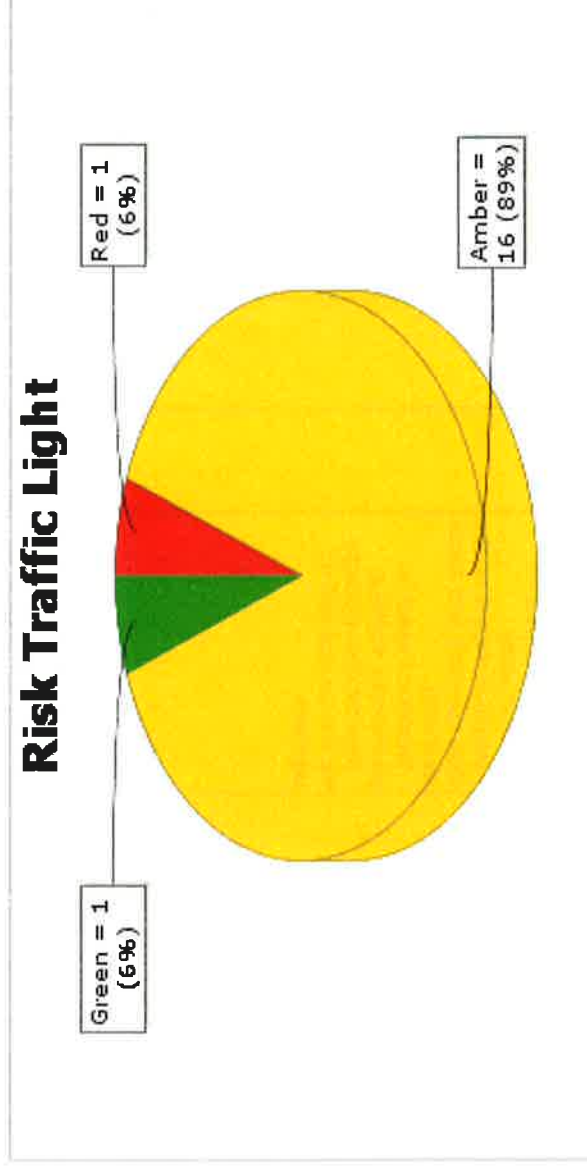






## Strategic Risk Summary Report Table 2011/12





**Title Strategic Risk Register**

Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Risk Score	Internal Controls	Net Likelihood	Net Impact	Net Risk Score
	SR 01	Achievement of the Sevenoaks District Sustainable Community Plan	Failure to fulfil strategic ambitions through non-delivery of actions and targets within the Community Plan	<ul style="list-style-type: none"> <li>- Ineffective partnership governance</li> <li>- Lack of capacity at the Council and at partner organisations</li> <li>- Lack of finance to deliver actions</li> <li>- Failure to engage effectively with the local community</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced quality of life for residents</li> <li>- Increase in crime levels and the perception of crime as a problem</li> <li>- Negative impact on the environment</li> <li>- Negative impact on health equality</li> <li>- Negative impact on local economy and social wellbeing</li> <li>- Negative impact on partnership working</li> <li>- Reputational damage for the Council and its partners</li> </ul>	4	5	20	<ul style="list-style-type: none"> <li>- Agreed partnership governance roles and procedures including risk management of the partnership</li> <li>- Quarterly performance monitoring</li> <li>- Scrutiny arrangements in place, including reporting to Members and Cabinet oversight</li> <li>- Strong financial planning arrangements and monitoring of partnership resources</li> <li>- Regular consultation on priorities and performance</li> <li>- Engagement strategies in place</li> </ul>	3	4	12



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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 02	Management of the Council's financial resources	Failure to deliver a sustainable budget to meet the Council's key priorities	<ul style="list-style-type: none"> <li>- Transition to retained business rates from formula grant funding</li> <li>- Introduction of local council tax support schemes</li> <li>- Already low and decreasing level of government support grant</li> <li>- Poor financial plans and strategies</li> <li>- Ineffective financial governance</li> <li>- Lack of capacity and skilled professionals within the finance team</li> <li>- Failure to maintain proper financial and budgetary controls</li> <li>- Inability to meet financial reporting requirements</li> <li>- Failure to maximise the benefits of partnership working</li> <li>- Failure to meet savings targets</li> <li>- Additional regulation</li> <li>- Failure to retain or attract high quality staff</li> <li>- Ineffective management systems</li> </ul>	<ul style="list-style-type: none"> <li>- Poor financial health</li> <li>- Inability to maintain services and deliver key priorities</li> <li>- Unable to maintain low increases in council tax levels</li> <li>- Reputational damage</li> <li>- Negative impact on staff morale and potential recruitment and retention difficulties</li> <li>- Poor outcome for the Audit of Accounts or Value for Money assessment and potential for increased intervention</li> </ul>	4	5	20	<ul style="list-style-type: none"> <li>- 10 Year Budget</li> <li>- 4 Year Savings Plan</li> <li>- Strong financial planning processes over the short, medium and long term</li> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Financial / budget risk management process in place</li> <li>- Effective financial governance including reports to Finance Advisory Group and Cabinet</li> <li>- Qualified and experienced officers in post with continued professional development</li> <li>- Good progress already made in partnership working with planned approach to explore all further opportunities</li> </ul>	2	5	10


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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 03	Effective management of the Council's investments	Failure to maximise investment returns within the terms of the Council's Treasury Management Policy	<ul style="list-style-type: none"> <li>- Lack of investment funds</li> <li>- Treasury Management Policy not in accordance with best practice guidance</li> <li>- Stringency of investment terms</li> <li>- Low rates of interest</li> <li>- Lack of capacity or skilled professionals within the finance team</li> <li>- Lack of credit worthy bodies in which to invest</li> <li>- Potential for institutional failure resulting in loss of Council funds</li> </ul>	<ul style="list-style-type: none"> <li>- Less diverse investments resulting in low investment returns, creating additional pressure on budgets and reserves</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Annual review of Treasury Management Policy</li> <li>- Treasury Management Policy in accordance with professional guidance</li> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Effective financial governance including investment reports to Finance Advisory Group and Cabinet</li> <li>- Qualified and experienced officer in post with continued professional development</li> <li>- Increased monitoring of Treasury Management Strategy and activity by Members</li> </ul>	2	4	8
	SR 04	Effective management of the Pension scheme	Failure to have proper contingency arrangements in place to address under performance of the Kent County Council pension fund	<ul style="list-style-type: none"> <li>- Government review of the Local Government Pension Scheme</li> <li>- KCC generating low returns from pension fund investments</li> <li>- Increase in SDC contributions to the pension fund</li> <li>- Ageing workforce</li> <li>- Decrease in uptake of the pension scheme or increasing number of staff opting out of the scheme</li> </ul>	<ul style="list-style-type: none"> <li>- Increased pension fund contributions creating additional pressure on budgets and reserves</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>- Actuarial valuations required every three years</li> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Financial / budget risk management process in place</li> <li>- Effective financial governance including reports to Finance Advisory Group and Cabinet</li> <li>- Qualified and experienced officers in post with continued professional development</li> </ul>	3	4	12


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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 05	Effective management of the Council's fixed assets	Failure to have robust arrangements in place for the management of the Council's fixed assets	<ul style="list-style-type: none"> <li>- Lack of up to date asset records</li> <li>- Lack of finance to deliver asset maintenance</li> <li>- Lack of capacity to appropriately manage the council's fixed assets</li> <li>- Failure to maximise the benefit from asset disposals</li> </ul>	<ul style="list-style-type: none"> <li>- Decrease in fixed asset values placing increased pressure on council budgets</li> <li>- Increased insurance premiums</li> <li>- Adverse impact on service delivery</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Annual review of Asset Management Plan</li> <li>- On-going review of council owned property</li> <li>- Inventory registers in place</li> <li>- Financial procedure rules and disposal policy in place</li> <li>- Appropriate governance arrangements in place including Internal Audit reviews and Confidential Reporting Policy</li> <li>- Succession planning</li> </ul>	2	4	8
	SR 06	Management of the Council's Human Resources	Failure to ensure that workforce capacity and wellbeing is maintained to deliver high quality services in a difficult financial environment for the Council.	<ul style="list-style-type: none"> <li>- Financial pressures resulting in decreased budget for staff employment, development and wellbeing</li> <li>- National and local pay constraint affecting staff morale and creating difficulties in employing and retaining high quality staff</li> <li>- Review of terms and conditions</li> <li>- Government review of the Local Government Pension Scheme</li> <li>- Work pressures of delivering more for less affecting staff morale and wellbeing</li> <li>- Lack of capacity and skilled professionals within the Human Resources team to develop policy and support the workforce</li> </ul>	<ul style="list-style-type: none"> <li>- Decrease in the quality of staff</li> <li>- Decrease in staff morale and satisfaction</li> <li>- Increased (sickness) absence levels</li> <li>- Unable to continue to deliver the range and quality of services currently experience</li> <li>- Reputational damage as an employer and a deliverer of local services</li> </ul>	5	5	25	<ul style="list-style-type: none"> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Human Resources Strategy including workforce development plan, recruitment and retention policies</li> <li>- Sickness Absence Policy supported by return to work initiatives and Employee Support Scheme</li> <li>- Staff Appraisal Scheme and Personal Development Plans</li> <li>- Risk Management embedded in budget setting and project management</li> <li>- Performance monitoring in place including sickness absence and staff survey every two years</li> </ul>	4	4	16



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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 07	Governance arrangements	Failure to deliver proper governance, scrutiny and internal control to protect the Council from poor practice and mismanagement	<ul style="list-style-type: none"> <li>- Relationships between Members and Officers</li> <li>- Failure to adhere to changes of legislation</li> <li>- Lack of capacity and skilled professionals within the Legal, Democratic and Internal Audit teams</li> <li>- Lack of finances to deliver high quality governance arrangements and adjust to changes of legislation</li> <li>- Existing governance arrangements may not reflect proper arrangements for the oversight of shared service arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Ineffective political and management leadership</li> <li>- Ineffective scrutiny of decision making and performance</li> <li>- Failure to deliver statutory requirements including an up to date constitution, an effective Internal Audit function and an Annual Governance Statement</li> <li>- Legal consequences for the Council, individual managers and Members</li> <li>- Failure to deliver the Council's strategic objectives and high quality services</li> <li>- Reputational damage</li> <li>- Shared service arrangements may not be properly governed</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Council's Constitution</li> <li>- Cabinet and Committee Structure including Performance &amp; Governance Committee and Scrutiny Committee's</li> <li>- Protocol for Leader and Chief Executive</li> <li>- Monitoring Officer and Section 151 officer in post</li> <li>- Internal Audit function complies with CIPFA Code of Practice</li> <li>- Risk Management processes embedded</li> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Annual review of Committee Terms of Reference</li> </ul>	2	4	8

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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Risk Score	Internal Controls	Net Likelihood	Net Impact	Net Risk Score
	SR 08	Prevention of fraud, corruption and error	Failure to ensure that effective arrangements are in place to minimise the risk of financial loss to the Council	<ul style="list-style-type: none"> <li>- Poor governance and weak internal control environment including lack of effective risk management</li> <li>- Increased financial pressure on the public and staff increasing the likelihood of fraud and error incidences</li> <li>- Lack of capacity and skilled professionals to manage internal control and fraud issues</li> <li>- Delivering a shared fraud service whilst maintaining service quality</li> <li>- Procedures may not reflect current best practice</li> </ul>	<ul style="list-style-type: none"> <li>- Financial loss to the Council</li> <li>- Reputational damage</li> <li>- Poor value for money from procurement activity</li> <li>- Decline in the quality of service provided by the Council</li> <li>- Need to divert resources to investigations impacting adversely on the achievement of other service objectives</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Anti Fraud and Corruption Strategy, including awareness building</li> <li>- Corporate Whistle Blowing Policy</li> <li>- Members and Officers Code of Conduct and declarations of interest</li> <li>- Risk management processes embedded across the Council</li> <li>- Procurement best practice guidance including standard contract terms</li> <li>- Councils Constitution includes protocol on accepting gifts and hospitality, financial procedure rules and contract procedure rules</li> <li>- IT Security Policy</li> <li>- Internal Audit function including Fraud Hotline service</li> <li>- Benefit Fraud team including partnership working to improve the sharing of best practice and improve team capacity</li> <li>- Compliance with National Fraud Initiative</li> <li>- Strong project management in place for shared service initiatives</li> <li>- Improved resilience and sharing of best practice through shared working</li> </ul>	2	4	8

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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Risk Score	Internal Controls	Net Likelihood	Net Impact	Net Risk Score
	SR 09	Understanding the needs and expectations of the community in the re-design of Council services	Failure to make adequate arrangements to identify the needs of the community (and customers) when re-designing services.	<ul style="list-style-type: none"> <li>- Lack of finance to run effective consultations with the community</li> <li>- Lack of capacity and skilled professionals to manage consultation exercises</li> <li>- Failure to adhere to legislative changes in relation to consultation with the community</li> <li>- Failure to include community consultation in service re-design processes</li> </ul>	<ul style="list-style-type: none"> <li>- Ineffective services that do not meet the needs of the community</li> <li>- Decreasing customer satisfaction levels</li> <li>- Decrease in the value for money achieved from the delivery of council services</li> <li>- Reputational damage</li> </ul>	4	4	<b>16</b>	<ul style="list-style-type: none"> <li>- Effective budget setting and financial monitoring processes embedded</li> <li>- Council Residents Panel offering periodic consultation opportunities</li> <li>- Web based consultation software available council wide</li> <li>- Exit Surveys</li> <li>- Customer Standards</li> <li>- Complaints process</li> <li>- Performance monitoring</li> </ul>	3	4	<b>12</b>
	SR 10	Achievement of the key objectives of the Council's IT Strategy and Plan	Failure to identify technology that would benefit the Council to support and enable the continuous improvement of Council services	<ul style="list-style-type: none"> <li>- Lack of finance to run effective procurement and develop IT solutions across the Council</li> <li>- Lack of capacity and skilled professionals to procure, implement and develop IT solutions across the Council</li> <li>- Failure to identify areas where IT solutions could improve service delivery</li> <li>- Failure to implement proper IT security arrangements in existing and new infrastructure and software</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to deliver Council objectives</li> <li>- Failure to benefit from the service efficiencies good use of IT would deliver</li> <li>- Failure to maximise the cost savings and value for money efficient use of IT would deliver</li> <li>- Security lapse would compromise the Council IT network and render systems inoperable</li> <li>- Data loss</li> <li>- Reputational Damage</li> </ul>	4	4	<b>16</b>	<ul style="list-style-type: none"> <li>- IT Security Policy</li> <li>- Network security measures in place including firewall and access level controls</li> <li>- IT Disaster Recovery Plan</li> <li>- IT Steering Group</li> <li>- Risk management and procurement best practice embedded across the Council</li> <li>- Internal Audit review of IT Security</li> <li>- Experienced staff in post</li> <li>- Effective budget setting and financial monitoring processes embedded</li> </ul>	3	4	<b>12</b>




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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 11	Maximising the benefit of shared service and partnership working	Failure to enter in to shared service and partnership opportunities that would be beneficial to the Council and the community	<ul style="list-style-type: none"> <li>- Lack of Member and Management leadership and support to partnership and shared service activity</li> <li>- Lack of capacity, skills and expertise in the workforce to effectively manage and optimise partnership working opportunities</li> <li>- Lack of financial resources for the investigation and set-up costs that partnership working may require</li> <li>- Partnership governance arrangements</li> <li>- Lack of potential partner organisations</li> <li>- Partnership failure</li> <li>- Failure to maintain existing shared service arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to meet the Council's objectives</li> <li>- Unable to sustain the Council's budget</li> <li>- Failure to continue to deliver high quality services</li> <li>- Failure to maximise financial savings and value for money</li> <li>- Reputational damage</li> <li>- Partnership failure</li> <li>- costs of re-establishing an internal service or seeking new partners</li> </ul>	5	4	20	<ul style="list-style-type: none"> <li>- Reports to Members on partnership working to ensure their support</li> <li>- Management Team lead in partnership and shared service activity</li> <li>- Effective relationships across Chief Executives and neighbouring Councils</li> <li>- Key officers have skills and expertise to deliver effective partnership working</li> <li>- Partnership Toolkit for best practice guidance</li> <li>- Effective risk management embedded across the organisation</li> <li>- Partnership Agreement in place with Dartford Borough Council</li> <li>- Exit Strategies in place for existing partnership arrangements</li> </ul>	3	4	12


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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 12	National and Local Politics	The risk of failure to identify opportunities and challenges in the Coalition Governments national agenda, including the impact on the local political climate	<ul style="list-style-type: none"> <li>- Failure to identify potential developments at the earliest stage</li> <li>- Failure to develop initiatives to benefit from available opportunities</li> <li>- Failure to balance political aspirations with the regulatory and budgetary framework in which the Council operates</li> <li>- Failure to deliver statutory obligations</li> </ul>	<ul style="list-style-type: none"> <li>- Legal Challenge</li> <li>- Government Intervention</li> <li>- Negative impact on the relationship between Officers and Members</li> <li>- Negative impact on maintaining a sustainable budget</li> <li>- Reputational damage</li> </ul>	2	5	10	<ul style="list-style-type: none"> <li>- Management structure in place to oversee key service areas and to advise Council on proposals</li> <li>- Protocol for the Leader and Chief Executive</li> <li>- Portfolio Holder briefings with Management Team and Heads of Service</li> <li>- Legal and Policy team provide updates on government proposals and their potential impact</li> <li>- Robust budget setting processes with Priority Matrix highlighting statutory functions</li> </ul>	1	5	5
	SR 13	Complying with legislative changes	Failure to adjust to and cope with changes in legislation	<ul style="list-style-type: none"> <li>- Lack of capacity in the workforce to effectively manage changes to service delivery as a result of legislative changes</li> <li>- Lack of finance to adjust to changes in legislation</li> <li>- Short timescales allowed by Government to deliver significant service changes</li> <li>- Lack of Member support to deliver changes to legislation</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to fulfil statutory duties resulting in government intervention and an increase in legal liabilities</li> <li>- Failure to continue to deliver high quality services</li> <li>- Increase in customer complaints and falling satisfaction levels</li> <li>- Failure to maximise the opportunities changes to legislation may bring, e.g. new income streams, the ability to make financial savings or improved levels of service to the community</li> <li>- Reputational damage</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Dedicated in house Legal team with qualified and experienced officers in place</li> <li>- Legal team briefing notes to Managers on legislative changes</li> <li>- Professional managers within service areas</li> <li>- Effective governance and internal control arrangements in place</li> <li>- Robust budget setting processes with Service Change Impact Assessments (SCIAS) highlighting changes to service delivery expected each year</li> </ul>	2	4	8



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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 14	Adjusting to a changing economic environment	Failure to ensure arrangements are in place to respond effectively to changes in the economic climate. Minimising negative impacts and maximising benefits.	<ul style="list-style-type: none"> <li>- Lack of capacity in the workforce to effectively manage changes to service delivery as a result of changes in the economic environment</li> <li>- Lack of financial resources to respond to changes in the economic environment</li> </ul>	<ul style="list-style-type: none"> <li>- Negative effect on social wellbeing</li> <li>- Negative effect on the local economy</li> <li>- Increased demand for council services</li> <li>- Negative effect on council income levels and increased budgetary pressures</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>- Co-ordinated council response through the Economic Development Group and the remit being covered by two Portfolio Holders</li> <li>- Strong partnership working arrangements to address issues and maximise opportunities</li> <li>- Service Prioritisation process in place</li> <li>- Robust financial management procedures and budget monitoring, including a 10 year budget</li> <li>- Strong internal control arrangements including managing incidences of fraud and error</li> </ul>	2	4	8


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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Risk Score	Internal Controls	Net Likelihood	Net Impact	Net Risk Score
	SR 15	Competitive service performance	Failure to ensure Council services, including shared services are high performing, cost effective and fit for purpose	<ul style="list-style-type: none"> <li>- Lack of capacity in the workforce to continue to deliver high quality, competitive services</li> <li>- Lack of financial resources to continue to deliver high quality, competitive services</li> <li>- Lack of performance management to identify the quality of services and any areas where decline is evident</li> <li>- Changes to legislation impacting on the range or way that services are delivered</li> <li>- Lack of IT infrastructure or capacity to improve service delivery</li> <li>- Failure to capitalise and shape partnership and shared service opportunities that would improve service competitiveness</li> <li>- Poor governance of shared service arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Decline in the quality of services delivered to the community</li> <li>- Declining levels of customer satisfaction</li> <li>- Increase in the cost of service delivery</li> <li>- Decrease in the value for money achieved from the delivery of council services</li> <li>- Decline in staff morale and increase in absence levels</li> <li>- Loss of control of service delivery through partnership or shared service opportunities</li> <li>- Reputational damage</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>- Robust service prioritisation process in place</li> <li>- Robust financial management and budget setting processes in place</li> <li>- Performance management framework embedded across the Council</li> <li>- Strong governance arrangements in place including Member scrutiny</li> <li>- IT Strategy, Plan &amp; Steering Group in place</li> <li>- Management Team providing positive leadership in partnership and shared service activity</li> <li>- Service review processes in place</li> </ul>	2	4	8

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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likely hood	Gross Impact	Gross Risk Score	Internal Controls	Net Likely hood	Net Impact	Net Risk Score
	SR 16	Knowledge and information management	Failure to ensure that the Council makes best use of and preserves the information and knowledge that it holds	<ul style="list-style-type: none"> <li>- Lack of capacity or skills within the workforce to implement a knowledge management system</li> <li>- Lack of IT capacity to support a knowledge and information management system</li> <li>- Failure to succession plan</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to meet the Council's objectives</li> <li>- Failure to continue to deliver high quality services across the Council</li> <li>- Increased costs from recruitment and staff training</li> <li>- Negative impact on the organisations culture and on staff morale</li> <li>- Reputational damage</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>- Management development plans in place</li> <li>- Workforce development plan in place</li> <li>- IT Strategy, Plan and Steering Group in place</li> <li>- Robust disaster recovery plans in place</li> </ul>	3	4	12
	SR 17	Impact of a major incident or disaster	Failure to ensure arrangements are in place to meet the Councils statutory obligations to respond to a major emergency impacting on the local community and/or the Council's operations (Civil Contingencies Act 2004)	<ul style="list-style-type: none"> <li>- Inadequate and/or untested Major Emergency Plan in place</li> <li>- Failure to implement the Major Emergency Plan</li> <li>- Lack of capacity or specialist skills within the workforce to coordinate and respond to a major emergency</li> <li>- Inadequate controls on major emergency hazards</li> </ul>	<ul style="list-style-type: none"> <li>- Disruption to the community and to community services</li> <li>- Inability to maintain Council services</li> <li>- Excessive non-recoverable expenditure on response</li> <li>- Loss of Council information</li> <li>- Reputational damage</li> </ul>	3	5	15	<ul style="list-style-type: none"> <li>- Dedicated lead officer in post</li> <li>- District Major Emergency Plan (Including the Business Continuity Plan) in place, regularly updated and enhanced, and tested</li> <li>- Community Risk Register in place</li> <li>- IT Disaster Recovery Plan in place</li> <li>- Collaborative arrangements with other Category 1 and 2 responders, Town and Parish Councils, the voluntary sector and others are in place</li> <li>- Access to support resources from across the Council, including from Direct Services</li> </ul>	2	5	10

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Status	Code	Title	Description	Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Risk Score	Internal Controls	Net Likelihood	Net Impact	Net Risk Score
	SR 18	Environmental sustainability	Failure to implement objectives to adapt to and mitigate the effects of climate change	<ul style="list-style-type: none"> <li>- Lack of financial and staff resources to deliver climate change initiatives or to deliver services in the most environmentally friendly way</li> <li>- Lack of capacity in the workforce to deliver climate change initiatives alongside other priorities</li> <li>- Lack of specialist skill across the workforce to identify and address the range of climate issues experienced in delivering council services</li> <li>- Legislative changes on addressing Climate Change</li> <li>- Lack of political support to address climate change issues as a strategic priority</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to meet the objectives in the Sustainable Community Plan, the Local Development Framework and the Nottingham Declaration</li> <li>- Increase in the Council's carbon footprint and fuel costs, failing in its role as community leader</li> <li>- Increased costs of dealing with the effects of climate change across the District</li> <li>- Failure to meet government targets on climate change and recycling</li> <li>- Reputational damage</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>- Co-ordinated approach to climate change issues through the Corporate Climate Change Group</li> <li>- Local Development Framework sets out the requirements for sustainable development of the District</li> <li>- Successful approach to gaining external funding for community based climate change initiatives</li> <li>- Embedding climate change issues at an operational level, for example through Sustainable Procurement</li> </ul>	3	3	9