

## TELFORD & WREKIN COUNCIL

CABINET – 16<sup>th</sup> JUNE 2008

REVIEW OF THE KEY STRATEGIC RISK REGISTER – MAY 2008

REPORT OF THE CORPORATE DIRECTOR: RESOURCES

### 1 PURPOSE

- 1.1 For Cabinet to agree the revised key strategic risk register following the review in May 2008.

### 2 RECOMMENDATIONS

- 2.1 That Cabinet approve the proposed changes to existing key risks shown in paragraphs 5.1 - 5.3 and detailed in Appendix A, and note that the revisions to key risks will be reported to the Audit Committee for information.

### 3 SUMMARY

- 3.1 The Council 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 BACKGROUND INFORMATION

- 4.1 The last formal review of Key Strategic Risks was in January 2008. The results of the May 2008 review of Key Strategic Risks are shown in Appendix A. Changes since January are shown in red and bold.

### 5 PROPOSED AMENDMENTS FOR MAY 2008

- 5.1 **New Key Risk – (shown in red and bold and shaded)**  
**Risk ID 18 (Risk 35)** – Outcome of Sub National review of economic development and regeneration adversely impacts on T&W. **Raised by Chief Executive.** The proposed residual risk score is 7 (medium likelihood and High impact).
- 5.2 **Amendments to existing Key Risks** (shown in red and in bold in Appendix A):

Risk	Proposed Changes May 2008
<b>Risk ID 11 (Risk 8)</b> Failure to effectively transform the town centre	<ul style="list-style-type: none"><li>• Risk Description has been changed to reflect the current risk the council is facing, and controls and actions have been updated to bring the risk in to line with the risk on the E&amp;R Portfolio Risk Register.</li></ul> <p>Previous risk description was:</p> <p>Failure to transform the Town Centre and Borough towns results in:</p>

Risk	Proposed Changes May 2008
	<ul style="list-style-type: none"> <li>• Failure to retain well educated young people and graduates in the area</li> <li>• Failure to achieve economic growth</li> <li>• Failure to increase jobs in the area</li> <li>• Gives a poorer image of the Borough</li> </ul>
Risk ID 5 and 8	<ul style="list-style-type: none"> <li>• Amended risk description and controls and actions since January 2008</li> </ul>
Risk ID 1, 2, 3, 4, 6, 7, 9, 12, 13, 14, 15, 16 and 17	<ul style="list-style-type: none"> <li>• Amendment to controls and or actions since January 2008</li> </ul>

- 5.3 **Risks Removed** – 2 risks have been removed from the key strategic risk register in this review – details are shown at the bottom of the register:
- Failure to achieve major transport investment – removed as a separate risk as it is covered in the actions of risks 8, 9 and 10
  - Jigsaw fails to deliver the required outcomes for C&YP – no longer a key risk as the residual score has been reduced as a result of additional controls being implemented.

- 5.4 In January 2008, there were **19** Key Strategic Risks identified on the Key Strategic Risk Register. Following the review in May 2008 there are now **18 Key Strategic Risks**. The next review is planned for September 2008.

## 6 OTHER CONSIDERATIONS

AREA	COMMENTS
Equal Opportunities	The identification of risks and proper management of them in respect to equalities and diversity will ensure that legislation and the Council's policies and ambitions in respect to equality and diversity are met.
Environmental Impact	The identification of risks and proper management of them in respect to sustainability and environmental issues will help ensure that legislation and the Council's policies and ambitions in respect to sustainability and 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 Key Strategic Risk Register will give further opportunities to demonstrate that we are identifying and managing risks appropriately at every level of the Authority in order to deliver our priorities.
Links with Corporate Priorities	Managing risks as per the Council's risk management processes will help the Council to deliver effectively all 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

**7      BACKGROUND PAPERS**

Risk Management Strategy 2007.

Key Strategic Risk Register January 2008

Report by Heather Gumsley, Principal Risk Officer 01952 383112

Key Strategic Risks in Residual Score Order – May 2008

APPENDIX A

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
1.	33	<p>The outcome of Investing for Health and Darzi reviews regionally and nationally results in significant issues on future provision of acute health services</p> <p>Raised Sept 2007 by Corporate Director ACC</p>	OP STRAT FIN PEO REP POL	9	<ol style="list-style-type: none"> <li>Current public consultation and strength of previous public and political response to previous consultation</li> <li>Council Officers involved in local and regional discussions</li> <li><b>Interim findings have been published with final report due in October 2008.</b></li> <li>Regular reviews of issues and implications with PCT</li> <li>Richard Webb contributing nationally via Association of Directors of Adult Social Services (ADASS)</li> <li><b>Joint T&amp;W / SCC position statement March 2008</b></li> <li><b>Richard Webb is part of the Clinical Leads Forum</b></li> <li><b>There are T&amp;W representatives on each of the 8 Pathway Development Groups</b></li> </ol>	8	<ol style="list-style-type: none"> <li>On-going lobbying, monitoring <b>and involvement</b></li> <li>Scrutiny will need to consider final recommendations and could reject the proposals at a local level if they feel the consultation process is inappropriate</li> </ol>	<p>Corporate Director ACC</p> <p>Cabinet Member: Jacqui Seymour</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<b>9. Cabinet Member is Co-Chair of Governance Group</b>				
2.	25	Demographic changes across the Borough in terms of age and complexity of need places increased pressures on budgets and service capacity  Raised Sept 06	OP FIN STRAT REP	<b>9</b>	<ol style="list-style-type: none"> <li>1. Service and financial planning framework</li> <li>2. Transition protocols in place between Children's Services and Adult Services</li> <li>3. Eligibility Criteria for Services.</li> <li>4. Panel and review arrangements for Care Packages.</li> <li>5. New service provision arrangements are being put in place by Capital Programme and BSF Programme (e.g. Jigsaw and new inclusion centres)</li> <li>6. CSR is settled from C&amp;YP point of view in terms of pupil placed planning and BSF Strategy for Change Part 1</li> <li>7. On-going lengthy programme of review is underway of Community Care which focuses on access and re-enablement</li> <li>8. Benchmarking with other Local Authorities and other agencies indicates this is a national trend</li> </ol>	<b>8</b>	<ol style="list-style-type: none"> <li>1. <b>National Consultation on the future of Adult Social Care funding – T&amp;W will contribute to this debate</b></li> <li>2. Further develop transition protocols between C&amp;YP, ACC and partner agencies (e.g. Connexions and LSC)</li> <li>3. Further develop transitions for Young People with complex social circumstances who may need assistance as they leave school environment</li> <li>4. <b>Rethinking Community Care will consider implications of Personal Budgets and the move towards universal social care services.</b></li> <li>5. <b>The work of the integrated housing project is also contributing to addressing this risk.</b></li> </ol>	<p>Corporate Directors Adult and Consumer Care and Children &amp; Young People</p> <p>Cabinet Members: Stephen Burrell and Jacqui Seymour</p> <p>ACC Portfolio Risk and CYP Portfolio Risk</p>	2,5,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					9. Improved links between Children with Disabilities Services and Adults with Learning Disabilities Services (ALD) 10. Transition Team has been established – led by ACC 11. Workshop held with ALD staff on service pressures and budgets 12. <b>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 &amp; 16-19 arrangements</b>				
3.	1	Failure to respond effectively to major disaster or emergency  (raised June 06)	OP STRAT FIN REP LEG REG	9	<b>1. Interim structure for Civil Resilience team in place with gaps due to maternity leave and vacant project officer role which has now been filled – start date July 2008.</b> <b>2. Dedicated Emergency Response Centre in place</b> <b>3. Local community risk assessments undertaken &amp; agreed risk register is in place with regular</b>	7	<b>1. Accommodation review for Pergo House to increase working space and provide work base for civil resilience team</b> <b>2. Corporate Directors Board has approved amendments to the Emergency Plan, agreed recruitment &amp; training to roles, and arrangements for exercising the plan during July 2008</b> <b>3. Crisis Commander</b>	Corporate Director Adult and Consumer Care  Cabinet Member: Jacqui Seymour  ACC Portfolio Risk	ALL

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					<p>reviews</p> <p>4. SMT has exercised the generic emergency plan and agreed amendments in policy &amp; procedure</p> <p>5. A updated generic emergency plan &amp; incident specific plans are in place and are periodically reviewed and updated</p> <p>6. Activation procedures are in place and tested via SF&amp;RS control pager system to an EP duty manager</p> <p>7. EP training programme for 2008/09 agreed and being finalised with delivery focused primarily on the revised E/Plan roles – to be delivered in May &amp; June 2008</p> <p>8. Inter-agency liaison structures are in place &amp; functioning (LRF / GWG / sleeping silver)</p> <p>9. Corporate BCM plan and governance framework in place &amp; approved</p> <p>10. HoS / BM's completed service based BCP's to common</p>		<p>software purchased and initial training completed</p> <p>4. Need to further improve / test communications systems, including role out of phase 2 resilient communications system</p> <p>5. Need to audit 2008/09 business plans or updated service based BCPs for all services</p> <p>6. Need to resolve issues regarding SF&amp;RS activation of EPDM pager</p> <p>7. SMT on-call rota to be implemented by end June 2008</p> <p>8. Procedures for power failures at CO/DH agreed in principle – detail to be developed and implemented by end July 2008</p> <p>9. Consultant commissioned to review the corporate BCP including achieving BSI standard</p>		

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					<p>framework. Now included within business planning template</p> <p>11. Completed an internal audit of BCPs with agreed actions identified</p> <p>12. Pandemic flu planning (BCP) event held for the independent sector</p> <p>13. 'Sleeping silver' has reviewed Operation Tangent plan and agreed significant revisions – ongoing work</p>				
4.	29	Land Stability in the Gorge  (raised May 07)	FIN REP PEO	9	<p>1. Regular monitoring in place</p> <p>2. Lloyds Phase 2 and Lloyds Head Stabilisation scheme is under way and Phase 1 is now complete</p> <p>3. Project Board in place to oversee project</p> <p>4. Emergency Plan in place</p> <p>5. High level cross departmental ministerial meetings planned to discuss the issue of stability in the Gorge</p>	7	<p>1. GOWM is assisting with lobbying the Government at ministerial level for long term funding.</p> <p>2. In process of submitting a bid to EU for further funding.</p>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
5.	5	<p>Failure to deliver an affordable "Beyond Excellence Through People" Strategy</p> <ul style="list-style-type: none"> <li>Potential significant financial implications for the council to implement the outcome of single status</li> <li>Potential significant impact on staff morale</li> <li><b>Potential loss of key staff before the outcome of single status is announced and after</b></li> <li><b>Difficulties in recruiting new staff</b></li> </ul> <p>(Raised June 06, Description amended Sept 2007 <b>and May 2008.</b>)</p>	OP REP PEO STRAT FIN	9	<ol style="list-style-type: none"> <li><b>BETP project Team and Governance Structure is in place with Risks identified and being managed</b></li> <li><b>Detailed project plan now in place with dedicated project manager</b></li> <li><b>Communication and consultation mechanisms with employees and trade unions</b></li> <li><b>Effective research and management information around issues such as workforce profile, pay rates</b></li> <li><b>Sufficient Job Evaluation expertise has been retained post main phase to complete JE schedule</b></li> <li><b>Member Involvement and buy-in.</b></li> <li><b>Trade Union involvement and buy-in</b></li> <li><b>Structured job evaluation process based on national scheme</b></li> <li><b>Visits undertaken to authorities who have completed Single Status</b></li> </ol>	7	<ol style="list-style-type: none"> <li><b>Resources needed to complete the Project on time need to be made available following revised detailed project plan</b></li> <li><b>Effective budget modelling of Single status impact – check PSE data is accurate</b></li> <li><b>Pilot an appropriate scheme for Senior Managers job evaluation</b></li> <li><b>On-going communication at all levels on progress</b></li> <li><b>On-going review of JE results to ensure there is consistency and rigour in future application of pay strategy</b></li> <li><b>Complete pay modelling</b></li> <li><b>Develop Market factors Policy</b></li> <li><b>Negotiate attractive terms and conditions package</b></li> <li><b>Need to secure agreement of workforce and Trade Unions and Council Members to final proposals</b></li> <li><b>Consider a bid to national government</b></li> </ol>	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p> <p>Resources Portfolio Risk</p>	7

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					<b>10. Project is monitored and reviewed to timetable.</b> <b>11. Updated Scrutiny on the process</b> <b>12. 2008/09 budget includes additional funding</b> <b>13. Senior management job evaluation has been undertaken and its calibration with NJC scheme</b> <b>14. Equality Impact Assessment of current proposed pay and grading structures undertaken</b>		<b>for dispensation to capitalise back pay if appropriate</b> <b>11. Introduce systematic support mechanisms for managers and staff (e.g. job re-design)</b> <b>12. Revise re-deployment policy to include re-skilling and ensure appropriate resources are made available</b>		
6.	10	Failure to deliver housing 'growth' target.  (raised June 06) Updated description May 2007, description amended Sept 2007).	STRAT REP FIN	9	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 to fund Housing Growth Initiatives 4. Supportive Development Planning and Framework Control processes in place 5. Extensive involvement in Regional Planning activity. <b>6. Established Integrated Housing Project</b>	7	1. Continue to seek local / political support <b>2. Work with partners to develop an approach</b> <b>3. Complete LDF documents to secure policy framework for future development</b> <b>4. Adopt and progress Integrated Housing Project</b> <b>5. Seek further funding for infrastructure / development e.g. Greyhound link</b> <b>6. Action Plan in place for temporary accommodation with monthly monitoring via Communities and</b>	Corporate Director Environment & Regeneration and Corporate Director ACC  Cabinet Members: Stephen Bentley and Eric Carter and Jacqui Seymour  E&R Portfolio Risk	ALL

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					7. <b>Cabinet have confirmed support for the level of growth recommended by the West Midlands Regional Assembly as part of the phase 2 revision of the Regional Spatial Strategy</b>		<b>Local Government (CLG) – however, potentially high risk in view of the current market conditions</b> 7. <b>Discussions with CLG and HACA are planned</b> 8. <b>£14m for affordable housing has been agreed over the next 3 years to be delivered by Integrated Housing Project</b> 9. <b>Recruit to HoS Economic Development post</b>		
7.	6	Insufficient financial resources (both Internal and External) in the medium term to deliver services, priorities and ambitions  (raised June 06, amended Sept 06 Description amended Sept 2007 )	FIN REP STRAT	9	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. <b>Developed and implemented programme of corporate projects / work streams designed to identify significant savings through e.g.</b>	7	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. <b>Identify and allocate adequate resource to deliver project outcomes</b>	Corporate Director Resources  Cabinet Member: Adrian Lawrence  Resources Portfolio Risk	ALL

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					<p><b>alternative service delivery models, business transformation and pursuit of additional external funding</b></p> <p>5. Received positive RSG settlement for 2008/09</p> <p>6. Secured specific growth funding from Government.</p> <p>7. VfM scrutiny group to provide challenge</p> <p>8. Joint working with other "like" Local Authorities</p> <p>9. Lobbying strategy and 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>				
8.	31	<p>Failure to <b>implement</b> Infra-Structure Project on time, within budget :</p> <ul style="list-style-type: none"> <li>• <b>Impacts on</b> Business Transformation Programme</li> <li>• <b>Impacts on</b> the development of</li> </ul>	OP REP FIN STRAT PEO INFO	9	<p>1. Project Team in place</p> <p>2. Project Board in place with effective governance arrangements including reporting to TTG Board</p> <p>3. Project Plan being finalised</p> <p>4. Money has been earmarked from</p>	7	<p>1. Implementing new governance arrangements</p> <p>2. Project team <b>are working alongside DELL</b> to ensure delivery of the Infrastructure is completed in 2008 and a success</p>	<p>Corporate Director Resources</p> <p>Cabinet Member: Adrian Lawrence</p>	ALL

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		<p>key systems in the council</p> <ul style="list-style-type: none"> <li>• <b>Impacts on the ability to deliver continuity across the council</b></li> <li>• <b>Impacts on Revenues and Benefits ability to deliver front line services</b></li> </ul> <p>(Raised Sept 07 description amended May 2008)</p>			<p>Business Transformation Programme and Spend has been agreed by Cabinet</p> <p>5. Cabinet Member Resources will be kept updated</p> <p><b>6. Infrastructure Project Contract now awarded to Dell – 12 month implementation period will now commence</b></p> <p><b>7. HoS currently reviewing the DELL proposals</b></p>			Resources Portfolio Risk	
9.	23	<p>Failure to deliver an effective waste disposal service</p> <p>(Raised Sept 06)</p>	FIN REP STRAT	9	<p>1. Effective waste collection system with high levels of re-cycling and general public support</p> <p>2. Monitoring of performance</p> <p>3. Waste Disposal Project Team and Project Board in place to consider long term disposal issues.</p> <p>4. Long term Procurement process is underway and progressing</p> <p><b>5. External advisors have been brought in to support the procurement process</b></p>	7	<p>1. Identify funding to deliver the project</p> <p>2. Continue to consider partnership options</p> <p>3. Options will be presented to Members</p> <p>4. Continue to support and promote minimisation, re-use and re-cycling of waste</p>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Member: Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	3

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
10.	4	Death or serious harm or neglect of a vulnerable child or adult (Breach of duty of care)  (raised June 06)	OP STRAT FIN REP LEG	9	<b>ACC Controls</b> <ol style="list-style-type: none"> <li>1. Key Staff trained and in place with on-going additional Adult protection training and now fully staffed in Protection of Vulnerable Adults Unit (POVA unit.)</li> <li>2. Inspection and Contract compliance (CSCI and BTW)</li> <li>3. Protection of Vulnerable Adults trend monitoring incorporated into Quarterly Performance Board.</li> <li>4. Restructure in ACC strengthens focus in this area.</li> <li>5. Review of Social Work / recruitment and retention is underway via benchmarking with Family Group and Community Care Review</li> <li>6. Commenced sharing of intelligence in two-way link with CSCI – protocol agreed with CSCI.</li> <li>7. Re-thinking Community Care work stream launched, linking to business transformation.</li> <li>8. Increased capacity in the Contract</li> </ol>	7	<ol style="list-style-type: none"> <li>1. Review systems once outstanding post in Contract Compliance is filled</li> <li>2. Further develop MOSS platform for the sharing of information.</li> <li>3. Recruitment of admin support for the POVA process is underway</li> <li>4. 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</li> </ol>	Corporate Directors Adult and Consumer Care and Children & Young People  Cabinet Members: Stephen Burrell and Jacqui Seymour  ACC Portfolio Risk and CYP Portfolio Risk	2,5

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
					<p>Compliance – one post outstanding</p> <p><b>CYP Controls</b></p> <p>9. Child Protection Procedures</p> <p>10. Effective Local Safeguarding Board.</p> <p>11. Strong performance measures.</p> <p><b>Shared ACC/ CYP Controls</b></p> <p>12. Assessment and Care Management in place.</p> <p>13. Clear management accountability.</p> <p>14. Audit and evaluation of practise and records</p> <p>15. Clear contact points for public and partners.</p> <p>16. Joint protocols with partners.</p> <p>17. Implementation of new computer system in C&amp;YP includes sharing of information with ACC and Emergency Duty Team has access to both</p> <p>18. Ongoing evaluation of the impact of the new computer system in C&amp;YP on information sharing with ACC</p>				

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
11.	8	<p>Failure to <b>effectively</b> transform the Town Centre</p> <p>(raised June 06, description amended Jan 07, description amended September 2007 <b>and May 2008</b>)</p>	OP REP STRAT FIN	9	<ol style="list-style-type: none"> <li>1. <b>Town Centre Project Board and Project Team in place working with EP / AWM.</b></li> <li>2. <b>Transforming Telford. is the lead delivery vehicle for the Southwater Core Project</b></li> <li>3. <b>Quarterly monitoring of Transforming Telford performance to Cabinet</b></li> <li>4. <b>Established priority within T&amp;W and Partners.</b></li> <li>5. <b>Supportive planning framework</b></li> <li>6. <b>New Owners of the Town Centre Shopping Development have made significant proposals for the Town Centre which have been positively received by the public</b></li> <li>7. <b>Established Planning Project Team within T&amp;W to manage the Hark/Apollo application</b></li> <li>8. <b>Key targets and actions in priority Plan which will be monitored four times per year</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. <b>Project Management and support resources are being established</b></li> <li>2. <b>Scrutiny management Board to review Transforming Telford performance in 2008</b></li> <li>3. <b>Challenge the Regional Spatial Strategy (RSS) retail/office allocations for Telford</b></li> <li>4. <b>Final draft of Central Telford Area Action Plan (CTAAP) to be approved by Cabinet</b></li> <li>5. <b>Project Plan with actions / timetable to be developed and monitored by Project Board</b></li> <li>6. <b>Secure infrastructure funding from partners/CIL</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,2,5,6

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12.	9	Failure to regenerate South Telford  (raised June 06)	OP REP STRAT FIN	9	<ol style="list-style-type: none"> <li><b>1. Delivery role is undertaken by Transforming Telford with Partnership Board and monitoring in place</b></li> <li><b>2. Established South Telford as a priority within Regional Housing Strategy.</b></li> <li><b>3. Support within Regional Housing Board.</b></li> <li><b>4. EP support secured for Woodside</b></li> <li><b>5. Set up Integrated Housing Project</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Secure longer term Funding.</li> <li>2. Continue Regional / National lobbying</li> <li><b>3. Develop and promote Housing Prospectus with key partners through the Integrated Housing Project</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,2,3,4,5,6
13.	11	Failure to retain / attract investment to provide the skills and jobs to meet the growing local needs.  (raised June 06) Updated description May 2007	STRAT REP FIN	9	<ol style="list-style-type: none"> <li>1. Economic Development Strategy (EDS) in place.</li> <li>2. Transforming Telford now incorporated and focused on delivering the EDS</li> <li>3. On-going effective monitoring of Transforming Telford performance.</li> <li><b>4. Effective engagement with key partners such as AWM, EP, LSC and the Business Community via LSP</b></li> <li><b>5. National lobbying activity.</b></li> <li><b>6. Work within City Region on skills agenda.</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Focus on key projects to deliver priority outcomes</li> <li>2. Consolidation is underway of the 'client' role in T&amp;W for Transforming Telford.</li> <li><b>3. Continue to secure additional funding e.g. from AWM, EP and LSC</b></li> <li><b>4. Ensure appropriate representation within regional structures</b></li> <li><b>5. Effective contribution to emerging SIRS (Single Integrated Regional Strategy)</b></li> </ol>	<p>Corporate Director Environment &amp; Regeneration</p> <p>Cabinet Member: Eric Carter</p> <p>E&amp;R Portfolio Risk</p>	1,6

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
14.	14	Major breakdown in Community relations and cohesion  (raised June 06)	OP REP PEO STRAT POL FIN	9	<ol style="list-style-type: none"> <li>1. Effective Race, Equality and Diversity (RED) Partnership.</li> <li>2. Connecting Communities Partnership.</li> <li>3. Established Equalities team.</li> <li>4. Diversity training delivered across 3000 staff of LSP.</li> <li>5. Leadership from Leader, Cabinet, Chief Executive and Directors.</li> <li>6. Clear communication structures in place with Partners and the Community</li> <li>7. Liaising with Police on sharing of information.</li> <li>8. <b>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.</b></li> <li>9. <b>Position statement on Community Cohesion developed.</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Target specific multi-agency training <b>on Community Cohesion</b></li> <li>2. On-going development of Equalities Board Work Programme – reporting to Directors <b>on a quarterly basis</b></li> </ol>	<p>Corporate Director Community Services</p> <p>Cabinet Member: Denis Allen</p> <p>CS Portfolio Risk</p>	1,2,4,5,7

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
15.	26	Failure to deliver a financially viable Rail Freight project  (Raised Jan 07) Updated description May 07	REP STRAT FIN	9	<ol style="list-style-type: none"> <li>1. Project Team in place with Project Board and governance structures in place.</li> <li>2. Strong project management to manage costs and timetable.</li> <li>3. <b>Financial support from EP and ERDF</b></li> <li>4. <b>Project Plan is established and reviewed regularly</b></li> <li>5. <b>Cabinet approval for project is in place</b></li> </ol>	7	<ol style="list-style-type: none"> <li>1. Continue to undertake risk assessments at every key stage within the project</li> <li>2. Continue to lobby for support from Government Departments and various agencies</li> <li>3. <b>Reviewing Options to deliver the project</b></li> <li>4. <b>Continue to press for funding contributions as set out in Cabinet Report</b></li> <li>5. <b>Maintain dialogue with the preferred operator</b></li> </ol>	<p>Corporate Director Environment and Regeneration</p> <p>Cabinet Members: Eric Carter and Stephen Bentley</p> <p>E&amp;R Portfolio Risk</p>	ALL
16.	2	Failure to deliver all elements of the Building Schools for the Future Programme to re-develop schools for the Borough <ul style="list-style-type: none"> <li>• Potential significant financial shortfalls to fund:               <ul style="list-style-type: none"> <li>- Secondary</li> <li>- Primary</li> <li>- Leisure</li> <li>- Community Usage</li> <li>- ICT</li> </ul> </li> </ul>	OP STRAT FIN REP	9	<ol style="list-style-type: none"> <li>1. Confidence of the Government</li> <li>2. Clear vision, agreed with the Schools and Governors.</li> <li>3. Building in capacity to deliver</li> <li>4. Financial Resources set aside</li> <li>5. BSF Project Team and Board in place</li> <li>6. Programme Risks are identified and being managed</li> <li>7. Directors have approved the 'thin' LEP</li> <li>8. Strategy for Change Part 1 has been</li> </ol>	7	<ol style="list-style-type: none"> <li>1. On-going detailed planning</li> <li>2. Agree School improvement Strategy with Office of the Schools Commissioner</li> <li>3. <b>Awaiting approval of SfC 2</b></li> <li>4. <b>Outline Business Case (OBC) is progressing well and the aim is to submit in Sept 2008.</b></li> </ol>	<p>Corporate Director Children &amp; Young People</p> <p>Cabinet Member: Stephen Burrell</p> <p>CYP Portfolio Risk</p>	1,2,6

Risk ID	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, description amended Jan 07 and Sept 2007)			<p><b>formally</b> approved</p> <p>9. Strategy for Change Part 2 has been <b>re-</b>submitted.</p> <p>10. Stuart Davidson appointed to take a lead in the project for Community Services</p>				
17.	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"> <li>• Failure to identify clear priorities</li> <li>• Failure to allocate appropriate staffing and financial resources</li> <li>• Failure to implement effective project management</li> <li>• Issues with recruitment and retention of key managers.</li> <li>• Failure to implement robust governance and accountability arrangements</li> </ul> <p>(raised June 06,</p>	STRAT REP FIN OP PEO	9	<p>1. Effectiveness of Cabinet and Corporate Management Team</p> <p>2. Budget strategy and funding proposals 2008/09</p> <p>3. Projects are run to the principles of Prince 2</p> <p>4. Trained Project Managers within the Organisation</p> <p>5. Competitive salaries at Senior Levels.</p> <p>6. Suite of HR policies including recruitment policy</p> <p>7. Recruitment of Interim staff for key posts</p> <p>8. People Strategy in place</p> <p>9. <b>Priority Plans have been endorsed by all Portfolios and agreed by Cabinet (12<sup>th</sup> May 2008) – these all have details of actions as well as resources identified in them.</b></p> <p>10. <b>Actions and lessons learnt from Major</b></p>	7	<p><b>1. Deliver actions identified in Priority Plans and identify and seek additional external funding where this has been shown as a need</b></p> <p>2. Establish effective and robust governance structure for all projects which demonstrates accountability</p> <p>3. Create greater opportunities for career progression within T&amp;W, talent spotting etc.</p>	<p>Chief Executive</p> <p>Leader: Andrew Eade</p>	ALL

Risk ID	Risk No	Strategic Risk Description	Risk Category	Gross Score	Key Controls	Residual Score	Further Actions Required and Timescales	Risk Owner	Corporate Ambitions
		description amended January 2008)			<b>Projects Master Class are being implemented</b> 11. <b>Workforce Development Strategy complete</b>				
18.	35 New Risk	Outcome of Sub National review of economic development and regeneration adversely impacts on T&W	REP OP STRAT FIN	7	1. Regional Forum of Leaders on which Andrew Eade represents T&W 2. Steve Wellings is on a number of key task groups of Chief Executives who are working on this and we are therefore in a position to influence the outcome 3. We are contributing at a regional and local level to the current consultation document – closing date June 2008.	7	1. Continue to ensure the regional structures are fit for purpose 2. Continue to exert influence on the outcomes. 3. Continue to provide information to inform the development process to ensure that the transition is orderly and effective	Chief Executive  Leader: Andrew Eade and Cabinet Member: Eric Carter	ALL

Key to Risk Categories:

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

## Deleted Risks:

Risk	Reason for deletion	Date of Deletion
<b>Failure to achieve major transport investment impacts on:</b> <ul style="list-style-type: none"> <li>• Town Centre development</li> <li>• Housing Growth</li> <li>• Regeneration of South Telford</li> <li>• Ability to attract investment and jobs to the area</li> <li>• Inhibits mobility within the borough</li> </ul>	<b>Now covered in actions of risks 8, 9 and 10.</b>	<b>May 2008</b>
<b>Jigsaw fails to deliver the required outcomes for Children &amp; Young People</b>	<b>Controls now implemented and operating so residual risk score has reduced. Not now considered as a key strategic risk.</b>	<b>May 2008</b>