

Risk Register

| REF | RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title) | RISK VULNERABILITY AND CAUSE | E RISK CONSEQUENCES | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) | | o for | | TARGET RISK RATING (6-12mths) (See next tab for guidance) | | nths) | | RISK REVIEW DATE |
|---------|--|---|--|--|--|--------|----------------|---|--|--------|----------------|---|------------------|
| | | | | | HOOD | IMPACT | RISK RATING | | ноор ГІКЕП | IMPACT | RISK RATING | | NOR REVIEW DATE |
| 1 | Failure to secure financial stability in the medium term | Government funding cuts. Non achievement of the budget management strategy. Insufficient growth. Partnership funding cuts. Demographics (increased demand). | Inability to achieve corporate objectives. Savings having to be made that impact service delivery. Low staff morale and high staff turnover as workforce is reduced leading to capacity issues. High cost services that fail to meet customer needs, demands and expectations. Poor customer satisfaction leading to high failure demand. | Budget Management Strategy overseen by the Budget and Commercial Strategy Board and links to projects managed by Customer and Organisational Improvement Board and Place and Regeneration Board. Regular liaison and consultation with unions. Workforce Strategy e.g. staff training and support. Maximising partnership working to deliver better outcomes at reduced local cost. A One Council 3 year plan linking into the Budget Management Strategy. Regular review of MTFS. Review VFM of services to inform areas of priorities and savings. Well informed public and members around priorities, cost of services and resources available. Regularly review risk associated with partnership projects and funding. Ongoing review of any changes in government funding. Ongoing consideration to be given to public consultation to ensure the proposals are understood with the context of the financial position. | 5 | 3 | 15 | Development of a 'Plan B' should efficiencies and income assumptions not bridge the financial gap. Look at options for reducing demand e.g. prevention and demand reduction. Development of a Commercial Strategy. | 3 | 3 | 9 | Director for Corporate Services | Sep-18 |
| 2 | Not having a Local Plan | Rejection at examination. Judicial Review. Change in Government policy. | Inability to manage development. Reduced ability to secure benefits from development. Massive reputational impact. Capacity and cost to re-submit. Potential financial risk. Government intervention. Community instability/disruption. | Process to date has been fruitful - no obvious risks for the remaining stages. | 2 | 4 | 8 | No further action required at this stage. | 2 | 4 | 8 | Assistant Director for Strategic Planning and Regulatory Services | Sep-18 |
| 3 | Lack of People and Skills to deliver (Capacity and Resilience) | Failure to recruit - affordability and availability. Lack of corporate focus and prioritisation. Cultural issues leading to staff turnover. Changing legislation/demands. Lack of opportunities - retention. Ineffective performance management. Poor project planning. Pace of change/diversification - skills gap. Economic and societal issues. | Low morale. Failure to deliver. Breach of legislation. Loss of confidence from members, partners and the public. | Further development of the Workforce Strategy. New corporate structure. Prioritisation exercise. Refresh of corporate mission, vision and priorities. Simplification of the governance structure through the governance review. Existing performance management framework. | 5 | 3 | 15 | Strengthen the capability procedure. Development of action plans supporting the Workforced Strategy. Adjustments to the performance management framework - cascade and timings. Undertake recruitment exercise. Finalisation of the new corporate values (culture) | 4 | 3 | | Director for Corporate Services | Sep-18 |
| 4 | Failure to deliver inclusive growth | Businesses not attracted to the area. Not the right skills, infrastructure, technology available. Lack of available space (land assembly). Competition from other authorities. External funding/priorities (doesn't include inclusive growth) | Low skill, low wage economy. Employers leave the area. Social consequences. Reduced health and well being of citizens. Maintains a high demand on council services. Infrastructure under greater pressure/or risk of closure. Undermines the growth agenda. | Local Plan. Growth and Prosperity Plan 2018-2022. Structural realignment and increasing capacity to support. Prioritisation of growth. | 5 | 2 | 10 | Delivery of the various strategies and plans already in train. | 5 | 2 | 10 | Assistant Director for Strategic Planning and Regulatory Services | Sep-18 |
| 5 | Failure to deliver MMDR | Funding from DFT delayed. Developer contributions not realised. National political instability. | Undermines the growth agenda. Less Housing growth in rural areas. Community cohesion. Reputational impact. | Project for the MMDR itself. Political support. County, Borough and MP support. Strategic Growth Plan. Alternative funding strategies. Tax incremental funding model finalisation. | 4 | 3 | 12 | Ongoing delivery of the project plan. | 2 | 3 | | Assistant Director for Strategic Planning and Regulatory Services | Sep-18 |
| 6 | Financial pressures undermining partnerships (integrated working) | Reduced funding from partners. Conflicting priorities between partners. | Partners withdraw from existing projects that remain a priority for MBC leading to service reduction, increased financial pressure and resident dissatisfaction. Failure to secure new funding streams including grant funding. | Maintaining relationships with senior leaders from other organisations. Working through existing partnership structures. | 5 | 2 | 10 | Mapping out existing partnership relationships and identifying any vulnerabilities. Review of assets. | 4 | 2 | 8 | Deputy Chief Executive | Sep-18 |
| 7 | Failure of a key supplier e.g. Housing Repairs, Waste and Leisure | Supplier failure. Bankrupt. | Failure to deliver service. Reputational damage. Financial costs. Capacity to deal with the implications. Legal implications. | Robust procurement. Performance Bonds. Regular monitoring of the key suppliers and contracts. | 3 | 3 | 9 | Finalising the procurement process for the Waste and Housing Repairs contracts. Ongoing robust monitoring of key suppliers/contracts. | 2 | 3 | n | Director for Growth and Regeneration | Sep-18 |
| 8 | Failure to govern the organisation effectively | Lack of effective professional and member leadership. Capacity issues. | Failure to comply with legislation. Fraud or corruption occurs. Failure to make decisions based on robust information. Poor processes, ineffective systems. Failure to meet demand. Poor customer satisfaction. Inability to affect change/transformation. Poor Audit reports. Government intervention. Ineffective policy development and corporate planning. | Priority theme boards. Project Management Toolkit. Established internal communications and engagement mechanisms. LGA Peer Challenge. Commencing further support from LGA for governance review. Reviewing Council Constitution. Creating Legal and Democratic Services Directorate - bringing legal services back in house. Prioritisation exercise. Fraud and corruption policy and response plan, regular training and awareness and good communication of implications of fraud and corruption. risk assessed audit plan. annual fraud risk assessment. | 4 | 3 | | Review of the members training and development plan. Refreshed corporate mission, vision and priorities alongside new corporate values, appraisal system and training plans. | 2 | 3 | 6 | Chief Executive | Sep-18 |
| 9 10 | | | | | | | | | | | | | |

Appendix B



Risk Register

| RE | RISK TITLE & DESCRIPTION (a line break - press alt & return - must be entered after the risk title) | | RISK CONSEQUENCES | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) I I D D I SWLFY MW WING I I I I I I I I I I I I I I I I I I I | FURTHER ACTION REQUIRED | TARGET RISK RATING (6-12mths) (See next tab for guidance) USE NEXT SUB SUB SUB SUB SUB SUB SUB SUB SUB SUB | RISK OWNER | RISK REVIEW DATE |
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Appendix B