk
WS14	10-Jul-14	Information	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. Damage to individuals. 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	Ongoing	
							C	2) Regular monitoring to ensure information is held securely, including physical checks and provision of advice and guidance.	Service Manager (Internal Audit),	Ongoing	
							A	3) Improve staff and member communication on good practices and data security.	Service Manager (Strategic Communications)	Ongoing	
							A	4) Monitoring changes in service delivery and customer engagement to identify potential data protection and information security risks, along with potential action to mitigate these.	All SMs	Ongoing	
							A	5) Use of Information Sharing Agreements and Data Protection Impact Assessments where there are changes to data processing practices (including sharing of data).	Director - HR, Governance and Regulatory	Ongoing	
WS15	10-Jul-14	Social\ Customer	Chief Exec, Director & Portfolio Holders - Resources & Property	Service Performance	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.	Director - Resources & Property / R&P Business Partners	Ongoing	
							A	2) Early identification, reporting and monitoring of potential problem areas.	Service Managers / Business Partners / Advisers	Ongoing	
							C	3) Strengthen the overall Performance Management Framework. E.g. Balanced Scorecards, PDRs, Risk management, Project monitoring, Financial Reporting.	LT	Ongoing	
							C	4) Use PDR's to aid early identification of potential problem areas.	Line Managers	Ongoing	
							A	5) - Implications of implementing Business Continuity Plan on service delivery understood and communicated.		Ongoing	
								Please also see WS7 - Poor Project Management and WS5 - Staff Retention		Ongoing	
WS16	10-Jul-14	Social	All 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.	Director - Families and Communities/ Planning /Growth/Operations	Ongoing	
							A	2) Monitor, research and analysis around demographics through DLUHC, ONS, LGA, LGC and other sources and share key findings with relevant services.	Service Manager (Corporate Policy)	Ongoing	
							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)	Ongoing	
WS17	10-Jul-14	Physical	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 in all contexts. Failure to provide safe and healthy environment for visitors and the general public. Risk of HSE (Health & Safety Executive) prosecutions. Damage to civic and democratic processes due to abuse and intimidation (in person and online).		C	1) Corporate Health and Safety strategy, objectives and implementation plans in place for all internal and external functions performed by the Council, including democratic processes and engagement. Zero tolerance of abuse and intimidation.	Service Manager (HR, H&S and L&D)	Ongoing	
							C	2) Full risk assessments, safe systems of work, toolbox talks carried out for high risk activities in dangerous environments for operations and families and communities teams.	Director - Operations, Director - Families & Communities	Ongoing	
							A	3) Well being programme in place.	Service Manager (HR, H&S and L&D)	Ongoing	
							C	4) Requirement for all staff to complete online H&S training and members to complete appropriate H&S induction programme.	Service Manager (HR, H&S and L&D)	Ongoing	
							A	5) Communications, guidance and protocols issued to staff and councillors. Adopt national guidance of LGA in terms of councillor safety and positive community engagement (Debate not Hate campaign).	Service Manager (HR, H&S and L&D)	Ongoing	
							A	6) Appropriate insurances in place and regularly reviewed.	Service Manager (HR, H&S and L&D)	Ongoing	
							C	7) Continue a programme of health and safety audits according to H&S Risk. Keep council's constitution under review in relation to safe democratic processes.	Service Manager (HR, H&S and L&D)	Ongoing	

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WS18	10-Jul-14	Social	Service Manager & portfolio Holders- Strategic Housing	Safeguarding children and vulnerable adults	Failing, or being unable, to recognise and respond appropriately to (and/or escalate) 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	Ongoing	
							C	2) Safe recruitment procedures are adopted for all staff recruitment.	Director - HR, Governance and Regulatory	Ongoing	
							A	3) Regular staff and member training and briefing sessions taking place included as part of induction and training programme.	Service Manager-HR, Legal & Dem services	Ongoing	
							A	4) Ensure the Council has an up to date Safeguarding Policy that reflects legislative requirements.	Designated Safeguarding Lead (Strategic Director)	Ongoing	
							A	5) Develop toolkit for Staff and Councillors to deal with vulnerable individuals	Designated Safeguarding Lead (Strategic Director)	Ongoing	
WS19	06-Oct-17	Technological	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. Carry out regular training exercises to test processes in realistic scenarios	Service Manager - Customer & Digital Services, HR Business Partner	Ongoing	
							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 - Customer & Digital Services, HR Business Partner	Ongoing	
							A	3) Incident Management - Business continuity planning card to be finalised, tested and disseminated.	Service Manager (Customer & Digital) and Strategic Director - Alex Wilson	Ongoing	
							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 (Customer & Digital), HR Business Partner, and Strategic Director - Alex Wilson	Ongoing	
							A	6) Secure Configuration - Carry out a user access / change control process for key systems, given that many are internet based. Security of systems operated for the Council by third parties kept under review/incorporated into procurement processes.	Service Manager - Customer & Digital Services, HR Business Partner, Service Manager - IT	Ongoing	
							C	7) Monthly testing of the Council PSN compliance including the checking and monitoring of new and existing staff profiles. No tolerance approach adopted.	Service Manager (Customer & Digital)	Ongoing	
							A	5) 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	Ongoing	
WS20	04-Jan-19	Economic	Directors & Portfolio Holders	Economic impact of rising costs on local business	Failure to manage the impact of inflation and energy costs leading to loss of staff, supplier failure or West Suffolk business failure		A	1) 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	Ongoing	
							A	2) Review suppliers and identify those that could be at risk in the current environment and make appropriate contingencies	All ADs	Ongoing	
							A	3) Monitor impact in partnership with NALEP and other Suffolk LAs and identify new issues and respond accordingly.	Director	Ongoing	
							A	4) Continue to maximise the use of renewables in all Council buildings.	Director- Resources & Property	Ongoing	

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WS21	03-Apr-19	Environmental	Directors & Portfolio Holders	Environmental impact of Council's activities	Failure to address this could increase the emissions the Council generates, thus failing to improve environment and address climate change and damage the reputation and increase costs of the Council.		A	1) Monitor activity and produce an annual Environmental Statement	Environment and Climate Change Task group	Ongoing	
							A	2) Implement and track the Climate Change Action Plan including the Net Zero 2030 plan and the Council's Carbon Budget.	Environment and Climate Change Task group	Ongoing	
							A	3) Implement and track the Council's £9m Decarbonisation Fund.	Director	Ongoing	
							A	4) Continue to maximise the opportunities from external funding to address climate change challenges.	Director	Ongoing	
							A	5) 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	Ongoing	
WS22	03-Apr-19	Economic	Directors & Portfolio Holders	Financial Impact on individuals due to rising cost of living, inflation etc.	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	Ongoing	
							A	2) Monitor and report on demand in relation to the housing element of the Household Support Fund (HSF) which is allocated from SCC to West Suffolk.	Service Manager - Housing Options	Ongoing	
							A	3) Response to increasing demand built in to Suffolk-wide cost of living and and poverty strategy work. Will need to monitor the future provision of the Household Support Fund which is allocated from central government to SCC and used to fund a number of schemes , such as Local Welfare Assistance Scheme.	Director - Families & Communities	Ongoing	
WS23	09-Jun-23	Political	Directors & Portfolio Holders	Administration Transition	Failure to address the administrative and organisational challenges posed by significant change in the political leadership of the council.		A	1) Full member induction programme with individual service area training as required.	LT/Members	Complete	
							A	2) National protocol for new administration followed and delivered.	LT/Members	Complete	
							A	3) Programme for development of strategic priorities, corporate plan and MTFS established	LT/Members	On going	
WS24	24-Apr-24	Legislative	Director Operations & Portfolio Holder	Implementation of 'Simpler Recycling' linked to the requirements of the Government's Resource and Waste Strategy (RAWS) and the Environment Act 2021	Failure to introduce the required changes in terms of a separate, weekly food waste collection and revised kerbside recycling (inc. glass, cartons) by the legally mandated deadlines of April 2025 for commercial waste and April 2025 for domestic waste. This includes the financial risk to the council that Government and Extended Producer Responsibility (EPR) payments will not cover the costs of providing the expanded waste services we are legally obligated to introduce and a potential loss in commercial waste income.		A	1) Continue to engage with Government in terms of responding to consultations and through lobbying as an individual council and collectively through the Suffolk Waste Partnership (SWP) and professional bodies like LARAC, DCN and others.	Director - Operations	Time Limited to April 2025 deadlines	
							A	2) Continue to press Government for timely information on the financial implications and support for Simpler Recycling.	Director - Operations	Time Limited to April 2025 deadlines	
							A	3) Work collectively with the SWP to manage the project in terms of waste collection and disposal. This includes sharing resources to deliver change which is common to all Suffolk's councils and leverage funding to support the project through the Suffolk Public Sector Leaders (SPSL)	Director - Operations	Time Limited to April 2025 deadlines	
							A	4) Develop clear and consistent public communications to explain changes to services and engender their support in making the new waste collections systems work.	Director - Operations	Time Limited to April 2025 deadlines	
							A	5) Engage with our commercial customers in good time to inform them of the upcoming changes. Develop a range of trade waste options to support and retain our customers from the earlier implementation date of April 2025.	Director - Operations	Time Limited to April 2025 deadlines	
							A	6) Develop a range of approaches for the recruitment of additional staff in what is a tough, local recruitment market (particularly for frontline staff).	Director - Operations	Time Limited to April 2025 deadlines	
							A	7) Ensure we have an adequate level of resources to deliver the significant changes brought about by Simpler Recycling and adopt the full range of project management tools and support available through the wider organisation.	Director - Operations	Time Limited to April 2025 deadlines	