

	Risk and Risk Owner	Implications	What are we doing to manage the risk? (Controls)	Further Actions (if any required)
1	<p><b>Failure to match available resources (both financial, people and assets) with statutory obligations, agreed priorities and service standards.</b></p> <p><b><u>Risk Owner</u></b> <b>SMT – MD and CFO</b></p>	<p>This situation reflects :</p> <ul style="list-style-type: none"> <li>• The impacts on local families and businesses of the recession and subsequent measures to cut the government's funding deficit which impact directly on them (rising taxation, benefits cuts, etc.)</li> <li>• Significant cuts to public sector funding for the Council (very front end loaded) and other public sector bodies in the area.</li> <li>• Increasing demands on public services.</li> <li>• A radically changing government policy agenda.</li> </ul> <p>This could have widespread impacts including :</p> <ul style="list-style-type: none"> <li>• The pressure on and safety of services provided; we particularly need to be aware of those delivered for vulnerable children and adults.</li> <li>• Delivery of the members co-operative priorities and ambitions on behalf of the local community</li> <li>• Ability to hold adequate one-off balances for unforeseen events.</li> </ul>	<ol style="list-style-type: none"> <li>1. Rigorous planning and monitoring through S&amp;FPG, SMT and Policy Review Group.</li> <li>2. Savings programme, service reviews and restructuring</li> <li>3. Rationalisation of council assets &amp; accommodation</li> <li>4. Rigorous monitoring of capital receipts realisation and impact on the budget</li> <li>5. Review of reserves and balances against risk exposure and available contingency.</li> <li>6. Safeguarding Cost Improvement Plan</li> <li>7. Commercial Enterprise Manager appointed so taking forward projects to assist in the generations of additional resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Commence work on 2014/15 and 2015/16 budgets and savings proposals in Summer 2013.</li> <li>2. Lobbying as part of the Fair Deal for T&amp;W Campaign</li> </ol>

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2.	<p><b>Death or serious harm of a vulnerable child or vulnerable adult (Breach of duty of care)</b></p> <p><b><u>Risk Owner</u></b>  <b>DCS / DASS</b>  <b>Children's Safeguarding Board</b>  <b>Adult's Safeguarding Board</b></p>	<p>Serious case review identifies serious shortfalls in protection and safeguarding practises.</p>	<ol style="list-style-type: none"> <li>1. Safeguarding Boards scrutinise performance and call partners to account as needed.</li> <li>2. Work to national inspection standards and respond to actions required from inspections.</li> <li>3. Children's Safeguarding - Systematic quality assurance role for all managers from frontline team manager through to DCS.</li> <li>4. Adult safeguarding – multi-agency strategy agreed and regional procedures are now operational.</li> <li>5. Deleted the £1.7m savings target in 2013/14 budget.</li> <li>6. Input £0.6m growth into the 2013/14 budget.</li> <li>7. Created a contingency of £1.3m to be controlled by Cabinet.</li> </ol>	<ol style="list-style-type: none"> <li>1. Deliver cost improvement plan as agreed with members for Children's and Family Services.</li> </ol>

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3.	<p><b>Managing the impact of significant organisational and culture change</b></p> <p><b>Risk Owner</b>  <b>SMT</b>  <b>Chief Financial Officer</b>  <b>Monitoring Officer</b></p>	<ol style="list-style-type: none"> <li>1. Potential weakening of the governance arrangements</li> <li>2. Increased levels of absenteeism and staff turnover</li> <li>3. Employee demotivation</li> <li>4. Loss of service delivery performance and exposure to increased levels of risk in key areas.</li> <li>5. Increased manifestation of stress</li> <li>6. The Council operating illegally</li> <li>7. The Council operating contrary to the constitution</li> <li>8. Data security breach, inappropriate data sharing and poor data quality</li> <li>9. Adverse publicity and reduced reputation/trust</li> </ol>	<ol style="list-style-type: none"> <li>1. Engagement and communication with all staff through structured sessions including the Employee Commission and interactive sessions with Cabinet to support Co-operative working</li> <li>2. Regular meetings with Trade Union representatives.</li> <li>3. Loss of service delivery performance and risk exposure monitored through SMT.</li> <li>4. Constitution – assurance by AD's, Finance, Legal, Internal Audit and external reviews (i.e. External audit and government bodies)</li> <li>5. All decision making reports must have a professional legal and financial comment included</li> <li>6. Transparency</li> <li>7. Codes of conduct</li> <li>8. Corporate Information Security Policy</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the Co-operative Workforce Settlement and Delivery Plan</li> </ol>

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4.	<p><b>Decline in the Health &amp; Well Being of the borough due to the economic climate and welfare reforms</b></p> <p><b><u>Risk Owner</u></b>  <b>MD/AD Development, Business, and Housing</b></p>	<ol style="list-style-type: none"> <li>1. Impact on prosperity, health, welfare and quality of environment for local residents.</li> <li>2. Impacting on local quality of life</li> <li>3. The potential to increase demand for specific council services, reduce income and restrict investment returns.</li> <li>4. The impact could significantly undermine the Council's ability to deliver its objectives.</li> <li>5. Serious risks for the local community in terms of unemployment, business failure and failure to secure investment in the local economy</li> </ol>	<ol style="list-style-type: none"> <li>1. Council has adopted a business supporting, business winning approach that will provide a joined up, business facing service that provides the conditions to enable businesses to start up, expand and to attract new investors</li> <li>2. Destination Telford Programme promoting Telford in partnership as destination of choice for investors as well as visitors and residents. Programme including focus on maximising the benefits to the Borough from major investment opportunities e.g. JLR, working effectively with key partners e.g. UKTI to promote Borough</li> <li>3. Provision of dedicated Business &amp; Planning First Point providing a one stop shop for all business, planning and property inquiries from the Wellington Civic Office</li> <li>4. Adoption of Business &amp; Development Charter which pledges to provide a timely, responsive, streamlined planning service including free pre application planning advice, validation within 3 days and cost certainty</li> </ol>	<ol style="list-style-type: none"> <li>1. Maximise the opportunities from EU, National and LEP related funding opportunities working within and across LEP areas to ensure Borough priorities for improvements to transport infrastructure, investment and business support are promoted nationally</li> <li>2. Act on the findings of the Employer Skills Survey to ensure a match between skills provision and employer's needs and working with partners to address issues of employability and promote take up of Apprenticeship and Traineeships to support young people into local employment.</li> <li>3. Crisis support fund in place to be administered by the Benefits Service for</li> </ol>

			<p>regarding planning obligations with a commitment to complete S106 agreements within 6 weeks of planning approval.</p> <p>5. Through stewardship agreement with HCA TWC are marketing and leading on disposal of all public sector employment land providing a responsive property and land service which recognises the varying needs of business, offers flexible financial terms and an open approach to investors requirements</p> <p>6. Work closely with the Telford Business Board and professional business networks to provide support and deliver on business issues such as improving local procurement opportunities and supporting business respond to impact of welfare reform</p> <p>7. Through the TWC Business Support Team working effectively with Business Network partners and agencies, ensure that all 4,500 businesses in the Borough receive support tailored to their needs and receive a coordinated and business focussed service from all parts of the Council</p>	<p>those in most need.</p>
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5	<p><b>Managing the impact of change in partner organisations.</b></p> <p><b><u>Risk Owner</u> - SMT</b></p>	<ol style="list-style-type: none"> <li>1. Deterioration of partnership working.</li> <li>2. Government's NHS structure changes, education reform, Police and Fire services restructures, DWP changes and the impact on housing and council tax benefit and funding cuts across all public sector organisations.</li> <li>3. Failure to join up services for the benefit of local people</li> <li>4. Reduced efficiencies / reduced services</li> <li>5. Increased exposure of vulnerable adults and children.</li> <li>6. Local Enterprise Partnership (LEP) – not working properly could lead to a potential loss of funding from the region and nationally.</li> </ol>	<ol style="list-style-type: none"> <li>1. LSP Executive</li> <li>2. Maintaining communication channels with appropriate senior executives</li> <li>3. Health &amp; Wellbeing Board in place.</li> <li>4. Co-operative Commission</li> <li>5. Local Council tax benefits scheme agreed 22/11/12</li> </ol>	<ol style="list-style-type: none"> <li>1. LEP strategy to be agreed to ensure all opportunities are pursued.</li> </ol>

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6	<p><b>Major Emergency or significant business interruption affecting ability to provide priority services</b>  <b>Risk Owner – SMT AD's – Law, Democracy &amp; Public Protection/ Customer &amp; People Services</b></p>	<ol style="list-style-type: none"> <li>1. Emergency events such as landslip and flooding in the Gorge, prolonged ICT failure and loss of major utilities impacts on the Council's ability to provide priority services which ultimately could lead to significant risk to human life and the environment.</li> <li>2. Diversion of staff away from frontline services to respond to the emergency.</li> <li>3. Legal implications – statutory requirement to have plans in place to respond. CCA 2004.</li> <li>4. Financial implications of response to an emergency</li> <li>5. Impact on the council's reputation.</li> <li>6. From 1/4/13 Public Health joins the Local authority, along with their emergency planning responsibilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintaining appropriate, risk based contingency plans (Civil Resilience Team) which are exercised and reviewed on regular basis.</li> <li>2. Individual Service Delivery Managers are responsible for maintaining their business continuity plan (copied to Civil Resilience Team). These plans would be coordinated corporately and the emergency plan activated if necessary.</li> <li>3. Maintain appropriate levels of trained staff to be able to respond to an emergency.</li> <li>4. Work collaboratively with other LRF partner agencies, maintaining effective working relationships with the relevant bodies.</li> <li>5. ICT controls – Disaster Recovery facilities in place based on Priority Services</li> <li>6. Gorge - Additional funding with conditions received from CLG</li> <li>7. Various exercises have taken place and lessons learnt have been shared and implemented</li> </ol>	<ol style="list-style-type: none"> <li>1. Rigorous maintenance and review of plans on an ongoing basis.</li> <li>2. Work is underway to incorporate Public Health arrangements into existing plans.</li> <li>3. ICT to ensure their Disaster Recovery procedures are fit for purpose.</li> </ol>

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7	<p><b>Failure to generate the assumed level of capital receipts in accordance with the agreed service and financial planning strategy</b></p> <p><b>Risk Owner – AD – Development, Business and Housing; AD Planning Specialist; AD –Law, Democracy &amp; Public Protection</b></p>	<ol style="list-style-type: none"> <li>1. Financial implications for the Council</li> <li>2. Impact on strategies and plans for the area</li> </ol>	<ol style="list-style-type: none"> <li>1. Specialist legal advice</li> <li>2. Cabinet Members regularly briefed</li> <li>3. Regular financial monitoring</li> <li>4. If necessary contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be prepared.</li> <li>5. Have reduced the requirement from £114m down to £80m.</li> </ol>	<ol style="list-style-type: none"> <li>1. Obtain further advice when required from appropriate legal specialists</li> <li>2. Respond to any requests from Court or Planning appeals processes.</li> <li>3. Looking for additional capital receipts to support the programme and budget.</li> </ol>

**Risks of a strategic nature that are being managed through appropriate significant projects**

1. Building Schools for the Future
2. Waste Procurement
3. Single Status
4. Town Centre
5. Health reforms including the transfer of public health
6. Strengthening Families
7. Adult Social Care – preparation for and implementation of the requirements of the Care & Support Bill
8. Commercial project for additional income generation