Summary

ID	Risk	Net Risk Rating	Links to the Corporate Plan				
			Value for Money	Keep the District Safe	Collect rubbish effectively & efficiently	Protect the Green Belt	Support and develop the local economy
01	Finance	Low	✔	✔	✔	✔	✔
02	Investments & Borrowing	Low	✔				✔
03	Asset Management	Medium	✔			✔	✔
04	Knowledge, capacity & culture	Medium	✔	✔	✔	✔	✔
05	Technology	Medium	✔	✔	✔	✔	✔
06	Information & Data Management	Medium	✔	✔	✔	✔	✔
07	Legal Compliance, Governance & Ethics	Medium	✔	✔	✔	✔	✔
08	National Planning Policy Framework	Medium	✔			✔	✔
09	Capacity of Community Partners	Medium	✔	✔			✔
10	Shared service partners	Medium	✔				
11	Health & Safety (incl. Staff Wellbeing)	Medium	✔	✔	✔	✔	✔
12	Severe weather events	Medium	✔	✔	✔	✔	✔
13	2015 Elections	Medium	✔	✔	✔	✔	✔

Strategic Risks (May 2014)

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 01	**Finance** The ability to deliver a balanced budget **Lead Officer: Adrian Rowbotham**	- Limited opportunity to generate income through the business rates retention scheme and New Homes Bonus - Pressure of funding the local council tax support scheme from revenue support grant - Effect of council tax capping and referendum costs - Low and decreasing level of government support grant - Loss of external funding - Accuracy of budget assumptions - Failure to meet savings targets - Poor financial plans and strategies - Ineffective financial governance - Lack of capacity and skilled professionals within the finance team - Failure to maintain proper financial and budgetary controls	- Poor financial health - Inability to maintain services and deliver Council Vision and Promises - Reputational damage - Negative impact on staff morale and potential recruitment and retention difficulties - Poor outcome for the Audit of Accounts or Value for Money assessment - Potential for increased intervention	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	5 Failure to deliver on Promises	20 High	- Long term 10 year budget framework - Savings Plan - Strategy and projects in place to aim for self sufficiency through improved use of reserves and income generation - Strong financial and scenario planning over the short, medium and long term - Effective budget setting and financial monitoring processes embedded - Financial and budget risk management process in place - Effective financial governance including reports to FRAC, Cabinet, Audit Committee and Scrutiny Committee - Qualified and experienced officers in post with continued professional development - Annual Internal and External Audit reviews	1 Very unlikely	5 Failure to deliver on Promises	5 Low

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 02	**Investments & Borrowing** The appetite to invest or prudentially borrow to support a balanced budget and enable the achievement of Council projects **Lead Officer: Adrian Rowbotham**	- Treasury Management Policy not in accordance with best practice guidance - Appetite for risk within investment strategy to enable the Council to generate target returns - Low rates of bank interest - Lack of credit worthy bodies in which to invest - Appetite to prudentially borrow over the medium to long term - The cost of interest payments - Lack of capacity or skilled professionals to advise on investment and borrowing strategies	- Lack of diversity in investments - Low investment returns - Cost of interest payments - Negative impact on budgets, reserves and the ability to deliver Council projects - Poor financial health - Unable to maintain low increases in council tax levels - Reputational damage - Poor outcome for the Audit of Accounts or Value for Money assessment and potential for increased intervention	- Ability to deliver Value for Money - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- Annual review of Treasury Management Policy - Treasury Management Policy in accordance with professional guidance - Cabinet approved Investment Strategy - Effective budget setting and financial monitoring processes embedded - Effective financial governance including reports to FRAC, Cabinet, Audit Committee and Scrutiny Committee - Qualified and experienced officer in post with continued professional development - Increased monitoring of Treasury Management Strategy and activity by Members - Professional, external advisers engaged to support the development of strategies and fill skills gaps	2 Unlikely	3 Significant	6 Low

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 03	**Asset Management** The ability to: a) Dispose of surplus land; b) Maintain, purchase or develop new assets; c) Secure tenants for vacant or part-vacant assets **Lead Officer: Jim Carrington-West**	- Lack of finance to deliver asset management plans and maintenance programmes - Lack of capacity to appropriately manage, maintain and invest in the council's assets - Failure to maximise the benefit from asset disposals - Project management skills to ensure cost effective and robust developments - Lack of tenants to occupy vacant or part-vacant assets - Lack of buyers for surplus Council land - Failure to identify partners to take forward projects and initiatives - Failure to adopt effective governance procedures	- Decrease in asset values placing increased pressure on council budgets - Failure to maximise the opportunity to raise income from investment in assets - Increased insurance premiums - Adverse impact on service delivery - Loss of investment or income opportunities - Reputational damage	- Ability to deliver Value for Money - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- Annual review of Asset Management Plan - Asset maintenance budgets reviewed annually - On going strategic review of council owned property - Inventory registers in place - Financial procedure rules and disposal policy in place - Investment Strategy - Professional, external advisers engaged to support the development of strategies and fill skills and capacity gaps	3 Possible	3 Significant	9 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 04	**Knowledge, capacity & culture** The management of the Council's human resources to protect the Council's culture, whilst seeking to address gaps in capacity and knowledge **Lead Officer: Jim Carrington-West**	- Continuing reductions to Council budgets - National and local pay constraint - Employment and retention of high quality staff - Amendments to the Local Government Pension Scheme - Increased demand for services and high levels of work with reduced capacity and resources - Requirement for new skills to deliver the Council's Corporate Plan promises - Lack of capacity and skilled professionals within the Human Resources team to develop policy and support the workforce	- Lack of resources to employ, develop and support the wellbeing of staff - Reduced morale and staff satisfaction - Reduced productivity - Reduced quality of staff and work / services - Unable to retain high quality staff - Increased absence levels - Unable to continue to deliver the range and quality of services currently experienced - Skills gaps that inhibit the ability to deliver Council projects - Reputational damage as an employer and a service provider	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- 10 year budget minimises the need for short notice changes to the workforce - Human Resources Strategy including workforce development plan, recruitment and retention policies - Managing Attendance Policy supported by return to work and staff wellbeing initiatives - Staff Appraisal Scheme and Personal Development Plans - Training and development programmes supported by an adequate budget - Regular Staff Surveys and Investors in People Assessments to benchmark effectiveness as an employer - Management Development programmes to support staff and protect the organisational culture - Ability to engage professional, external advisers to support the organisation and fill skills and capacity gaps	2 Unlikely	4 Serious	8 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 05	**Technology** The ability to continually develop the Council's information technology to meet the needs of the Council, Members, Officers and the local community **Lead Officer: Jim Carrington-West**	- Lack of finance to effectively procure and develop IT solutions across the Council - Lack of capacity and skilled professionals to procure, implement and develop IT solutions across the Council - Failure to identify areas where IT solutions could improve service delivery - Failure to implement robust IT security arrangements in existing and new infrastructure and software - Failure to meet the demands of partnership working in the delivery of solutions and on-going IT support - Poor data management preventing the implementation of new services	- Failure to deliver Council objectives - Failure to benefit from the service efficiencies good use of IT would deliver - Failure to maximise the cost savings and value for money efficient use of IT would deliver - Security lapse could compromise the Council IT network and render systems inoperable - Data loss - Reputational damage - Failure to deliver projects within required timescales - Failure to provide adequate day to day support to customers	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- IT Strategy and Action Plan - IT Security Policy - Business Continuity Plan - Robust disaster recovery plans in place - IT Steering Group - Network security measures in place including firewall and access level controls - Risk management and procurement best practice embedded across the Council - Internal Audit review of IT Security - Experienced staff in post - Effective budget setting and financial monitoring processes embedded	3 Possible	3 Significant	9 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 06	**Information & Data Management** The ability to properly protect, preserve and make best use of the data and information resources that the Council holds **Lead Officer: Jim Carrington-West**	- Lack of capacity or skills within the workforce to implement a knowledge management system - Lack of IT capacity to support a knowledge and information management system - Increased complexity and cost of the requirements to adhere to the Code of Connection	- Failure to meet the Council's objectives - Failure to continue to deliver high quality services across the Council - Increased costs from recruitment and staff training - Negative impact on the organisations culture and on staff morale - Reputational damage	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- Data Protection policies in place and available to all staff - Training for all staff on Data Protection - IT Strategy, Plan and Steering Group in place - Annual assessment against the Code of Compliance - Robust disaster recovery plans in place **Actions** Introduce an Information Governance Policy Provide training for all staff on Information Governance	3 Possible	4 Serious	12 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 07	**Legal compliance, governance & ethics** The ability to recognise and adapt to changes in legislation and to deliver proper governance, scrutiny and internal control to protect the Council from poor practice and mismanagement **Lead Officer: Christine Nuttall**	- Lack of capacity in the workforce to identify and formulate a response to legislative changes - Lack of finance to adjust to changes in legislation - Lack of Member or Senior Management support to deliver service changes in response to new legislation - Breakdown in relationships between Members and Officers - Failure to adhere to changes of legislation - Lack of capacity and skilled professionals within the Legal, Democratic and Internal Audit teams - Lack of financial resources to deliver high quality governance arrangements and adjust to changes of legislation - Existing governance arrangements may not reflect proper arrangements for the oversight of shared service arrangements	- Failure to fulfil statutory duties resulting in government intervention and an increase in legal liabilities - Failure to continue to deliver high quality services - Increase in customer complaints and falling satisfaction levels - Increase in incidences of fraud and error - Failure to maximise the opportunities changes to legislation may bring - Ineffective political and management leadership - Ineffective scrutiny of decision making and performance - Failure to deliver statutory requirements including an up to date constitution, an effective Internal Audit function and an Annual Governance Statement - Reputational damage	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	3 Possible	4 Serious	12 Medium	- Dedicated in house Legal team with qualified and experienced officers in place - Professional managers within service areas - Council's Constitution including Codes of Conduct, Officer / Member Protocol and Standards regime - Cabinet and Committee Structure including Advisory, Governance, Audit, Scrutiny & Standards Committee's - Experienced Monitoring Officer and Section 151 officers in post - Internal Audit function complies with CIPFA Code of Practice - Risk Management processes embedded - Effective budget setting and financial monitoring processes embedded - Annual review of Committee Terms of Reference	2 Unlikely	3 Serious	6 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 08	**National Planning Policy** The impact adherence to national planning policy has for local planning policy formulation and development management and our ability to deliver the Council's Corporate Plan ambitions **Lead Officer: Richard Morris**	- The National Planning Policy Framework and the resulting need to review existing local plans - Impact of the review of planning policies on the local community - Further legislative change that may effect the Council's decision making processes - Budget pressures resulting from the need to review and submit new local plans for examination	- Robustness of existing local plans may be challenged - Increased potential for the Council's planning decisions to be based on national rather than local policies - Increased costs from the revision and submission of new local plans - Reputational damage	- Ability to deliver Value for Money - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- Skilled, professional officers in place - Close working with other local planning authorities - Close working with support organisations including the Planning Inspectorate, Planning Advisory Service and the Planning Officers Society - Ongoing review of legal challenges to the adoption of development plans - Ongoing review of appeal decisions - Member and Officer training - Programmed review of the Local Development Scheme - Local Planning and Environment Advisory Committee	3 Possible	4 Serious	12 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 09	**Capacity of Community Partners** The impact of the recession and reduced public spending on the workloads and budgets of community partners and the voluntary sector **Lead Officers: Lesley Bowles / Pat Smith**	- Reductions in Government funding of statutory partners such as Police and Fire & Rescue Service - Reductions in Council funding limiting the level of grants payable to the community sector - Changes to the way Government grant is distributed inhibiting the delivery of local priorities e.g. Health funding - Reductions in Council grant constraining the funding available for community grants - Reduction in the number of voluntary sector organisations operating in the District as a result of funding difficulties or lack of willing volunteers	- Unable to deliver the priorities and actions set out in the Community Plan - Increased hardship in the District	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to support and develop the local economy	3 Possible	3 Significant	9 Medium	- Robust budget setting processes in place which considers the benefits of the Council's community grant scheme - Ability to attract external funding to sustain community projects - Strong relationships with local community and voluntary groups - Robust monitoring	2 Unlikely	3 Significant	6 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 10	**Shared service partners** The ability to attract new partners to develop shared services and to sustain existing partnerships **Lead Officer: Richard Wilson**	- Lack of Member and Management leadership and support to partnership and shared service activity - Lack of capacity, skills and expertise in the workforce to effectively manage and optimise partnership working opportunities - Lack of financial resources for the investigation and set-up costs that partnership working may require - Lack of Partnership governance arrangements - Lack of potential partner organisations	- Failure to meet the Council's objectives - Unable to sustain the Council's budget - Failure to continue to deliver high quality services - Failure to maximise financial savings and value for money - Reputational damage - Partnership failure - Failure to maintain existing shared service arrangements - Cost of re-establishing an internal service or seeking new partners	- Ability to deliver Value for Money	4 Likely	3 Significant	12 Medium	- Regular Project Board meetings in place for existing partnerships - Reports to Members on partnership working to ensure their support - Strategic Management Team lead in partnership and shared service activity - Effective relationships across Chief Executives and neighbouring Councils - Senior Officers have skills and expertise to deliver effective partnership working - Effective risk management embedded across the organisation - Partnership Agreements in place for existing shared services - Exit Strategies in place for existing partnership arrangements	3 Possible	3 Significant	9 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 11	**Health and Safety** The need to ensure that the Council adopts appropriate policies and practices in place to ensure the wellbeing of its staff. **Lead Officer: Richard Wilson**	- Lack of Health and Safety Policy and guidance for staff - Lack of controls in place for the effective management of Health and Safety - Lack of effective health and safety risk assessments - Lack of awareness of health and safety controls and practices at work	- Poor working practices - Increased absence from work - Work place accidents - Health and Safety Executive inspections and fines - Reputational damage as a service provider and as an employer	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	4 Likely	4 Serious	16 High	- Health and Safety Policy - Health and Safety Guidance - Health and Safety Risk assessments - Regular review and monitoring of risk assessments - Health and Safety training - Accident recording, monitoring and action planning - CIEH qualified Officers to undertake risk assessments - Occupational health service	2 Unlikely	3 Significant	6 Medium

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 12	**Severe weather events** The lack of capacity to limit the impact on residents and services of increasingly frequent severe weather events **Lead Officer: Richard Wilson**	- Inadequate or untested emergency plan in places - Failure to implement emergency plans in response to any given event - Lack of capacity or specialist skills within the workforce to co-ordinate and respond to a major emergency - Inadequate controls on major emergency hazards	- Disruption to the community and to community services - Inability to maintain Council services - Excessive non-recoverable expenditure on response - Loss of Council information - Reputational damage	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	3 Possible	4 Serious	12 Medium	- Emergency Planning Officer Group - Expertise to formulate and co-ordinate the Council's response - District Major Emergency Plan (including the Business Continuity Plan) in place, regularly updated, enhanced and tested - Community Risk Register - IT Disaster Recovery Plan - Collaborative arrangements with other Category 1 and 2 responders, Town and Parish Councils, the voluntary sector and others are in place - Access to support resources from across the Council, including from Direct Services - Applied learning from experience of prolonged flooding incident	3 Possible	3 Significant	9 Medium

One-off event

ID	Risk	Risk Factors	Potential Effect	Links to Corporate Plan	Gross Likely hood	Gross Impact	Gross Risk Rating	Internal Controls	Net Likely hood	Net Impact	Net Risk Rating
SR 13	**2015 Elections** The ability to deliver a new election methodology and the potential impact of a change of Government at a national level and new Members or Members in different roles at a local level **Lead Officer: Christine Nuttall**	- Failure to successfully deliver Individual Electoral Registration programme - Complex 2015 Election process with potential for increased demand on resources - Change in Government resulting in change of approach to policy making or funding relating to local government - Change of Membership at a local level that results in a change to the Council's Vision and Promises - Failure to balance political aspirations with the regulatory and budgetary framework in which the Council operates	- Legal Challenge - Government Intervention - Lack of clarity on the future direction of the Council - Negative impact on the relationship between Officers and Members - Negative impact on maintaining a sustainable budget - Reputational damage	- Ability to deliver Value for Money - Ability to work in Partnership to keep the District safe - Ability to collect rubbish effectively and efficiently - Ability to Protect the Green Belt - Ability to support and develop the local economy	3 Possible	4 Serious	12 Medium	- Highly skilled Elections team with arrangements and resources in place to deliver Individual Electoral Registration - Officers in post and processes in place to identify and respond to changing Government demands and legislation - Council Constitution - Council Vision and Promises agreed by Council and adaptable to change - Robust financial and budget management in place	2 Unlikely	3 Significant	6 Medium