

TELFORD & WREKIN COUNCIL

CABINET – 23rd FEBRUARY 2009

REVIEW OF THE STRATEGIC RISK REGISTER – JANUARY 2009

REPORT OF THE CORPORATE DIRECTOR RESOURCES

1. PURPOSE

- 1.1 For members of the Cabinet to agree the revised key strategic risk register following the review in January 2009.

2 RECOMMENDATIONS

- 2.1 **That the Cabinet approve the changes to key risks shown in paragraph 6 and detailed in Appendix A, and note that these revisions to Key Strategic Risks will be reported to the Audit Committee for information.**

3 SUMMARY

- 3.1 The Cabinet needs to review the Key Strategic Risk Register regularly in order to reflect the constant changes affecting the Council, its risks and the effectiveness of the controls implemented to manage these risks.

4 PREVIOUS MINUTES

- 4.1 Cabinet 10th November 2008
Audit Committee 27th January 2009.

5 BACKGROUND INFORMATION

- 5.1 The last formal review of the Key Strategic Risks took place during September and October 2008. The results of the January 2009 review of Key Strategic Risks are shown in Appendix A. Changes since September are shown in colour and bold.

6 PROPOSED AMENDMENTS FOR JANUARY 2009

- 6.1 Two new key risks were identified during this review. These are highlighted in blue and bold in the Strategic Risk Register (Appendix A).

Risk No.38 – Page 10. Delivering the Borough Towns Initiative – significant dependence on receipts from land disposal in a declining property market and with increasing financial instability. Raised by Corporate Director – Environment and Regeneration. The proposed residual risk score is 7 – (High Impact and Medium Likelihood).

Risk No.37 – Page 12. Failure to continue to provide key services in the event of a significant business interruption. Raised by Corporate Director – Adult and

Consumer Care. The proposed residual risk score is 7 – (High Impact and Medium Likelihood).

6.2 In addition the following **amendments to existing key risks** have been made (shown in red and in bold in Appendix A):

Risk	Proposed Changes January 2009
Risk 1 (page 11) Failure to respond effectively to major disaster or emergency	<ul style="list-style-type: none"> Proposed changes to controls and actions reflect the proposed new risk around business continuity. Current residual score of 7 – may well reduce at the next review.
Risk 33 (page 4) The outcome of Investing for Health and Darzi reviews regionally and nationally results in significant issues on future provision of acute health and care services .	<ul style="list-style-type: none"> Amended actions to reflect current situation. Propose to add an additional owner – Corporate Director C&YP to support on this. Does the outcome of these reviews just impact on provision on acute health services – propose remove the word “acute” and insert “and care” to read : <p style="text-align: center;">“provision of health and care services”</p>
Risk 9 (page 9) Failure to regenerate the new town estates.	<ul style="list-style-type: none"> Risk Description has reverted back to its original as it is proposed that the Borough Towns Initiative will be monitored separately – new risk 38. Previous risk description was : Failure to regenerate the new town estates and the borough towns.
Risk 11 (page 20) Failure to retain / attract investment and improve skill levels to provide employment for local people	<ul style="list-style-type: none"> Amended actions to reflect current situation. Risk description amended to more accurately reflect the aims and objectives – previous risk description : Failure to retain / attract investment to provide the skills and jobs to meet the growing local needs.
Risk Number : 2, 4, 5, 8, 10, 14, 21, 23, 25, 29, 31, 35.	<ul style="list-style-type: none"> Amendment to controls and or actions since last review in October 2008.

6.3 **Risks Removed** – One key risk was removed during this review.

Risk	Reason for deletion	Date of Deletion
Risk 26 - Failure to deliver a financially viable Rail Freight project (residual score 7)	No longer considered a Strategic Risk, however this will continue to be monitored at Portfolio level.	January 2009

- 6.4 In September 2009, there were **18** key strategic risks identified on the key strategic Risk register. Following this review there are now **19** key strategic risks. The next review is planned for May 2009.
- 6.5 At the Audit Committee held on 27th January 2009, it was suggested that future versions of the Strategic Risk Register should include more information about the nature of the risk and that wherever possible future actions should have a clear target timescale. It is intended to adopt these suggestions from the next review of the risk register, in May 2009.

7 OTHER CONSIDERATIONS

AREA	COMMENTS
Equal Opportunities	The identification of risks and proper management of them in respect to equalities will ensure that legislation and the Council's policies and ambitions in respect to equality are met.
Environmental Impact	The identification of risks and proper management of them in respect to environmental issues will help ensure that legislation and the Council's policies and ambitions in respect to the environment are met.
Legal Implications	The proper management of risks should reduce the likelihood of litigation and claims against the Council.
Risk Management	Agreeing the revised Strategic Risk Register will give further opportunities to demonstrate that we are identifying and managing risks appropriately at every level of the Authority.
Links with Corporate Priorities	Managing risks as per the Council's risk management processes will help the Council to deliver effectively the Council's priorities.
Financial Implications	The management of risks in respect to claims and litigation and reviewing how risks are controlled could result in reduced financial costs to the Council. Good risk management contributes to the efficient use of resources.
Ward Implications	Good management of the key strategic risks will impact on the Council and therefore all the wards within the Borough.

8 BACKGROUND PAPERS

Risk Management Strategy 2008.

Key Strategic Risk Register – September 2008.

Report by Sarah Daffern, Principal Risk Officer 01952 383112

Key Strategic Risks in Residual Score Order – January 2009

APPENDIX A

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
33	<p>The outcome of Investing for Health and Darzi reviews regionally and nationally results in significant issues on future provision of health and care services.</p> <p>Raised Sept 2007 by Corporate Director ACC</p>	OP STRAT FIN PEO REP POL	9	<ol style="list-style-type: none"> 1. Council Officers involved in local and regional discussions 2. Interim findings have been published with final report published in October 2008. 3. Richard Webb is part of the Clinical Leads Forum. 4. Cabinet Member is Co-Chair of Governance Group. 5. Cabinet approved additional funding for Scrutiny to scrutinise final options. 6. Cabinet have received the current recommendations. 7. Regular officer level meeting to coordinate responses. 	8	<ol style="list-style-type: none"> 1. On-going lobbying, monitoring and involvement. 2. Scrutiny will need to consider final recommendations and could reject the proposals at a local level if they feel the consultation process is inappropriate. 3. Regular member meeting to be established to oversee coordination of response. 4. Scrutiny to source external expertise to assist with formulation of response. 5. Next round of options due March 2009. 	<p>Corporate Directors ACC and C&YP</p> <p>Cabinet Members: Jacqui Seymour and Stephen Burrell.</p>	ALL
25	<p>Demographic changes across the Borough in terms of age and complexity of need places increased pressures on budgets and service capacity</p>	OP FIN STRAT REP	9	<ol style="list-style-type: none"> 1. Service and financial planning framework 2. Transition protocols in place between Children's Services and Adult Services 3. Eligibility Criteria for Services. 4. Panel and review 	8	<ol style="list-style-type: none"> 1. Further develop transition protocols between C&YP, ACC and partner agencies (e.g. Connexions and LSC) 2. Further develop transitions for Young People with complex 	<p>Corporate Directors Adult and Consumer Care and Children & Young People</p> <p>Cabinet</p>	2,5,6

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	Raised Sept 06			<p>arrangements for Care Packages.</p> <p>5. New service provision arrangements are being put in place by Capital Programme and BSF Programme (e.g. Jigsaw and new inclusion centres)</p> <p>6. CSR is settled from C&YP point of view in terms of pupil placed planning and BSF Strategy for Change Part 1 & 2. OBC final submission due end January.</p> <p>7. On-going lengthy programme of review is underway of Community Care which focuses on access and re-enablement</p> <p>8. Benchmarking with other Local Authorities and other agencies indicates this is a national trend</p> <p>9. Improved links between Children with Disabilities Services and Adults with Learning Disabilities Services (ALD)</p> <p>10. Transition Team has been established – led by ACC</p> <p>11. Workshop held with ALD staff on service</p>		<p>social circumstances who may need assistance as they leave school environment</p> <p>3. Putting People First will consider implications of Personal Budgets and the move towards universal social care services.</p> <p>4. The work of the integrated housing project is also contributing to addressing this risk, however note the impact of the credit crunch.</p> <p>5. Recruit to current social work vacancies in ACC and C&YP.</p> <p>6. Deliver BSF program.</p>	<p>Members: Jacqui Seymour and Stephen Burrell</p> <p>ACC Portfolio Risk and CYP Portfolio Risk</p>	

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				<p>pressures and budgets</p> <p>12. On-going implementation of the actions that came out of the joint stock-take between the CYP and ASC senior management teams to review transition, Team around the Child & 16-19 arrangements.</p> <p>13. Additional actions taken to secure and retain social workers.</p> <p>14. T&W contributed to national consultation on the future of Adult Social Care funding – T&W contributed to this debate</p>				
10	<p>Failure to deliver housing 'growth' target.</p> <p>(raised June 06) Updated description May 2007, description amended Sept 2007).</p>	STRAT REP FIN	9	<ol style="list-style-type: none"> 1. Secured place in BCBC City Region. 2. Regional growth targets require increased growth in places such as Telford. 3. Received significant funding from New Growth Points initiative – 08/09 – 10/11. 4. Local Development Framework core Strategy in place. 5. Extensive involvement in Regional Planning activity. 6. Established Integrated Housing Project. 7. Cabinet have confirmed 	8 (prev 7)	<ol style="list-style-type: none"> 1. Continue to work with council members and local communities to secure support for proposed growth.. 2. Work with partners to develop an approach – Partnership Board driving effective joint working including engagement of key partners, e.g., AWM, RSL and developers. 3. Complete LDF documents to secure policy framework for future development. 4. Integrated Housing Project to programme 	<p>Corporate Director Environment & Regeneration and Corporate Director ACC</p> <p>Cabinet Members: Miles Hosken and Eric Carter and Jacqui Seymour</p> <p>E&R Portfolio Risk</p>	ALL

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				<p>support for the level of growth recommended by the West Midlands Regional Assembly (26,500 houses by 2026), as part of the phase 2 revision of the Regional Spatial Strategy</p> <p>8. £14m for affordable housing has been agreed over the next 3 years to be delivered by Integrated Housing Project</p> <p>9. Prioritised focus through Environment Priority Plan.</p> <p>10. Significant proportion of development land in public ownership (HCA).</p> <p>11. Strategic Housing sites established with master plans and outline planning permission in place.</p>		<p>manage housing delivery including Local Investment Plan.</p> <p>5. Seek further funding from Government / public sector agencies for infrastructure / development e.g. Greyhound link.</p> <p>6. Discussions with CLG to agree formation of partnership to deliver growth.</p> <p>7. Implement £14m allocated for affordable housing.</p> <p>8. Secure HCA and Advantage West Midlands (AWM) resources to support proposals for housing and economic growth together with essential infrastructure.</p> <p>9. Develop new Housing & Regeneration Priority Plan (1st draft end March 09).</p> <p>10. Set up Housing & Regeneration Partnership Board with Homes and Counties Agency.</p> <p>11. Board to establish Local Investment Plan to drive housing</p>		

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						delivery in short and long term. 12. Use NGP funds to pump prime housing delivery.		
6	<p>Insufficient financial resources (both Internal and External) in the medium term to deliver services, priorities and ambitions particularly in the light of the current economic conditions and instability in the financial markets</p> <p>(Description amended Sept 2007 and Sept 2008)</p> <p>(raised June 06).</p>	FIN REP STRAT	9	<ol style="list-style-type: none"> 1. Prudent financial management controls and reporting. 2. Clear and effective service and financial planning processes 3. Early dialogue with members to clarify priorities in the context of the financial outlook for 08/09 budget and there is on-going consultation 4. Developed and implemented programme of corporate projects / work streams designed to identify significant savings through e.g. alternative service delivery models, business transformation and pursuit of additional external funding 5. Received positive RSG settlement for 2008/09 6. Secured specific growth funding from Government. 7. VfM scrutiny group to provide challenge 8. Joint working with other "like" Local Authorities 9. Lobbying strategy and 	8 (prev 7)	<ol style="list-style-type: none"> 1. Maintain effective dialogue with Members with early consideration of implications for later years, especially savings targets. 2. Secure English Partnerships (EP), Housing Corporation (HC) and Advantage West Midlands (AWM) resources through Local Area Agreement (LAA). 3. Improve resourcing for partners through continued lobbying 4. Identify and allocate adequate resource to deliver project outcomes 5. Review capital programme in light of its reliance on asset disposals. 6. Review impact on service demand and income from the current economic downturn. 7. Review impact of inflationary spikes on cost projections 8. Review exposure around Treasury 	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p> <p>Resources Portfolio Risk</p>	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				<p>campaign advised by Citigate and supported by partners including LGA.</p> <p>10. Achieved BCBC (Black Country, Birmingham and Coventry) City Region approval for West Midlands including Telford and Wrekin</p>		activities.		
9	<p>Failure to regenerate the new town estates.</p> <p>Description amended Oct 2008 and January 2009 (raised June 06)</p>	OP REP STRAT FIN	9	<ol style="list-style-type: none"> 1. Delivery role for Woodside is undertaken by Transforming Telford with Partnership Board and monitoring is in place 2. Established South Telford as a priority within Regional Housing Strategy with support within Regional Housing Board. 3. EP support secured for Woodside 4. Established Integrated Housing Project to support delivery of new housing and related regeneration. 5. Allocated capital funding for Sutton Hill and Brookside (£2m each). 6. Initial Investment proposals have been identified within Borough Towns 	8 (prev 7)	<ol style="list-style-type: none"> 1. Secure longer term Funding for regeneration for South Telford and Borough Towns. 2. Continue Regional / National lobbying 3. Develop and promote Housing Prospectus with key partners through the Integrated Housing Project. 4. Develop a strategic framework for physical regeneration in Sutton Hill and Brookside. 5. To manage the programme to realise the capital receipts required to finance these proposals and to maximise the use of prudential borrowing. 6. Provide effective coordination of regeneration delivery within the Council. 7. Ensure council assets 	<p>Corporate Director Environment & Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&R Portfolio Risk</p>	1,2,3,4,5,6

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				Initiative. 7. Appointment of Strategic Regeneration Coordinator.		are managed effectively to support regeneration.		
38. New Risk	Delivering the Borough Towns Initiative – significant dependence on receipts from land disposal in a declining property market and with increasing financial instability. Proposed new risk – CD E&R – January 2009.	REP FIN PEO OP POL	9	1. Project teams in place for each Borough Town. Project with funding. 2. Regeneration Partnership in place for each Borough Town. 3. Borough Towns Grant Scheme in place. 4. Good working relationship with AWM. 5. Regular project progress meetings with Corporate Director E&R and Leader and Cabinet lead. 6. Development of Partnership working with HCA commenced on future regeneration investment. 7. Established priority within the Economy Priority Plan.	7	1. Review of phasing of projects and priorities to minimise funding problem / borrowing requirement. 2. Secure funding from external partners such as AWM. 3. Monitor development market to ensure optimum value from land sales. 4. Ensure projects are progressed and delivered through effective project management and monitored through the Priority Plans. 5. Maintain effective engagement with local stakeholders. 6. Establish planning status for key development sites. 7. Regular market assessment to ensure viability of development proposals. 8. Undertake site surveys, investigations.	Corporate Director Environment & Regeneration Cabinet Member: Eric Carter E&R Portfolio Risk	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
1	Failure to respond effectively to major disaster or emergency (raised June 06)	OP STRAT FIN REP LEG REG	9	<ol style="list-style-type: none"> 1. Interim structure for Civil Resilience team in place 2. Dedicated Emergency Response Centre in place 3. Local community risk assessments undertaken & agreed risk register is in place with regular reviews 4. SMT has exercised the generic emergency plan 5. Revised generic emergency plan launched August 2008 6. Incident specific plans are in place and are periodically reviewed and updated 7. Activation procedures for Emergency Plan are in place and tested via SF&RS control pager system to an EP duty manager 8. SMT on-call rota 9. Inter-agency liaison structures are in place & functioning (LRF / GWG / sleeping silver) 10. Sleeping silver' has reviewed Operation Tangent plan and agreed significant revisions – ongoing work 11. Crisis Commander software purchased 	7	<ol style="list-style-type: none"> 1. Accommodation review for Pergo House to increase working space and provide work base for civil resilience team 2. Provide appropriate training on Emergency Plan – Training Plan developed and awaiting approval – once Plan implemented the Residual Score will reduce to 6 3. Need to further improve / test communications systems, including role out of phase 2 resilient communications system. 4. Review interim staffing structure at CRT. 	Corporate Director Adult and Consumer Care Cabinet Member: Jacqui Seymour ACC Portfolio Risk	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				and initial training completed.				
37. New Risk	<p>Failure to continue to provide key services in the event of a significant business interruption.</p> <p>Proposed new Strategic Risk – CD ACC – January 2009.</p>	OP STRAT LEG POL PEO	9	<ol style="list-style-type: none"> 1. Existing Corporate BCM plan and governance framework 2. HoS / BMs completed service based BCPs to common framework. Now included within business planning template 3. Project officer – Civil Resilience seconded to progress Business Continuity across Council and ensure processes comply with BS25999 4. BCM Strategy approved by Cabinet Jan 2009 which clearly sets out approach to Business Continuity Management including roles and responsibilities 5. Completed an internal audit of BCPs with agreed actions identified 6. Pandemic flu planning (BCP) event held for the independent sector 7. Procedures for power failures at CO/DH agreed. 	7	<ol style="list-style-type: none"> 1. Complete identification of Priority 1 Services (Jan 2009). 2. Complete Service Area Recovery Strategies for all Priority 1 Services (March 2009) and other Services as soon as possible 3. Implement Strategy. 4. Present new Corporate Business Continuity Plan for approval (March 2009). 5. Provide relevant training on Continuity Plan 6. Exercise elements of the Plan (April 2009) in accordance with BCM Strategy. 7. Review and amend Plan in accordance with BCM Strategy. 	<p>Corporate Director Adult and Consumer Care</p> <p>Cabinet Member: Jacqui Seymour</p> <p>ACC Portfolio Risk</p>	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
29	Land Stability in the Gorge (raised May 07)	FIN REP PEO	9	<ol style="list-style-type: none"> 1. Regular monitoring in place. 2. Lloyds Phase 2 and Lloyds Head Stabilisation scheme is underway and phase 1 is complete. 3. Emergency Plan in place but being reviewed. 4. Lead civil servant appointed to coordinate Government inter departmental group response. 5. Prioritised focus through the Economy Priority Plan. 	7	<ol style="list-style-type: none"> 1. GOWM is assisting with combining efforts for long term funding. 2. Inter-departmental group has a communications plan in place. (to be forwarded). 3. Home Office looking at responsibilities and resilience / response plans (Report due Feb 09). 4. CLG have commissioned AWM to undertake an economic and technical evaluation of work done to date (Report due Feb 09). 5. CLG have commissioned AWM to assess the strength of our case and robustness of funding being sought (Report due Feb 09). 	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Miles Hosken</p> <p>E&R Portfolio Risk</p>	ALL
5	Failure to deliver an affordable “Beyond Excellence Through People” Strategy <ul style="list-style-type: none"> • Potential significant financial implications for the council to implement the outcome of single status 	OP REP PEO STRAT FIN	9	<ol style="list-style-type: none"> 1. BETP project Team and Governance Structure is in place with Risks identified and being managed. 2. Excellent communication and consultation mechanisms with employees, trade unions and scrutiny. 3. Effective research and 	7	<ol style="list-style-type: none"> 1. Detailed Project plan is in place. 2. Effective budget modelling of Single Status impact. 3. Regular communication updates are being issued via Manager’s bulletin / payslips. 4. On-going review of JE results to ensure there is consistency and Hay 	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p> <p>Resources Portfolio Risk</p>	7

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
	<ul style="list-style-type: none"> • Potential significant impact on staff morale • Potential loss of key staff before the outcome of single status is announced and after • Difficulties in recruiting new staff <p>(Raised June 06, Description amended Sept 2007 and May 2008.)</p>			<p>management information around issues such as workforce profile, pay rates.</p> <ol style="list-style-type: none"> 4. Sufficient Job Evaluation expertise has been retained post main phase to complete JE schedule. 5. Member Involvement and buy-in. 6. Trade Union involvement and buy-in. 7. Structured job evaluation process based on national scheme. 8. Monitored and reviewed to timetable. 9. Revised timetable to make it more realistic with JE interviews completed by end of September 07. 10. Dedicated Project Manager appointed. 11. Resources required have been finalised with Directors. 		<p>trial being undertaken and evaluated.</p> <ol style="list-style-type: none"> 5. Complete pay modelling. 6. Attempt to secure agreement of workforce and Trade Unions and Council Members to final plan in terms of pay protection and back dating. 7. Consider a bid to national government for dispensation to capitalise back pay. 8. Introduce systematic support mechanisms for managers and staff. 9. Revise re-deployment policy to include re-skilling and ensure appropriate resources are made available. 10. Negotiate attractive and affordable terms and conditions package. 11. Develop Market Factors Policy. 12. Develop and implementation plan including payroll implications. 13. Independent review recommendations considered and accepted and additional work undertaken. 14. Synchronisation of 		

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
						Single Status with budget planning cycle		
31	<p>Failure to implement Infra-Structure Project on time, within budget :</p> <ul style="list-style-type: none"> Impacts the Business Transformation Programme. Impacts the development of key systems in the council. Impacts on the ability to deliver continuity across the council. Impacts on Revenues and Benefits ability to deliver front line services. <p>(Raised Sept 07 description amended May 2008)</p>	OP REP FIN STRAT PEO INFO	9	<ol style="list-style-type: none"> Project Team in place. Project Board in place with effective governance arrangements including reporting to E-Programme Board Project Plan being finalised Money has been earmarked from Business Transformation Infrastructure Project Contract now awarded to Dell – 12 month implementation period will now commence HoS currently reviewing the DELL proposals 	7	<ol style="list-style-type: none"> Effective implementation of the project. Currently working with DELL to finalise the design of the corporate backup and the replacement of the Revenues and Benefits infrastructure for implementation. Work is scheduled to commence on design of the corporate infrastructure. Need to develop phases 2 and 3 and identify funding. Live implementation scheduled for end February 2009. 	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p> <p>Resources Portfolio Risk</p>	ALL
23	<p>Failure to deliver an effective waste disposal service</p> <p>(Raised Sept 06)</p>	FIN REP STRAT	9	<ol style="list-style-type: none"> Effective waste collection system with high levels of re-cycling and general public support Monitoring of performance Waste Disposal Project Team and Project Board in place to consider short and 	7	<ol style="list-style-type: none"> Work with regional partners / agencies to develop local waste services. Continue to develop interim service solution including partnership options. Options will be presented to Members Continue to support 	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Miles Hosken</p> <p>E&R Portfolio</p>	3

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				<p>long term disposal services.</p> <p>4. Initial procurement process legally terminated to allow interim solution supported by recycling.</p> <p>5. External advisors have been brought in to support the procurement process</p> <p>6. Prioritised focus through Environment Priority Plan.</p>		<p>and promote minimisation, re-use and re-cycling of waste</p> <p>5. Funding to meet cost of future waste disposal service being identified.</p> <p>6. Members to determine how to continue to deliver effective service in the long term.</p> <p>7. Interim waste disposal contract to be procured 09/10 – revision to waste management strategy.</p> <p>8. Establish proposals for medium to long term waste disposal and treatment arrangements.</p> <p>9. Pursue joint working opportunities with neighbouring authorities and regional partners.</p> <p>10. Review of long term requirements for procurement to proceed.</p>	Risk	
4	<p>Death or serious harm or neglect of a vulnerable child or adult (Breach of duty of care)</p> <p>(raised June 06)</p>	OP STRAT FIN REP LEG	9	<p>ACC Controls</p> <p>1. Key Staff trained and in place with on-going additional Adult protection training and now fully staffed in Protection of Vulnerable</p>	7	<p>1. Review systems once outstanding post in Contract Compliance is filled</p> <p>2. Further develop MOSS platform for the sharing of information.</p>	Corporate Directors Adult and Consumer Care and Children & Young People	2,5

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				<p>Adults Unit (POVA unit.)</p> <p>2. Inspection and Contract compliance (CSCI and BTW)</p> <p>3. Protection of Vulnerable Adults trend monitoring incorporated into Quarterly Performance Board.</p> <p>4. Restructure in ACC strengthens focus in this area.</p> <p>5. Commenced sharing of intelligence in two-way link with CSCI – protocol agreed with CSCI.</p> <p>CYP Controls</p> <p>6. Child Protection Procedures</p> <p>7. Effective Local Safeguarding Board.</p> <p>8. Strong performance measures.</p> <p>9. Multi agency teams in clusters address early intervention.</p> <p>10. Wide ranging training delivered to range of children's service personnel.</p> <p>11. Investment in ICT – laptops and training for Social Workers to improve communication and information sharing.</p> <p>Shared ACC/ CYP</p>		<p>3. Review information sharing protocols between partners as well as internally to ensure that all parties are aware of potential emerging risks or threats to children and or vulnerable adults</p> <p>4. Implement internal adult safeguarding review in conjunction with Shropshire County Council.</p> <p>5. Corporate Director and Cabinet Member ACC undertaking planned series of case file audits.</p> <p>6. ACC case file audit process under review.</p> <p>7. Review current practice against the outcomes of the Haringey inspection and reviews.</p> <p>8. Further develop good practice by implementing where necessary any actions based on Haringey Review.</p> <p>9. Deliver ICT training for social workers.</p> <p>10. Implementation of JAR action plan.</p> <p>11. Local Safeguarding Children's Board to develop further</p>	<p>Cabinet Members: Jacqui Seymour and Stephen Burrell</p> <p>ACC Portfolio Risk and CYP Portfolio Risk</p>	

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				Controls 12. Assessment and Care Management in place. 13. Clear management accountability. 14. Audit and evaluation of practise and records 15. Clear contact points for public and partners. 16. Joint protocols with partners. 17. Implementation of new computer system in C&YP includes sharing of information with ACC and Emergency Duty Team has access to both 18. Ongoing evaluation of the impact of the new computer system in C&YP on information sharing with ACC 19. Actions taken to address recruitment and retention of social workers.		performance monitoring. 12. Corporate Safeguarding Advisory Group terms of reference and membership to be reviewed. 13. Corporate and Portfolio coordination of safeguarding to be updated through Corporate Safeguarding Advisory Group.		
8	Failure to effectively transform the Town Centre (raised June 06, description amended Jan 07, description amended September 2007 and May 2008)	OP REP STRAT FIN	9	1. Town Centre Project Board and Project Team in place working with EP / AWM. 2. Transforming Telford. is the lead delivery vehicle for the Southwater Core Project – Head of Service – Economic Development – Client Officer in Transforming Telford.	7	1. Assess the Regional Spatial Strategy (RSS) retail/office allocations for Telford as part of public examination. 2. Final draft of Central Telford Area Action Plan (CTAAP), preferred options report, to go forward to Cabinet early 2009. 3. Secure public sector	Corporate Director Environment & Regeneration Cabinet Member: Eric Carter E&R Portfolio Risk	1,2,5,6

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				<ul style="list-style-type: none"> 3. Quarterly monitoring of Transforming Telford performance to Cabinet 4. Established priority within T&W and Partners. 5. Hark / Apollo town centre owners have made significant proposals for the Town Centre which have been positively received by the public. 6. Established Planning Project Team within T&W to manage all major applications 7. Project Management and support resources for T&W in place. 8. Project Plan with actions / timetable in place and monitored by Project Board. 9. Prioritised focus through the Economy Priority Plan. 10. Scrutiny management Board reviewed Transforming Telford performance October 2008. 11. Civic Offices put on the market. 12. Economic appraisal for public sector partners to approve completed. 		<ul style="list-style-type: none"> investment from partners (HCA, AWM) to enable Southwater core area project to commence. 4. Planning application for Southwater core area to be submitted May 2009. 5. Review the impact of the economic recession / financial instability on the funding position. 		

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
11	<p>Failure to retain / attract investment and improve skill levels to provide employment for local people</p> <p>(raised June 06) Updated description May 2007. Description amended January 2009.</p>	STRAT REP FIN	9	<ol style="list-style-type: none"> 1. Economic Development Strategy (EDS) in place. 2. Transforming Telford now incorporated and focused on delivering the EDS – Head of Service – Economic Development – Client Officer in Transforming Telford. 3. On-going effective monitoring of Transforming Telford performance. 4. Effective engagement with key partners such as AWM, HCA, LSC and the Business Community via LSP. 5. National lobbying activity ongoing. 6. Work within City Region on skills agenda. 7. Engagement at the regional level in the development of the Single Integrated Regional Strategy (SIRS). 8. Prioritised focus through the Economy Priority Plan. 9. Appointment of Strategic Skills Coordinator. 	7	<ol style="list-style-type: none"> 1. Management arrangements for key projects to be reviewed to ensure delivery of outcomes. 2. Economic strategy to be revised and delivery plan produced to maximise external funding (e.g. from AWM, HCA and LSC). 3. Continue to ensure appropriate representation within regional structures. 4. Effective contribution to emerging Single Integrated Regional Strategy (SIRS). 5. Effective coordination of skills delivery within the Council and effective coordination with delivery partners. 6. Continue effective participation in Sub-National Review Advisory Group (SNRAG) to establish Telford & Wrekin regional role. 7. Seek support through Regional Funding Allocations. 	<p>Corporate Director Environment & Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&R Portfolio Risk</p>	1,6
14	Major breakdown in Community relations and cohesion	OP REP PEO STRAT	9	<ol style="list-style-type: none"> 1. Effective Race, Equality and Diversity (RED) Partnership. 2. Connecting 	7	<ol style="list-style-type: none"> 1. Target specific multi-agency training on Community 	Corporate Director Community Services	1,2,4,5,7

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
	(raised June 06)	POL FIN		<p>Communities Partnership.</p> <p>3. Established Equalities team.</p> <p>4. Diversity training delivered across 3000 staff of LSP.</p> <p>5. Leadership from Leader, Cabinet, Chief Executive and Directors.</p> <p>6. Clear communication structures in place with Partners and the Community</p> <p>7. Liaising with Police on sharing of information.</p> <p>8. Demonstrable recent evidence of effective on-going co-ordination and monitoring of issues that may act as trigger points to the Community and dissemination of these to the relevant agencies – this will be continually reviewed.</p> <p>9. Position statement on Community Cohesion developed.</p> <p>10. Equalities Board Work Programme – reporting to Directors on a quarterly basis.</p> <p>11. Tension monitoring of C&YP template shared with Police on a monthly basis.</p>		<p>Cohesion</p> <p>2. Stronger group to be established at Board level as part of Safer Communities Partnership to facilitate information sharing around cohesion, tension monitoring and prevention of violent extremism. Draft Terms of Reference to be agreed.</p>	<p>Cabinet Member: Stephen Bentley</p> <p>CS Portfolio Risk</p>	

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
				12.LSP group reviewed impact of recent newcomers (Oct 2008).				
2	<p>Failure to deliver all elements of the Building Schools for the Future Programme to re-develop schools for the Borough</p> <ul style="list-style-type: none"> Potential significant financial shortfalls to fund: <ul style="list-style-type: none"> - Secondary - Primary - Leisure - Community Usage - ICT <p>(raised June 06, description amended Jan 07 and Sept 2007)</p>	OP STRAT FIN REP	9	<ol style="list-style-type: none"> Confidence of the Government Clear vision, agreed with the Schools and Governors. Building in capacity to deliver Financial Resources set aside BSF Project Team and Board in place Programme Risks are identified and being managed Strategy for Change Part 1 and 2 have been approved. Stuart Davidson appointed to take a lead in the project for Community Services Procurement through National Framework route. 	7	<ol style="list-style-type: none"> On-going detailed planning Agree School improvement Strategy with Office of the Schools Commissioner Outline Business Case (OBC) is progressing well and the aim is to submit end January 2009. 	<p>Corporate Director Children & Young People</p> <p>Cabinet Member: Stephen Burrell</p> <p>CYP Portfolio Risk</p>	1,2,6
21	<p>Sustaining the capacity of the Council to identify and deliver its ambitions and priorities as a result of:</p> <ul style="list-style-type: none"> Failure to identify clear priorities Failure to 	STRAT REP FIN OP PEO	9	<ol style="list-style-type: none"> Effectiveness of Cabinet and Corporate Management Team Budget strategy and funding proposals 2009/10. Projects are run to the principles of Prince 2 Trained Project Managers within the 	7	<ol style="list-style-type: none"> Deliver actions identified in Priority Plans and identify and seek additional external funding where this has been shown as a need Establish effective and robust governance structure for all projects which demonstrates 	<p>Chief Executive</p> <p>Leader: Andrew Eade</p>	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
	<p>allocate appropriate staffing and financial resources</p> <ul style="list-style-type: none"> • Failure to implement effective project management • Issues with recruitment and retention of key managers. • Failure to implement robust governance and accountability arrangements <p>(raised June 06, description amended January 2008)</p>			<p>Organisation</p> <ol style="list-style-type: none"> 5. Competitive salaries at Senior Levels. 6. Suite of HR policies including recruitment policy 7. Recruitment of Interim staff for key posts 8. People Strategy in place 9. Priority Plans have been endorsed by all Portfolios and agreed by Cabinet (12th May 2008) – these all have details of actions as well as resources identified in them. 10. Actions and lessons learnt from Major Projects Master Class are being implemented. 11. Workforce Development Strategy complete. 12. Meredith Evans Corporate Director Environment & Regeneration heading up People Strategy Group. 13. Political awareness Masterclass held November 2008. 		<p>accountability</p> <ol style="list-style-type: none"> 3. Create greater opportunities for career progression within T&W, talent spotting, etc. 4. Deliver Skills for Life program. 5. Further Masterclasses planned. 6. Implementation of Action Plan relating to CPA and JAR. 7. Priority and Business Plans being refreshed Q1 2009. 		
35	Outcome of Sub National review of economic development and regeneration adversely impacts on	REP OP STRAT FIN	7	<ol style="list-style-type: none"> 1. Local Authority Leaders Board – Andrew Eade represents T&W. 2. Steve Wellings is on a number of key task 	7	<ol style="list-style-type: none"> 1. Continue to ensure the regional structures are fit for purpose 2. Continue to exert influence on the outcomes. 	Chief Executive Leader: Andrew Eade and Cabinet	ALL

Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
	T&W			<p>groups of Chief Executives who are working on this and we are therefore in a position to influence the outcome</p> <p>3. We have contributed at a regional and local level to the current consultation document.</p>		<p>3. Continue to provide information to inform the development process to ensure that the transition is orderly and effective</p>	Member: Eric Carter	

Key to Risk Categories:

REP – Reputation STRAT – Strategic FIN – Financial INFO – Information PEO – People REG – Regulatory
 LEG – Legislative OP – Operational POL – Political.