

Strategic Risk Register January 2013

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	1	Marginal	Significant	Carol Chambers	Mark Naylor
<p>Risk Name: Impact of Schools Converting to Academy Status.</p> <p>Risk Description: As the number of Rutland schools becoming Academies increases, so does the impact on the provision of central services by the Local Authority.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Monitoring by senior officers. <p>Actions:</p> <ul style="list-style-type: none"> • Maintain contacts in other LAs to share information. • Use existing information to model possible impact. • Review relationship with schools in the future. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	2	Critical	Significant	Carol Chambers	Jill Haigh
<p>Risk Name: Public Health.</p> <p>Risk Description: Not being prepared for the transfer of Public Health Services from the NHS to RCC in April 2013, including inadequate funding.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Portfolio Holder for Health appointed within the Cabinet. • Structure and Delivery model agreed by cabinet on 8th January 2013. • Notification of funding for 2013/14 and 2014/15 received which is a substantial increase on the 2012/13 allocation. • Shadow Health and Wellbeing Board established in order to establish good relationships with partners. <p>Actions:</p> <ul style="list-style-type: none"> • Monthly meetings taking place between LA Director and Director of Public Health. • Public Health consultant seconded to Rutland 0.2 and joined Directorate Management Team. • Leics and Rutland Public Health Transition group established. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	3	Marginal	Low	Carol Chambers	Mark Naylor
<p>Risk Name: Organisational Development.</p> <p>Risk Description: Failure to maintain and develop appropriate policies and procedures for the effective recruitment, retention and management of employees.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Corporate induction programme. • Core Values and Leadership Behaviours Framework now in place. • Appraisal system has been overhauled and will be rolled out from June 2012. • Weekly One Council Briefing issued to communicate key issues to all staff. • Recruitment procedures currently under review including the Recruitment pages of the website. <p>Actions:</p> <ul style="list-style-type: none"> • Review currently underway to bring all HR policies and procedures up to date. • Behaviours Framework to be developed and appraisal system reviewed. • Induction process currently being reviewed to cover the first 6 months of employment covering all aspects including mandatory training courses. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	4	Critical	Significant	Helen Briggs	Geoff Pook
<p>Risk Name: Member Development.</p> <p>Risk Description: Failure to provide timely and relevant training and development to Members to enable them to undertake their roles effectively.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Ad hoc training on specific issues/policies as needed. • Job descriptions for portfolio holders. • Support to members through RIEP and leadership centre development programme. • Induction programme for all members has been delivered. <p>Actions:</p> <ul style="list-style-type: none"> • A programme of specific training is currently being compiled. • Evaluation of the training provided and ongoing assessment of any further needs. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	5	Critical	Significant	Helen Briggs	Chris Jones
<p>Risk Name: Media Influence.</p> <p>Risk Description: Failure to manage the process of information/news release, resulting in adverse publicity within the local and national press.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Communications Officer is first point of contact, he has built up a good relationship with the press. • Communications Strategy includes a policy on dealing with enquiries from the press. • Use of press releases to put information across in the format we want. <p>Actions:</p> <ul style="list-style-type: none"> • No further action required at this time. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	6	Critical	Significant	Saverio Della Rocca	Geoff Pook
<p>Risk Name: Responding to new legislation.</p> <p>Risk Description: Failure to identify and prepare for new legislation and the impact it may have on service delivery.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Responsibility for responding to new legislation is included in the job descriptions of all Strategic Management Team Members. • This is part of the role of the Monitoring Officer. • SLA with legal services includes identification and advice on new legislation. <p>Actions:</p> <ul style="list-style-type: none"> • Regular updates will be taken to Cabinet as legislation develops and the impact on RCC is understood. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	7	Critical	Significant	Helen Briggs	Victoria Brambini
<p>Risk Name: Office Accommodation.</p> <p>Risk Description: Fit for purpose and sufficient office accommodation.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Introduction of Power perfector and other energy management initiatives are improving energy efficiency. • Ongoing works have improved wiring, loading on building and improved working environment in some areas. • Regular service and repairs to maintain the life of the heating system. • Recent Big Move project has resulted in zoning of Directorates but has created some overcrowding problems. • Implementation of new phone system has improved the facilities for agile working. <p>Actions:</p> <ul style="list-style-type: none"> • Continued encouragement of flexible working arrangements and review of workspaces, Property to step in to change furniture layouts in “risk” rooms (second floor). • Increased use of electronic systems rather than paper storage, initiation of paper-lite project to manage document retention. • Prioritised programme of improvements. • Options appraisal on heating distribution system replacement as invest to save. • Improvements to Fire Alarm system and external fire escape stairs being deployed. • Property rationalisation, marketing of surplus requirements underway. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	9	Critical	Significant	Saverio Della Rocca	Mike Baish
<p>Risk Name: Financial Position.</p> <p>Risk Description: Failure to keep the Medium Term Financial Plan (MTFP) in balance.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • 5 year MTFP updated after December 2012 provisional settlement. • Cabinet sponsored savings programme in place – key savings projects identified. • MTFP reflects changes to financial environment e.g. business rates retention is now factored in. • Potential savings projects also identified – will be pursued if required. • Robust financial management. • Use of reserves. <p>Actions:</p> <ul style="list-style-type: none"> • Close monitoring of savings achievement. • Implement agreed savings projects. • Keep MTFP updated. • Monitor issues that could have a financial impact e.g. Public Health. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	10	Critical	Significant	Helen Briggs	Dave Brown
<p>Risk Name: Significant business interruption.</p> <p>Risk Description: Failure to be resilient should the Council face a number of key threats e.g. loss of key staff (skills/knowledge), loss of ICT, loss of data, loss of fuel, loss of utilities, loss of vehicles.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Review of business continuity management arrangements. <p>Actions:</p> <ul style="list-style-type: none"> • New Policy Document, Business Impact Analysis and response plans being compiled. • Testing of business continuity plans. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	11	Critical	Very low	Helen Briggs	Victoria Brambini
<p>Risk Name: Significant business interruption – loss of main site.</p> <p>Risk Description: Failure to deliver key services should a significant business interruption lead to the loss of the main site.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Business Continuity Processes and procedures in place to protect the most vulnerable. <p>Actions:</p> <ul style="list-style-type: none"> • New Policy Document, Business Impact Analysis and response plans being compiled. • Testing of business continuity plans. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
RED	12	Critical	High	Helen Briggs	Victoria Brambini
<p>Risk Name: Catmose Campus.</p> <p>Risk Description: Financial out-turn above budget due to prolonged contract, service connections and archaeology / asbestos issues and post contract defect rectification management.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Budget monitoring procedures. • Regular updates of forecast outturn. • Analysis of contractor reports and performance and opportunities for challenge and cost recovery. • Utilisation of underspent grants on other projects to meet costs. <p>Actions:</p> <ul style="list-style-type: none"> • Completed forecast outturn return to be updated based on on-going defect rectification management. • Robust contract negotiations with contractor on-going. • Assessment of asbestos reports and potential for recharge. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	13	Marginal	Low	Helen Briggs	Victoria Brambini
<p>Risk Name: Local Plan (LP) formerly Local Development Framework.</p> <p>Risk Description: Delays in completion and adoption of key documents</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Annual Monitoring report (2012) published on progress of LP with housing trajectories and completions data. • Member Champion for the project. • Officer and Members Working Group on-going to facilitate decision making. • Realistic targets and milestones regularly renewed • Monitor changing national planning policy. • Manage overall programme slippage resulting from additional work (Article 4 Directions, Neighbourhood Plans, SPDs). <p>Actions:</p> <ul style="list-style-type: none"> • Core strategy adopted July 2011 and Site Allocations progressing. • Implications of National Planning Policy Framework being addressed. • Additional Resourcing in place to progress extended workloads (NPs, CIL). • Programme and resources review to balance objectives of time vs. cost. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	14	Critical	Low	Carol Chambers	Wendy Poynton
<p>Risk Name: Safeguarding</p> <p>Risk Description: Failure to Safeguard (both Adults and Children).</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Processes and procedures in place to protect the most vulnerable. • Monthly financial monitoring by senior officers and update reports to Cabinet. • Panel decision on placements rather than single officer. • Revised supervision process to ensure early information. <p>Actions:</p> <ul style="list-style-type: none"> • Register of associate staff established to develop sustainable staffing in social care. • Strict application of the panel process. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	15	Critical	Very Low	SMT	SMT
<p>Risk Name: Contracted services</p> <p>Risk Description: Failure of a major contractor to provide key council services.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Liaison with contractors to monitor performance and overall financial stability. • Overview of their performance. • Annual company check undertaken. <p>Actions:</p> <ul style="list-style-type: none"> • Instigate monthly company checks for key contractors. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	17	Critical	High	Helen Briggs	Victoria Brambini
<p>Risk Name: Corporate Capital Strategy</p> <p>Risk Description: Failure to plan and deliver capital projects within time-limited availability of the funding.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Project Management and governance arrangements in place. • Capital Allocations Project Board (Education) established. • Regular project board meetings taking place, involving school reps and officers/members. <p>Actions:</p> <ul style="list-style-type: none"> • CIL Infrastructure Schedule detailing projects being drafted. • Prioritisation process for projects pursuant to corporate strategic aims and objectives being developed. • Development of corporate investment strategy underway. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	18	Critical	High	Helen Briggs	Kendrew WG
<p>Risk Name: Cottesmore Base</p> <p>Risk Description: Not being prepared for the arrival of the Army.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Close liaison with the Army. <p>Actions:</p> <ul style="list-style-type: none"> • Cottesmore WG reactivated and relevant sub groups formed. • Police and other partners engaged. • Visit to Germany took place May 2012. • Induction pack prepared. • School admissions being progressed. • Lobbying for funding with LGA, DfE and CLG. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	19	Critical	High	Helen Briggs	Victoria Brambini
<p>Risk Name: Significant Planning Applications.</p> <p>Risk Description: Progression of major planning applications and managing overlapping/competing schemes.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Appropriate legal and specialist planning/ S106 advice sought on individual applications. • SPD on developer contributions and Core Strategy adopted. • Site Allocation Policy progressing through consultation on preferred options. • Portfolio holder and SMT regularly advised of all new significant applications upon receipt and significant pre-app enquiries. <p>Actions:</p> <ul style="list-style-type: none"> • Wind turbine and other SPDs prepared to support policy framework. • Legal advice on retail application process and policy advice. • S106 negotiations on retail supported by Sport England. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	20	Critical	High	Helen Briggs	Helen Briggs
<p>Risk Name: Political Leadership.</p> <p>Risk Description: Turbulence within the political leadership.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Succession planning. • Member development. <p>Actions:</p> <ul style="list-style-type: none"> • Regular 121's with Leader to discuss risks and mitigation. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	21	Critical	Significant	S Della Rocca/Carol Chambers	Andrea Grinney/Victoria Todd
<p>Risk Name: Welfare Reform.</p> <p>Risk Description: Failure to be prepared for the welfare reform changes, including localisation of council tax support. Failure to deliver a council tax support scheme that addresses the financial gap within the MTFP.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Joint project across the Leics. and Rutland precepting area in respect of localisation of council tax support. • Early discussions have taken place with Cabinet. • Specific funding for implementation costs. <p>Actions:</p> <ul style="list-style-type: none"> • Continuous assessment of the impact on vulnerable people and the services they may require as a result of the changes. • Continue to model the on-going financial impact for the authority. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	22	Critical	Significant	Helen Briggs	Victoria Brambini
<p>Risk Name: Digital Rutland – risk of non-delivery.</p> <p>Risk Description: Failure to deliver improved broadband with resultant impact on economy and service transformation.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Procurement of a strategic partner. • BDUK funding in place. • Alternative funding sources. • State aid compliant process. • Detailed Risk Register in place. <p>Actions:</p> <ul style="list-style-type: none"> • Further detailed activity pending State aid approval. • Transition to operational Governance Board • ERDF bid 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	23	Critical	Significant	Helen Briggs	Victoria Brambini
<p>Risk Name: Development of Ashwell Business Park.</p> <p>Risk Description: To ensure that the future use of the site supports the Council's growth strategy.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Planning policy review, SPD adopted by Council January 2013. • Project Board in place to manage decisions, key actions and programme. • Community communication and business engagement to measure demand. • Site management protocols in place for access and surveys. • Council approval of capital budget and business plans <p>Actions:</p> <ul style="list-style-type: none"> • Financial model for business park. • Master planning and planning application. • Consultant and contractor procurement. • Detailed Risk Register in place, managed by Project Board. • Lease templates. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	24	Critical	High	Carol Chambers	Mark Naylor
<p>Risk Name: Schools Funding reform for 2013/14.</p> <p>Risk Description: Inadequate funding for Rutland schools to meet the needs of Rutland children and young people, inability of the Council to meet its strategic objectives and inability of the DCS to meet statutory responsibilities.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Schools Forum. • Develop an agreed funding model with schools. <p>Actions:</p> <ul style="list-style-type: none"> • Response to national consultation. • Collaborative work with other LAs, ADCS and other national bodies. • Project Group to develop funding models. • Briefing with all schools. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	25	Critical	Significant	Helen Briggs	Dave Brown
<p>Risk Name: Local Sustainable Transport Bid.</p> <p>Risk Description: Implementation delays, failure to deliver within funding limits.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Project Manager appointed (PRINCE2 governance). • Risk register developed and reviewed monthly. <p>Actions:</p> <ul style="list-style-type: none"> • On-going dialogue with DfT and delivery partners. • Funding re-profiling currently underway (to be complete by 21st Jan). 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	26	Critical	Very Low	Helen Briggs	Dave Brown
<p>Risk Name: Cellar Collapse.</p> <p>Risk Description: Collapse of private cellars under public highways.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Will be dealt with on a reactive basis. • Code of practice for structural maintenance reviewed. • Recommended procedure is reactive given history of incidents in Rutland. <p>Actions:</p> <ul style="list-style-type: none"> • No further actions required. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	27	Critical	Significant	Helen Briggs	Janet Bilby
<p>Risk Name: Retention and Recruitment of Senior Staff.</p> <p>Risk Description: The increase in accusations made against officers who were unable to respond and, as a result, the retention of these staff and subsequent recruitment is a cause for concern.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • On-going support provided for members of staff. • Use of press releases/website to put information across to the public. <p>Actions:</p> <ul style="list-style-type: none"> • Independent report commissioned on the actions of RACP. • Resolution of special Council meeting – 10th January 2013. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	28	Marginal	Low	Helen Briggs	Victoria Brambini

Risk Name: Housing Stock Transfer Warranties and Residual Environmental Liabilities.

Risk Description: Management of residual liabilities relating to contaminated land and building materials, flooding, demolition and redevelopment.

Risk Controls:

- Environmental Insurance in place and renewed annually.
- Review of annual reports from Spire.

Actions:

- Annual renewal of insurance.
- Asbestos Management Strategy to be provided and expenditure programme.
- Strategic dialogue with Spire of redevelopment programme.
- Briefing with all schools