

Agenda Item No: 9.6 **Report No:** 52/15

Report Title: Risk Management – Annual Report to Cabinet

Report To: Cabinet **Date:** 19 March 2015

Lead Councillor: Councillor Andy Smith

Ward(s) Affected: All

Report By: Alan Osborne, Director of Corporate Services

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Purpose of Report:

To present the annual report on risk management confirming the Council's Risk Management Strategy and the strategic risks faced by the Council.

Officers Recommendation(s):

That Cabinet:

- 1 Receives and endorses the annual report on risk management, and notes the Council's Risk Management Strategy (Appendix 1).
 - 2 Notes the strategic risks identified by the Corporate Management Team (CMT) and the associated mitigating controls (Appendix 2).
 - 3 Notes the action plan for the coming year (Appendix 3).
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Reasons for Recommendations

- 1 The Council is committed to the proper management of risk. This report forms part of the annual reporting cycle on risk as set out in the Risk Management Strategy, and proceeds to the Audit and Standards Committee after being endorsed by Cabinet. This report is also one of the key elements in the Council's submissions to the external auditor, BDO, and will provide data for the Annual Governance Statement (AGS).

Introduction to Risk Management

- 2 Risk management is about using common sense to take effective action to prevent or limit the impact of risks so as to help the Council meet its priorities and deliver services effectively. In September 2003 Cabinet adopted a Risk Management

Strategy that sets out the responsibilities for risk management at the Council, and which is supported by a framework of procedures and guidance for the assessment of risks and the development of mitigating controls.

- 3 The Risk Management Strategy includes provision for an annual review of the strategy by CMT. The strategy was reviewed in February 2015 and has been updated with minor changes to reflect opportunities associated with risks (see Appendix 1).
- 4 To support this strategy the Council has a standard approach for assessing risk which is applied to service planning, the management of major projects and decision making. The methodology has been updated to reflect the need to manage the different aspects of the uncertainty that is inevitable when making changes in how the Council works and taking new approaches to regeneration and investment. The methodology now recognises both the uncertainty that could have an adverse impact leading to loss, harm or damage (ie a risk) and the uncertainty that could have a positive effect leading to benefits or rewards (ie an opportunity).

Strategic risks

- 5 Strategic risks are those that are likely to have a significant impact across the Council, in that if they occur they are likely to prevent it from achieving its strategic objectives.
- 6 The compilation of a Strategic Risk Register provides evidence of a risk aware and risk managed organisation. Generally, the register reflects the risks that will be common to comparable local authorities in this current period of change and financial challenge for Local Government.
- 7 Appendix 2 shows the strategic risk register that has been compiled by CMT for the year 2015/16. This register shows the:
 - Risk ranking - the order of importance that is placed on each strategic risk.
 - Council priorities which are relevant to the risk.
 - High level description of the risk and the officer/s who are responsible for monitoring the risk and managing its mitigation.
 - Detailed background to the risk and the likely risk scenario if it is not mitigated.
 - Mitigating controls that are put in place to reduce the risk or prevent it from occurring.
- 8 CMT is responsible for ensuring that the strategic risks have mitigating controls in place. It should be noted that the Council is entering into the delivery stage of two major commercial partnerships which seek to increase regeneration and affordable housing and will last for five to ten years. These are shown as the 49 sites and North Street Quarter in Appendix 2. Both these projects have been undertaken to address specific risks that the authority faces. Without them there is a risk that affordable housing targets will not be achieved and key opportunities for regeneration will not be created. The 49 sites project will also help the Council's finances through the potential to generate a financial return and dispose of the maintenance liability of underperforming assets.
- 9 For 2015/16 CMT will be reviewing the strategic risks of the Council on a quarterly basis. Any new risks identified will be reported to Cabinet.

Training

- 10** The Council's insurers Zurich Municipal provide the Council with an annual allowance of £6,000 for risk management support. A key element of the Council's risk management strategy is the provision of training. This includes training for councillors and senior managers so that they can consider the implications of risks and opportunities in their work for the Council. Zurich Municipal will be undertaking a workshop with Cabinet Members, the Leader of the Opposition, Committee Chairs and CMT to support their roles in considering risk.

Financial Appraisal

- 11** There are no financial implications arising from the recommendations to this report other than those already contained within existing budgets. However, if a strategic risk is not subject to effective mitigation there could be significant financial impact on the Council.

Equalities Screening

- 12** An equalities impact assessment is not considered necessary because the report is seeking endorsement of risk arrangements at the Council including the strategic risks identified by CMT.

Risk Management Implications

- 13** If the Council does not have an effective risk management framework that is subject to proper oversight by Councillors it will not be able to demonstrate that it has in place adequate means to safeguard Council assets and services, and it could be subject to criticism from the Council's external auditor or the public.

Legal Implications

- 14** There are no direct legal implications arising from this report.

Sustainability Implications

- 15** I have not completed the Sustainability Implications Questionnaire as there are no significant effects as a result of these recommendations.

Background Papers

None

Appendices

Appendix 1: Lewes District Council – Risk Management Strategy

Appendix 2: Lewes District Council –Strategic Risk Register for 2015/16

Appendix 3: Action Plan for risk management for the year ahead.

Appendix 1

LEWES DISTRICT COUNCIL - RISK MANAGEMENT STRATEGY

1.0 Policy

- 1.1 We define risk as uncertainty that could have a detrimental impact on the achievement of the Council's objectives or service delivery. Uncertainty that could have a positive effect is an opportunity.
- 1.2 The appraisal and management of risk and opportunity will be part of our business planning and project management.
- 1.3 We will use risk management to promote innovation, and work proactively with stakeholders to minimise risks and maximise the opportunities associated with project and service decisions.

2.0 Organisation

- 2.1 This risk management strategy will be subject to approval by the Cabinet.
- 2.2 The Chief Executive is responsible for risk management. The Corporate Management Team (CMT) will support the Chief Executive in assessing and mitigating risks likely to have a significant impact on the achievement of the Council's objectives.
- 2.3 Heads of Service will implement risk management within their services and ensure that;
 - annual service plans contain an appraisal of risks to service delivery
 - managers carry out risk assessments as a routine part of service planning and project management activities
 - managers put in place appropriate controls to mitigate risks
 - managers will notify the Director of Finance of any significant risks that will require additional insurance and/or financing measures
- 2.4 The Head of Audit, Fraud and Procurement is responsible for providing advice and guidance and coordinating the Council's approach to risk management. Internal Audit is

responsible for monitoring the implementation and effectiveness of this risk management strategy and for reviewing compliance with controls introduced by CMT and their managers to manage risks.

- 2.5 The Audit and Standards Committee is responsible for reviewing the effectiveness of the systems and processes in place for managing risk, and can make recommendations to Cabinet if changes are needed to improve risk management.
- 2.6 Cabinet is responsible for considering overall risk and receives the annual report on risk management that includes the strategic risks of the Council. The Portfolio Holder for Corporate Services has responsibility for risk management.

3.0 Arrangements

- 3.1 Annual service plans support achievement of the Council Plan. Service plans will include an assessment of risk which will be reviewed and updated by service managers.
- 3.2 Reports to Cabinet will include risk management implications.
- 3.3 Risk management training will be provided to senior managers with the aim of ensuring that they have the skills necessary to identify, appraise and control the risks and opportunities associated with the services they provide. Councillors will receive training/information on risk management so that they can consider the implications of risks and opportunities in their work for the Council.
- 3.4 Project managers will be responsible for appraising risks and opportunities associated with their projects and make provision for dealing with them.
- 3.5 This strategy will be communicated to Councillors and staff via the website and will be reviewed annually by CMT.

February 2015

Appendix 2: Lewes District Council – Strategic Risk Register 2015/16

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
1	✓	✓	✓	Loss of IT services Head of IT	Long or short term loss of IT and telephone systems through equipment failure, loss of key premises, and data corruption or loss.	<p>Partial mitigation through:</p> <ul style="list-style-type: none"> • preventative measures including effective security, fire prevention, and alarm systems for water ingress and overheating, • server virtualisation & improved back-up facilities providing additional resilience and redundancy (ie. failsafe capability) above and beyond what already exists, • introduction of new network infrastructure to prevent network outages providing resilience and redundancy for IT users at all LDC sites, • providing resilience and redundancy for remote workers connected to our IT systems, • Wide area network now joined into a Public Service Network (PSN) compliant network service, and • telephony to a hosted Voice Over Internet Protocol (VOIP) service, with Survivable Remote Site Telephony (SRST) capability. <p>Larger satellite sites e.g. Fort Road & Robinson Rd offices now incorporated to have equivalent resilience to Southover House. Smaller satellites will still continue to have a slightly higher risk profile than Southover House but much has been done in network infrastructure to provide increased resilience.</p> <p>The development of the Council's IT Strategy will also help to inform the future Disaster Recovery requirements.</p>

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
	Customer	Contribution	Saving Money			
2	✓	✓	✓	<p>Failure to achieve transformation of the Council Chief Executive</p>	<p>Inability to adapt and work in new and innovative ways to be more efficient, cost effective and customer focused. High level risks include:</p> <ul style="list-style-type: none"> • Failure to deliver “One District One Council”. • Failure to achieve change in the necessary timescale. • Not having the necessary resource, capacity or skills to deliver the change. • Inability to ensure the right skills, people and employee capacity to meet changing demand for services. Loss of key staff working on corporate priority projects. • Nexus Transformation Programme projects not achieving their desired effect or taking longer for benefits to materialise than expected. • Changes in national, regional and/or local policy or priorities could require changes to or stopping of some or the entire programme. 	<p>Comprehensive change management programme put in place by senior management to deliver our vision “One District, One Council”. includes:</p> <ul style="list-style-type: none"> • Communication - Briefings to managers and staff with cascading of information, updated information on the Council’s intranet. • Engagement – involving public and staff in projects to support chances of programme success. Includes establishment of a Change Champions group to support change processes. • Providing ongoing training for managers building on the Leadership Development Programme. • External human resources brought in to support change. • Succession planning, training and reprioritisation of work. • Investing in staff at time of significant including through training (as above). • Temporary cover when there is a loss of key staff. • Strong governance arrangements for the Nexus Board including clear arrangement for the management and monitoring of projects. • Monitoring of legislation, policies and priorities, and redirection of Council activities using existing governance arrangements. • Mitigation by a) widespread consultation on making a customer focus model work well for people of Lewes District and b) a programme of staff meetings and discussions and, and good internal communications, as the process of change unfolds.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
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					<p>To support the transformation of the Council a procurement exercise is being undertaken as part of the Nexus Transformation Programme to select a supplier to deliver technology and business change management to implement the Council's Organisational Development Strategy. This is a highly complex project and there is a risk that the selected supplier working with Council officers may fail to deliver these changes. Key risks include the following:</p> <ul style="list-style-type: none"> • Reputational damage to the Council if the project fails to deliver the recurring savings estimated to be £1.2m. Furthermore if the savings are not achieved they will have to be found from other areas of Council activity. • The specification for procurement was not adequate and key requirements missed resulting in additional unaccounted for financial costs for further work by chosen contractor. • Failure to effectively migrate data from old to new systems that are chosen to be included within the specification. • Significant performance dips in responding to customers when new systems are being put in place. • Major IT failure during the migration process. 	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p> <ul style="list-style-type: none"> • Carefully scoped specification which fully takes account of the requirements/ needs of the Council. Adequate staff resources from the supplier and from the Council to be able to effectively implement the new systems being implemented. Monitoring of savings against the baseline budget for 2014/15. • Carefully scoped specification which fully takes account of the requirements/ needs of the Council and identifies system integration requirements. • Clear process agreed with the supplier to effectively migrate data. • Effective monitoring by lead officer/s to prevent performance dips and use of additional staff resources in the event of predicted or actual performance dips. • Carefully scoped specification which fully takes account of the requirements/ needs of The Council. Rigorous oversight and monitoring of the contract in its implementation.

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	Customer	Contribution	Saving Money			
					<ul style="list-style-type: none"> • New systems do not meet the needs of the Council or its customers. • Loss of new homes bonus money if a change of Government after May 2015. • Insufficient staff resources to implement the changes with the selected supplier. • Supplier failure in the implementation phase. • The procurement process fails to attract suitable tenders. 	<ul style="list-style-type: none"> • Carefully scoped specification which fully takes account of the requirements/ needs of the Council and its customers. • This risk is unlikely however in the event that this happens Council reserves or additional borrowing will have to be used to finance the costs of the project. • Key staff allocated to the implementation of the project. Additional external resources brought in the event of a staff shortfall. • Adequate technical and financial vetting during the procurement process. Rigorous oversight and monitoring of the contract in its implementation. • Market consultation process undertaken in January 2015 and feedback from the market taken into account in procurement.
3	✓			Loss of premises Director of Corporate Services	Long term or short term loss of key office buildings or depots due to fire, flood or other damage.	Partial mitigation through preventative measures e.g. fire safety arrangements, planned and responsive maintenance of buildings. If the event occurs then Business Continuity arrangements would be activated to reduce the impact on service delivery.
4	✓	✓		Major incident or emergency affecting the District or Region Director of Service Delivery	Major incident caused by fire, flood or other disaster resulting in homelessness, disruption to Council services and local business community. Major infectious disease outbreak.	Mitigation through the Council's use of emergency powers under the Civil Contingency Act 2004 to provide temporary shelter for displaced residents and using the Council's Business Continuity arrangements to relocate to other buildings to be able to continue delivering key services. Mitigation by implementing the Lewes District Council Emergency Plan and Flu Business Continuity Plan.

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
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5	✓	✓	✓	Failure to achieve the Council's budget realignment target in the Medium Term Finance Strategy Chief Executive	Inability to achieve planned level of efficiency savings or manage the income streams for those areas where government funding and other income has reduced.	Mitigation through effective financial planning, monitoring, forecasting and delivery of efficiencies and savings to meet required target. Balances held at a level which gives the capacity to meet short term demands. The Director of Finance is confident that the 2015/16 target will be delivered. Unlike many councils Lewes District Council has not used any of its New Homes Bonus income stream to fund day to day services. It has however committed this income stream for 2015/16 and 2016/17 to fund investment in technology that will generate £1.2m of efficiency savings. The underlying recurring New Homes Bonus income stream is estimated at £1.4m and would cover the savings target in both 2016/17 and 2017/18 in the worst case scenario, leaving the final £640,000 to be delivered by 31 March 2019.
6	✓		✓	Major failure in financial systems Director of Corporate Services	Loss of key IT financial systems with immediate impact on Council's ability to process priority transactions e.g. payment of benefits, collection of local taxation revenues and payments to precepting authorities.	Mitigation through preventative measures e.g. system security, robust and supported software, training and performance monitoring. Documentation increasingly held electronically, rather than paper (with inherent risk of loss and destruction), and subject to IT continuity arrangements. If the event occurs the Council's Business Continuity arrangements would be activated. For example back up/ historic records would be used to generate payment records which would be processed by other means.

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7	✓		✓	Loss of plant and equipment Director of Service Delivery	Loss, damage, breakdown or theft of vehicles and equipment that are key to the provision of Council services. This risk relates mainly to: <ul style="list-style-type: none"> the vehicle fleet maintained by District Services, and the emergency generator in Southover House which is the responsibility of the Director of Corporate Services. 	Mitigation through effective security, inspection, maintenance, insurance and support arrangements. In addition moving premises/depots at risk of flooding to new locations.
8	✓	✓	✓	Failure of significant contractor Director of Corporate Services (finance, IT and corporate buildings contracts) Director of Service Delivery (planning, recycling and waste, grounds maintenance environment and housing)	Loss of contractor due to insolvency, contractor not meeting contracted service standards or breakdown in the supply chain. Significant contracts include: <ul style="list-style-type: none"> Financial systems IT contracts – in particular Academy Business Systems Wave Leisure Trust Grounds maintenance Council housing maintenance Public convenience cleaning Insurance Electricity and gas Recycling of glass and paper Plant maintenance 	Mitigation through proper set up and monitoring of contracts. If the event occurs then mitigation would be through the emergency appointment of an alternative contractor or, where possible, undertaking the service in house.

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				<p>related contracts)</p> <p>Director of Business Strategy and Development (regeneration related contracts)</p> <p>Assistant Director Corporate Services and Head of Audit, Fraud and Procurement (procurement standards)</p>		
9	✓		✓	Major changes in legislation Chief Executive	Changes in Government policies or legislation creating new or increased demands on Council services, or materially changing service requirements and standards.	<p>Mitigation through:</p> <ul style="list-style-type: none"> • Assistant Director Corporate Services alerting officers in a timely manner. • CMT members flagging up significant changes affecting their services areas for discussion and consideration at CMT. • Staff training in new legislation, monitoring of government proposals for policy changes and reassigning resources to meet new priorities.

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10	✓		✓	<p>Economic factors outside the Council's control Chief Executive takes overall responsibility. Director of Corporate Services (for financial control and services within his remit) Assistant Director of Corporate Services, (for services within her remit)</p>	<p>Changes in national economic climate and/or local demographics affecting demand for Council services.</p> <p>Significant fluctuations in costs of inputs (e.g. fuel) and price of commodities sold (e.g. recyclables).</p> <p>A prolonged period of deflation.</p> <p>Fewer safe havens to invest day to day cash flow.</p>	<p>Mitigation through:</p> <ul style="list-style-type: none"> • The Director of Corporate Services monitoring trends closely and examining possible requests for additional funding. • Holding a healthy level of working balances. Budget monitoring procedures are in place to identify material fluctuations in prices. • CMT members examining alternative arrangements for their services. • Modelling the impact on the Council's Medium Term Budget Outlook including a range of sensitivity tests. • Consider increasing the level of internal funding to reduce the need for cash to be invested. • Consider paying precepts in advance of agreed payment dates. • Model the cost of aiming to be slightly overdrawn on a day to day basis.
11			✓	<p>Governance and regulatory failure Assistant Director Corporate Services</p>	<p>Inability to meet adequate governance standards.</p>	<p>Mitigation through the preventative measures in the Council's Code of Corporate Governance. These include:</p> <ul style="list-style-type: none"> • Internal controls and Internal Audit service. • Audit and Standards and Scrutiny committees. • Risk management and partnership governance arrangements. • Contract and Financial Procedure Rules. • Training and guidance in regulatory requirements, and performance monitoring.

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12	✓			Damage to reputation Assistant Director Corporate Services	Reputational damage from failure to meet statutory duties and service standards, litigation by the Council, actions by councillors and officers which bring the Council into disrepute and failure to deliver contracts e.g. contract for Council to provide services to the South Downs National Park	Mitigation through a range of measures including effective communications, clear codes of conduct for councillors and staff, and performance monitoring.
13	✓	✓		Major project – 49 sites Director of Service Delivery	<p>The Council has tendered to enter into a development agreement with a private sector developer to bring forward a range of Council owned surplus sites for development to provide community benefit, regeneration and financial return. Negotiations are being undertaken to proceed to contract award.</p> <p>With a project of this size and duration there is a risk of reputational damage from failure to meet project objectives and safeguard Council interests; financial risks arising from not achieving planned returns and costs of involvement not representing Value For Money and insufficient capacity to meet project timetables. Key risks include:</p> <ul style="list-style-type: none"> • Failure to sign the development agreement. • Failure to achieve the required level of affordable homes. • The National Park designations act as a planning constraint to the delivery of housing on certain key sites. • Complexity of the planning process could delay receipts from sites. 	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p> <ul style="list-style-type: none"> • Specialist legal support and support from finance and housing experts. • Effective planning and liaison with all parties including the South Downs National Park Authority to identify and address shortfalls, and employ appropriate external resources where necessary. • Effective financial modelling, strong negotiating and detailed legal work to protect the Council's interests.

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					<ul style="list-style-type: none"> The Council cannot afford to pay for new Council homes due to Government changes to the Housing Revenue Account headroom or general fund. The chosen partner/ and or their joint venture partner goes into administration. Adverse reaction to the statutory notice to dispose of each parcel of open space. 	<ul style="list-style-type: none"> Developer to work with stakeholders and adjust designs in response to the challenges. The Council to work closely with the developer to all applications to be agreed with the council before submission Robust Development Agreement to be agreed able to deal with different scenarios Project being flexibly designed to support a range of viability options. Robust project and risk management throughout implementation to ensure constant viability and provide detailed oversight. Thorough communication on the community benefits and full consultation with communities before planning applications are submitted.
14	✓	✓		<p>Major project – North St Quarter Director of Business Strategy and Development</p>	<p>A large site in Lewes by the River Ouse including the former Phoenix Industrial Estate owned by the Santon Group, Lewes District Council and other interested parties. The Council working with the South Downs National Park Authority has produced a Core Strategy which has been formally submitted for examination. The Core Strategy provides for the redevelopment of the North Street area. The Director of Business Strategy and Development is to agree a joint planning application on behalf of the Santon Group and the District Council and has entered into an interim agreement with the Santon Group and then to enter a Joint Venture agreement. With a significant project of this size there is a</p>	<p>Overall mitigation through effective project management and governance, oversight via Nexus arrangements, financial and performance monitoring.</p>

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
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					<p>risk of reputational damage from failure to meet project objectives and safeguard Council interests; financial risks arising from not achieving planned returns and costs of involvement not representing sound Value for Money; insufficient capacity to meet project timetables. Key risks include:</p> <ul style="list-style-type: none"> • Insufficient capacity within the Council to meet requirements for effective governance, professional standards and timely action at key stages in the project with result that the development is delayed. • Loss of control over quality, management and timing of the development with the result that capital receipts are reduced delayed and the Council does not obtain best value for the land assets. • South Downs National Park Authority does not approve the planning application because of local objection, legal challenge or environmental issues and the development is delayed or cancelled as a result. • Development delayed by failure to complete site assembly because of disputes over title, and/or inability to achieve agreements with interested parties. • Employment benefits of the project are not fully realised. • The Council decide not to enter into a joint 	<ul style="list-style-type: none"> • Effective planning and liaison with the project team to identify and address shortfalls, and employ appropriate external resources where necessary. • Effective financial modelling, strong negotiating and detailed legal work to protect the Council's interests. • Developer to work with stakeholders and adjust designs in response to the challenges. The Council to work closely with the developer to ensure that the application is technically sound. • Employ specialist legal resources to resolve questions of title, and consider use of compulsory purchase orders where appropriate. • Regeneration Team to work with existing businesses and the developer on an effective relocation strategy. • The Council has underwritten a proportion of the planning costs

Risk Rank	Council Priorities			Risk and Owner/s	Background and Risk Scenario	Mitigating controls
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					venture with Santon. <ul style="list-style-type: none"> • There is no demand for developers to build on the consented scheme. • Loss of Non Domestic Rates taxbase and a reduction in the level of Lewes District council retained rates income. 	and agreed a capped maximum contribution. <ul style="list-style-type: none"> • A soft market testing will be undertaken to establish the level of developer interest in the scheme. • During the 2015/16 budget round the Scrutiny Committee recommended and Cabinet approved the principle that any net loss of retained rates income arising from a large regeneration project, could be made up by assigning additional New Homes Bonus generated from housing on a former non domestic site.
15	✓	✓	✓	Partnerships All of Corporate Management Team	Reputational damage from failure to achieve partnership objectives and safeguard Council interests; financial risks arising from not achieving planned savings and costs of involvement not representing sound Value for Money; inability to maintain service standards due to conflicting objectives, insufficient capacity, poor management oversight and governance.	Mitigation through effective management oversight, governance and accountability, financial and performance monitoring, establishment of clear objectives.

Council Priorities Key:

Customer = Unswerving commitment to customer service

Contribution = To connect with our workforce and partners to inspire exceptional contribution

Saving Money = To save money and where possible and put money back into our residents' and business pockets where we can

Appendix 3 Action Plan for risk management for the year ahead.

Key Tasks	Timescale	Officer/s responsible
Risk in decision making		
Monitoring of risk assessments in Cabinet reports.	Ongoing	Head of Audit, Fraud and Procurement
Reporting to Audit and Standards Committee		
Updates on risk management to each meeting of the Audit and Standards Committee.	Ongoing	Head of Audit, Fraud and Procurement
Training on risk management		
Refresher training sessions with key managers on risk in their roles.	May 2015	Head of Audit, Fraud and Procurement
Risk training for key Councillors and CMT to be undertaken by Zurich Municipal.	June 2015	Head of Audit, Fraud and Procurement
Recording of risk		
Record service risks on Covalent.	April 2015	Service Managers
Quarterly review of the Council's strategic risks by CMT	Ongoing	CMT
Review of risk arrangements		
Annual review of the Risk Management Strategy.	February 2016	CMT
Annual Risk Management report to Cabinet.	March 2016	Director of Corporate Services