

Report to: Audit, Governance and Improvement Review Committee

Date: 26th March 2009

Subject: Strategic Risk Register update

Report of: Director of Business Support Services

Contact officer: Martyn Kenyon 01942 827550

Purpose / summary: To obtain member input and approval for the Council's updated Strategic Risk Register

Alternative options considered and reason for selecting the one recommended: No alternatives. Effective Risk Management assists in achieving the Council's objectives by anticipating and avoiding problems and encouraging a "right first time" approach.

Recommendation / decision:

1. Members be requested to contribute to the Strategic Risk Register by identifying any further significant risks which present a threat to the Council's objectives
2. The strategic Risk Register be agreed along with the further ongoing work to improve the management of the risks identified.

Key Decision: This report does not involve a key decision.

Risks / Implications: The Register is an integral part of the Council's Risk Management framework and Corporate Plan, which are key components of the Council's governance arrangements

Financial: Failure to adequately manage risks invariably has adverse financial consequences

Staffing: None

Policy: Assists in ensuring effective governance arrangements

Equal Opportunities - Has a Diversity Impact Assessment been conducted? Not required

Wards affected: None

Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

If yes, have the property implications been agreed with the Corporate Property Officer?

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Director of Legal and Property Services confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes / ***

Has the Director of Finance and IT confirmed that any expenditure referred to within this report is consistent with the Council’s budget? **n/a ***

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No ***

* delete which applicable

For Cabinet reports only :

Categorisation of the report:	X		X
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer David Smith

Date 16th March 2009

1. Background:

The Council maintains a Strategic Risk Register to identify those significant risks which can impair or assist in delivering and developing services in accordance with the Council's Vision.

The Strategic Risk Register is compiled by obtaining input from the Council's Members and Senior managers and by reviewing Departmental Risk Registers and various Policy documents such as the Council's Vision, Corporate Plan, the Issues Paper, Financial Strategies, Service Plans, to identify:

- What is the Council trying to achieve ?
- What may assist, prevent or limit those achievements?
- What structures and processes are needed to ensure successful outcomes?
- How likely is it that the adverse issues will actually arise ?
- If they do happen, how bad will the impact be?
- How can those factors be avoided, reduced or transferred ?

This process enables a systematic and cohesive approach to addressing those issues, ensuring effective outcomes and best use of Council resources.

The Strategic Risk Register is a supporting document to the Council's Corporate Plan so has a longer term perspective as strategic outcomes usually take a number of years to materialise. As such, many risks will remain on the Register year on year for as long as they remain relevant to the Council's strategic objectives.

It needs to be formally reviewed on an annual basis to ensure:

- New (emerging) risks and opportunities are identified as early as possible and relevant plans devised
- Any risks deemed no longer needing formal monitoring can be removed from the Register
- Progress is made on agreed actions which are geared towards avoiding problems or improving outcomes

It will also be monitored throughout the year through discussion at Business Management Group to ensure actions are ongoing as approved.

2. The Strategic Risk Register

The Council's Risk Management Policy sets out the ways in which the risks facing the Council will be identified and managed. It was last updated and approved by this Committee in September 2006 and the approach remains current although the titles need to be updated to reflect current structures. This will be done over the following weeks and an updated version posted on the website.

The Register has been updated following discussion and agreement with Senior Managers at the Business Management Group on 10th March 2009. It is now presented for review and further contributions from elected members to enable a wide range of input and ensure there are no significant omissions.

The Register identifies the major risks along with the various associated actions planned or ongoing to manage those risks, and identifies the way in which those actions will be monitored and reviewed. The risks are analysed between:

- **Strategic Risks**, which are mainly viewed as **opportunities** to significantly improve services and people's lives through the delivery of the Vision
- **Corporate Risks** which impact on a number of departments and/or services, where a corporate and/or consistent approach is needed to ensure the issues

are appropriately addressed. They are the generic risks that appear in a number of different departmental risk registers such as management of projects and budgets, and ensuring business continuity.

- **Departmental (service-related) Risks**, are areas of major service failure that would have a major impact upon the Council and its objectives. These issues are further detailed within departmental Risk Registers and addressed within the department's service planning documentation.

As all the Strategic Risks/Opportunities relate to achievement of the Council's vision, they are monitored via the Corporate Plan. Other risks are managed through corporate projects, such as Business Continuity Management, through departmental Service Plans and may also be subject to review by Internal Audit to ensure the controls in place are operating effectively.

Progress reports, as identified within the Register, are presented to the respective Member Panels so that there is a constant level of member involvement in ensuring potential risks are effectively managed.

3. Recommendations

1. Members be requested to contribute to the Strategic Risk Register by identifying any further significant risks which they consider may present a threat to the Council's objectives
2. The Strategic Risk Register be agreed along with the further ongoing work to improve the management of the risks identified.

David Smith
Director of Business Support Services
16th March 2009

(Draft) Strategic Risk Register 2009

ref	Risk Category	Links to the Councils Vision	Opportunity (links to Community Plan Goals / LAA outcomes)	Impact (if this opportunity is fulfilled)	Impact of achieving these aims	Level of Council involvement / leadership required	Actions/ Controls in Place	Lead Officer	How progress and outcomes are being monitored	Impact of efforts to date	Level of further action needed	Further Action Planned and Ongoing	Internal Audit Plan
	Positive Risks (opportunities)												
SR1	Strategic	A place where people want to live	Good standard of living, less poverty: Connecting people & services; a sustainable local economy; protecting the natural & physical environment for future generations; Affordable homes in safe & sustainable neighbourhoods	Better standards of living, decent homes (esp) for vulnerable people, reduced exclusion and neighbourhood inequality, improved health and wellbeing, reduced crime	H	H	Partnership with W&LH, Wigan Economic Partnership, Job Centre plus, Manchester Enterprises, Community Legal Services Partnership, Focus on neighbourhoods in LSP	Chief Executive	LSP monitoring of Sustainable Community Strategy, targets for Council Housing decency and child poverty levels, SMART neighbourhoods, Local Futures Audit	H	H	Promoting benefit take-up, links with external agencies (eg CAB, ALMO) to target deprived areas, homeless, economic migrants, asylum seekers	
SR2	Strategic	People reaching their full potential	Similar chances of staying healthy; Living longer with a better quality of life : Improved public health, Increased life expectancy, improved quality of life, reductions in drug and alcohol abuse, teenage pregnancies	Reduced mortality rates, reduced need for personal social services and lower demand on NHS services. Links directly to crime and disorder	H	H	Sustainable Community Strategy, Local Area Agreement Target, Health and Social Care Partnerships, Healthy Living Programme, Health and Equality Strategy, Health Scrutiny Committee, SHAPE.	Dir of Health & Wellbeing	Local Area Agreement, Local Public Service Agreement (LPSA) monitoring, Health Partnership Board.	H	H	Ensuring effective inter-agency working to achieve LAA & LPSA targets. Implementation of Joint Public Health Strategy and associated action plan	
SR3	Strategic	People reaching their full potential	Increasing aspirations and skills; promoting aspirations in young people: informed life choices; A stronger community that provides positive activities: Lifelong learning - Increasing the skills base. BSF in Primary and Secondary Schools	Increased effectiveness of training and education schemes - increase average earnings, higher levels of employment, increase expectations, reduction in crime, greater use of community assets	H	H	Children, Young People and Families Children and Young People's Plan, Partnership, Positive Futures Strategy and Service, Adult and Community Learning Plan, Surestart Plan	Director of CYPS	Children, Young People and Families (CYPF) agenda. Sustainable Communities Strategy Children, Young People and Families Partnership. Children, Young People and Families Panel.	H	H	Delivery of BSF and CYPF Plans, Improve community engagement to raise public aspirations	
SR4	Strategic	A place where people want to live	A strong, modern, sustainable local economy: Economic regeneration - Increased ability to create well-paid employment opportunities	Economic growth, improved prosperity of the Borough, reduce the outflow of Wigan's working population, improve standards of living, reduced reliance on state support	H	H	Regeneration Strategy, LAA Targets, GM Economic Development Plan, Local Enterprise Growth Initiative (LEGI), Unitary Development Plan, Neighbourhood Renewal Strategy	Dir of Environmental Services	Regeneration Panel, Economic partnership (every 2 months).	H	H	Achievement of the plans within the Economic Strategy for the Borough.	

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SR5	Strategic	A place where people want to live	Easy travel within the Borough - without having to use a car; Connecting people & services - getting round more easily & more sustainably - Improving transport infrastructure	Reduced traffic congestion, improving public transport services, positive impact on commerce	H	H	Unitary Development Plan, GM Local Transport Plan, Bus Strategy, Cycling Strategy, Annual Local Transport Plan (LTP)	Dir of Environmental Services	Progress Report to Govt Office. LTP annual assessment. Access Wigan project meetings.	H	H	Transport Strategy being developed (Oct 07)
SR6	Strategic	Stronger community leadership. A place where people want to live.	Decent affordable homes in clean, safe & sustainable neighbourhoods: Reduce crime and disorder,	Reduction in fear of crime, violence and vandalism. Positive impact on reputation and inward investment	H	H	PACT programme, Planning / Affordability Strategy. Sustainable Community Strategy, Crime and Disorder Reduction Strategy (CDRS) and group, Targetted support for asylum seekers, Community engagement to ensure representation from all areas of the Borough, Township meetings to encourage involvement	Dir of Environmental Services	Home Office 2008 PSA targets, Neighbourhood Information Management System (NIMS) model for Policing used in quarterly workshop.	M	H	Delivery of CDRS. Communication of results to the public

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SR7	Strategic	A place where people want to live	Make the Borough one of the most environmentally friendly in the region; Protecting the natural & physical environment for future generations	Cleaner streets, improved open spaces, reduced fuel consumption, reduction in pollution, improved recycling, less landfill	H	H	Local development plan, Street scene, Air quality/pollution control, contaminated land strategy, waste management strategy and recycling initiatives, Local biodiversity	Dir of Environmental Services	Monitoring of pollution, climate change, street cleanliness index	M	H	Delivery of Plans to improve sustainability outcomes. Formalise arrangements to ensure compliance with CAA requirements	
SR8	Strategic	Stronger Community Leadership. A place where people want to live.	Increased participation in community and cultural activities; A stronger community that provides positive activities; An ambitious community; Improving community confidence, participation & cohesion	Increased sense of community identity, pride in the Borough, positive contribution to design of public services	H	H	Sustainable Community Strategy, Community Empowerment Programme, "Getting Wigan Active", Neighbourhood renewal and Neighbourhood Services, Community Cohesion Forum, Partnership Action Plans, Township Local Action Plans	WLCT Chief Executive	Cultural Partnership, Local Strategic Partnership annual review and self assessments. Monitoring Leisure Trust Partnership via Regeneration Panel.	M	H	Community Leadership Strategy. Revised partnership compact. Formal protocols being developed for members and officers involved in partnering. Extend the involvement of disabled groups.	
SR9	Strategic	A place where people want to live	Good standard of living: Good standard of living, less poverty: Connecting people & services; a sustainable local economy; protecting the natural & physical environment for future generations; Affordable homes in safe & sustainable neighbourhoods	Improved public facilities and amenities, improved image of the Borough, creation of employment opportunities	H	H	Major Capital Schemes: Leigh Sports Village, Wigan Pier Quarter, Joint Service Centre, Westwood Park	Chief Executive, SMT	Formal project management, regular reviews by Cabinet and SMT	H	H	training - formalise approach to project management	*****
SR10	Strategic	People reaching their full potential	Care and protection when life gets difficult: Living longer with a better quality of life - addressing inequality	Improved outcomes in health and social care	H	H	Partnership with PCT, Single Commissioning Agency, "In Control" and Direct Payment schemes, Partnerships for Older People Project (POPP)	Director of Health & Wellbeing	Integrated performance framework for health and social care, POPP monthly governance meetings,	H	H	Implementation of Adult Services Improvement Plan (following Deloitte's review)	

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	Risk Category	Area of Risk (Links to the Corporate Plan)	Risk	Impact (if this risk materialises)	Inherent Risk - Severity of Impact	Inherent Risk - Likelihood	Actions/ Controls in Place	Responsible Officer	How the risks are being monitored	Residual Risk - Severity of Impact	Residual Risk - Likelihood	Further Action Planned and Ongoing	Internal Audit Plan
Strategic Risks													
SR11	Strategic	Effective support for services	Poor quality service delivery	Poor quality services to the Public. Damage to reputation and morale, impact on relationships with central govt, increased inspections and costs, loss of freedoms and funding, loss of key staff	H	M	Council improvement priorities. Sustainable Communities Strategy - Strategic Partnering arrangements, Community engagement to inform Council objectives and maintain involvement, Township meetings, Service Planning and Performance management, PI monitoring and Internal Audit review. Preparing for CAA and requirements for greater community engagement under the revised best value requirements. Reviewing LSP architecture with a view to embedding performance management processes.	SMT	Audit, Governance & Improvement Review. Strategic Management Team (SMT) Quarterly Monitoring meetings. Annual CAA Risk assessment. Member Panel review of Service Plans. Internal Audit review of selected PIs	H	M	Embedding the developments in the Service Planning and Performance Management framework and extending this into partner processes in line with LAA performance management requirements.	*****
SR12	Strategic	Stronger community Leadership. A place where people want to live.	Ineffective development of community based projects.	Waste of resources, abortive efforts, community dissatisfaction, under-utilisation of assets, vandalism, neglect and deterioration of premises	H	H	PACT programme, Wigan's Strategy for School Places & Buildings, CYP Plan, Sustainable Communities Strategy , Building Schools for the future, Primary Capital Programme pilot, "Routes to involvement" work	Dir of CYPS	Wigan's Strategy for School Places & Buildings". Capital Programme monitoring, Children, Families and Young People's Panel.	H	H	Achievement of the Buiding Schools for the Future programme.	*****
SR13	strategic	High Standards of accountability. Effective support for services	Ineffective partnering arrangements	Failure to deliver planned outcomes, abortive time and financial input, damage to morale of participants, loss of credibility, impact on CAA status	H	H	Sustainable Communities Strategy - Strategic Partnering, (regular monitoring of outputs and outcomes). Relationship management, follow up to External Audit review. Client Officers for each Partnership arrangement.	SMT	Performance Management (monthly/quarterly/annual meetings). Neighbourhood Renewal Unit (NRU) framework for LPSA's. Government Office assessments and meetings.	M	H	Register of all major partnership arrangements. <u>Standard Risk Model for reviewing partnering arrangements</u>	*****

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SR30	Corporate	Effective support for services	Organisational remodelling	Reduction in service quality, reduction in morale, loss of experienced staff, expensive severance arrangements, failure to achieve efficiency savings	H	H	Formal project management approach to the Support Services Review,(SSR) monitoring by SMT and key Members, detailed review of options and risks	Chief Executive	Progress reviewed via SMT, Project Management Board	H	M	Customer services Review, SSR Implementation, service remodelling	*****
SR31	Corporate	Organisational Development	Failure to successfully implement public service transformation (organisational culture, processes, people, ICT, outputs)	Stagnation, loss of innovation, loss of morale, reduction in service quality, damage to CAA	H	H	Performance Indicators and performance monitoring, CAA process, Manager's briefings, IIP; People Strategy, Wigan manager Programme	Chief Executive	SMT/BMG monitoring. Audit, Governance & Improvement Review Committee.	M	M	deployment of longer term (3 year) planning framework, workforce planning	*****
SR32	Corporate	Job evaluation, Single Status & Equal Pay claims	Failure to properly implement revised pay structures	Employee dissatisfaction, service disruption, increased costs, compensation claims	H	H	Collaboration within AGMA, collective legal advice taken, Project Team in place, compensation events held, financial modelling developed, Liaison with Trade Unions and ACAS. Job evaluation interviews performed. Moderation process established	Chief Executive	SMT, Cabinet	H	H	Strategy for dealing with equal pay claims. Review of progress against job evaluation project plan. Financial modelling and strategy to meet any additional costs	*****
SR33	Corporate	Corporate governance	Ineffective systems and management processes, potential for corruption, exceeding statutory powers	Failure to achieve objectives, poor standards of conduct and decision making, damage to reputation and morale, loss of credibility.	H	H	Constitution, Role of Statutory Officers, Local Code of Corporate Governance and compliance review, governance of the Planning process, Internal Audit Reviews and Disclosure Statements, Standards Committee, member training programme, mediation process	Ch. Exec., Dir of BSS, SD-Borough Solicitor, Director of Environmental Services	Ongoing review of Member conduct via Standards Committee and overall Governance arrangements through the Audit, Governance & Improvement Review Cttee. Production of Annual Governance Statement. Relationship Management and meetings.	M	M	Conciliation and mediation process being developed. Appointment of Independent members to Audit Committee	*****
SR34	Corporate	Corporate Governance.	Ineffective project management (Capital Schemes)	Overspends and over-runs in capital programme, service improvements not achieved, or restricted	H	H	Capital Programme, Major capital projects working group. Expenditure Programmes individually monitored by respective member panels. Capital Programme Cabinet reports.	Dir of BSS, SMT	Capital reporting via Cabinet and SMT.	H	H	Recruitment of Project Managers to support the development of a consistent approach to project management, formal monitoring process for key projects	****
SR35	Corporate	Corporate governance	Ineffective project or contract magement (Revenue schemes - includes IT developments)	Failure of contractors to deliver according to contract and / or scheme objectives. Poor service delivery, increased costs	H	H	Formal approach to Project Management (eg PRINCE 2), formal project and contract monitoring procedures	SMT	Service plan monitoring, IT Strategy. NB: this issue applies to all areas so not feasible to monitor via a single point of reference.	H	M	Implement Annual Procurement report. Development of corporate standards for commissioning and monitoring, development of project management "culture"	*****
SR36	Corporate	Business continuity	Unable to deliver services	loss of : accommodation, key staff, large numbers of staff (eg flu pandemic), records, IT services, funding, equipment	H	H	Services managed from a number of different locations; Service Planning requires consideration of business continuity arrangements. Specific training re flu pandemic response	SMT	Business Continuity Steering Group, Annual Review built into Service Plans	M	M	Embed business continuity and restoration planning into Service Plans. Specific Business Continuity Plans (BCP) for IT services and accommodation	*****
SR37	Corporate	Uncontrollable External Events	Civil contingencies - fuel shortages, flu pandemic or major incident eg. Gas explosion, terrorist incident or flooding	Service failure, evacuations and accommodation problems, infrastructure and property damage, compensation claims, reputational impact	H	M	Emergency Planning Annual Report. Emergency Plan and formal training sessions, GM and Wigan Resilience forums, Community Risk Register, Statutory Undertakers' procedures and flood warnings. Flood Response Plan, Development of corporate BCM procedures, home working initiatives	Dir of Environmental Services	Dedicated Civil Contingencies Team, Inter authority working with other GM authorities	M	L	Schedule for testing of the Emergency Plan and reporting of results.	*****

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SR38	Corporate	Management of assets	Poor asset maintenance and management	Deterioration of property, increased maintenance, accommodation and insurance costs, reduced capital values	H	M	Corporate Asset Management Plan, Corporate Property Strategy, Property PI's. Annual Report to SMT.	Head of Property	Corporate Asset Management Team (8 weekly cycle). Annual report on Property PI's to SMT. SMT Accommodation sub group.	H	M	Corporate Property Strategy being developed. Explicit management of Property related risks	****
SR39	Corporate	Financial	Ineffective financial systems and /or management, including procurement processes	inefficient allocation and use of resources, increased fraud opportunities, overspending, budget deficits, Council Tax increases, Capping of Grants, staffing and service cuts, reputational damage	H	H	Independent review by Internal & External Audit, development of consistent standards via SSR, training, Financial strategies, Procurement Strategy, Budget monitoring, reports to members	Dir of BSS	Reporting to Cabinet(at least quarterly), SMT.	M	M	Adopt the Chartered Institute of Public Finance and Accountancy (CIPFA) model for financial management	****
SR40	Corporate	Financial	Failure to maximise funding opportunities	Expensive finance arrangements, reduced Funding, termination of projects, reduction in service levels	H	H	Maintain the profile of ensuring best use of resources (Gershon). Finance specialists & consultants support all key areas of service delivery to ensure resources are optimised. Performance monitoring for those areas where funding is dependent on effective performance.	Dir of BSS	Major issues referred via SMT and Local Strategic Partnership (LSP) but this issue applies to all areas so not feasible to monitor via a single point of reference.	H	H	Include as a specific risk within scheme evaluations; obtain written confirmation of funding offers from government agencies	*****
SR41	Corporate	Policy	Loss of community cohesion, failure to achieve Equality Standard	Loss of credibility, damage to CAA status	H	H	Level 3 of Equality Standard achieved, Corporate Diversity and Equality Strategy, Race Equality Scheme. Mandatory Annual assessment	Director of Health & Wellbeing	Annual Cabinet Report. Diversity Champions Group (every 6 weeks). Reports to SMT and Audit Cttee. Quarterly Service Plan monitoring.	H	M	Raise profile of Equalities Actions within Service Planning process	
SR42	Corporate	Health and Safety (H&S)	Death or serious injury of employee or service user (Corporate Manslaughter)	personal liability of members and / or officials, damage to reputation, compensation claims	H	M	H&S training, manuals and protocols, improved risk assessments and records for potentially hazardous situations, review of insurance fund. Authority Safety Committee chaired by Deputy Chief Exec.;	Chief Executive, SMT	Routine audits to assess staff awareness, Authority Safety Committee (every 4 months).	H	L	Risk register to prioritise safety inspections; Include H&S actions within Service Plans	****

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	Risk Category	Area of Risk	Risk	Impact (if this risk materialises)	Inherent Risk - Severity of Impact	Inherent Risk - Likelihood	Actions/ Controls in Place	Responsible Officer	How the risks are being monitored	Residual Risk - Severity of Impact	Residual Risk - Likelihood	Further Action Planned and Ongoing	Internal Audit Plan
	Service Related Risks												
SR60	Service Related	childrens services	failure to reflect changes in education needs and demographics	Reduced service standards, Underoccupation of schools, unstructured investment decisions, school closures, public protests	H	H	Building Schools for the Future - School buildings strategy	Dir of CYPS	Quarterly. Strategic Partnership, Childrens Plan, CYPS service Plan plus reporting through CYP Panel and Cabinet	H	M	monitor via corporate plan,	
SR61	Service Related	Adult Services Financial Management	Increased demand for services and inability to control demand led budgets	Overspending, overstretching of staff, cuts in other service areas	H	H	Review of procurement of services. Increased frequency of formal Budget Monitoring	Director of Health & Wellbeing, Director of Bus. Support	Medium Term Financial Strategy, Review and reallocation of resources, Budget Monitoring	H	H	3 Year timeframe for service Planning Review whether there are additional benefits from the CIPFA model for financial management	*****
SR62	Service Related	Childrens Services, Adult Services	Death or abuse of vulnerable service user	Service disruption, Loss of public confidence, litigation,	H	M	National care standards, formal care procedures, training, quality monitoring framework, food hygiene training and standards, internal checks, risk assessments	Directors of Health & wellbeing and Childrens Services	Adult Services Panel, Children and Young Peoples Panel	H	L	monitor via corporate plan	
SSR63	Service Related	Quality of service	Poor performance or failure of the Leisure Trust	Reduction in service quality, impact on Community Plan objectives, impact upon CAA	H	H	Citizens Panel, Annual delivery plan, Partnership Manager, performance assessed against agreed targets and performance indicators	Dir. Of Health & Wellbeing	Performance Indicators monitored quarterly. Performance meetings, reports to Regeneration Panel	H	M	Implementation of new client arrangements, monitor via corporate plan	*****
SR64	Service Related	Quality of service	Poor performance or failure of the Housing Arms Length Management Organisation (ALMO)	Reduction in service quality, impact on Community Plan objectives, compensation / disrepair claims, impact on CAA	H	H	Nominated Client Officer, Performance assessed against agreed targets and performance indicators	Director of Environmental Services	Quarterly - regeneration panel, Bi-annual Cabinet	H	L	monitor via corporate plan	*****
SR65	Service Related	Financial Loss	Financial viability of Direct Labour/Service Organisations (DLOs/DSOs/Metrofresh)	Loss of business leading to unemployment and redundancies	H	M	Financial monitoring	Director of Environmental Servies	Quarterly -Cabinet	H	L	Financial Monitoring	*****
SR66	Service Related	Composition of land	Problems with contaminated land	Litigation, public health concerns, possible evacuations, financial costs, reputation, long term damage to infrastructure and environment	H	M	Ince Remediation Project, Contaminated land inspection strategy, Land Surveys, Raise Public Awareness/newsletters	Director of Environmental Services, Officers from ALMO	Formal Monitoring of Ince project. Annual Routine Inspection, formal action where needed with regular reporting to members	H	M	Analysis of inspections, Increased profile of inspection work	*****
SR67	Service Related	Financial Loss	Waste disposal - Penalties for not meeting government targets and legislation, cost of landfill	Long term environmental problems, financial cost, loss of reputation, public health risks	H	H	Waste Disposal Strategy, Reports to Panel/Cabinet to evaluate options and submit claims for appropriate funding.	Director of Environmental Servies	Environmental Services Action Plan, Performance indicators	H	H	Increase public participation in recycling initiatives; Analysis of Performance Indicators	*****
SR68	Service Related	Adult Services	Failures of Governance, financial and performance management of the Single Commissioning Agency	Poor service quality, ineffective use of resources, overspending	H	H	Formal Governance arrangements being drafted. Nomination of relevant individuals to management board. Reporting mechanisms being devised	Director of Health & Wellbeing	Management Board, progress reports to Members	H	H	Arangements still to be finalised. Input from Internal and External Audit	*****

Risk Management Terminology

Risk Registers

Departmental Risk Register

Schedule of major risks facing each department produced by departmental management teams with input from all departmental employees (via EDNR and service planning framework, etc). Linked to service planning framework, updated annually (formally) and managed via the Service Plan monitoring process

Strategic Risk Register

High level Risk Register produced by the Strategic Planning Group and drawn from the Vision Statement, Community Plan, Issues Paper and Departmental Risk Registers. It includes strategic and significant corporate and service-related risks. Approved as a strategic document then incorporated into the Corporate Plan for formal monitoring. Also informs strategic Internal Audit Plans.

Risk Categorisations

Inherent Risk

The risk facing the Authority if no controls were in place or no actions being taken in respect of the issues identified.

Residual Risk

The level of risk remaining after initial remedial action has been taken to minimise the inherent risk.

Strategic Risk

Risks that relate directly to the achievement of the Council's strategic objectives as detailed within the Council's Vision Statement, Community Plan and Corporate Plan

Corporate Risk

Risks which impact on a number of departments and/or services, where a corporate and/or consistent approach is needed to ensure the issues are appropriately addressed. These are generic risks that appear in a number of different departmental risk registers.

Departmental (service-related) Risk

Risks identified within individual services that have a major impact upon the Council. These issues should be detailed within departmental risk registers and, if they are perceived to be significant, also within the department's Service Planning documentation

Abbreviations:

BVPI - Best Value Performance Indicator

SMT - Strategic Management Team (formerly COMT - Chief Officers' Management Team)

CPA - Comprehensive Performance Assessment

Guidance on assessing the implications of individual risks:

Score	SEVERITY / IMPACT	LIKELIHOOD / PROBABILITY
H	Financial impact of £5 m or more Prevents the achievement of a strategic objective Prevents the achievement of significant operational objective(s) Very difficult and possibly long term recovery Creates major stakeholder concern	Almost certain to occur within one year (e.g may be a recent occurrence or a history of occurrence)
M	Financial impact of £2 m or more Delays the achievement of a strategic objective Delays the achievement of an operational objective Medium term effect which may be expensive to recover from Creates moderate stakeholder concern	Feasible within 12 months but highly likely to occur during the five year strategy period (e.g may be history of occurrence or difficulties in control / judgement)
L	Financial impact of up to £2m Low impact on a strategic objective Low impact on an operational objective Can be easily remedied Low stakeholder concern	Not likely to occur over the five year strategy period (e.g may be no history of occurrence or evidence of strong controls)
This applies to: INHERENT RISK ie what would be the situation if no controls or checks were in place RESIDUAL RISK ie perception of the current situation, taking account of existing controls or checks		