


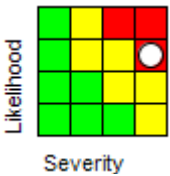
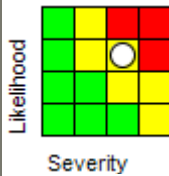



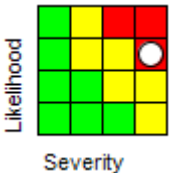
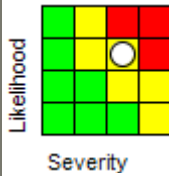
Corporate Risk Register 2018/19

Generated on: 18 July 2018


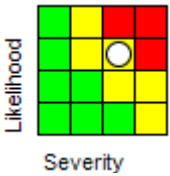
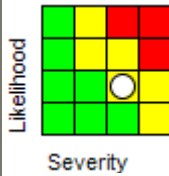
Risk Code	CPR1819 1	Risk Title	Finance	Current Risk Status	
Description of Risk	To ensure that the Council is financially sustainable as an organisation			Assigned To	
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	 <p>Likelihood</p> <p>Severity</p>
Gross Risk Score				Current Risk Score	
Gross Severity				Current Severity	
Gross Likelihood				Current Likelihood	
Gross Risk Review Date				Last Risk Review Date	
Consequences					
Vulnerabilities/causes					
Risk Notes					


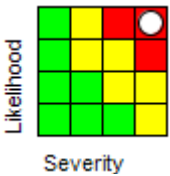
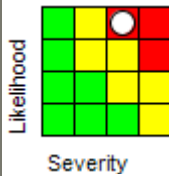
Risk Code	CPR1819 1.1	Risk Title	Funding gaps	Current Risk Status	
Description of Risk				Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented			
Gross Risk Score	12	<p>Medium term financial strategy Quarterly healthcheck</p> <p>Business Rates Collection Reserve - provision of reserve funding to mitigate impact of any changes in business rate income levels</p>	Current Risk Matrix		
Gross Severity	4		Current Risk Score	9	
Gross Likelihood	3		Current Severity	3	
Gross Risk Review Date	16-Mar-2018	<p>Monitoring of the situation / regular reporting A robust & critical review of savings proposals is required / undertaken before inclusion within the forecast</p> <p>Robust management of DFG referrals / funding levels</p>	Last Risk Review Date	16-Mar-2018	
Consequences	<p>Inability to plan long term due to MTFS</p> <p>There is a high risk that this will have a significant effect on the Council's funding level from 2020/21.</p> <p>The main issue seems to be the increased risks associated with those Councils who are borrowing large sums to invest in commercial property activities.</p>				


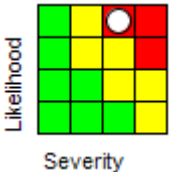
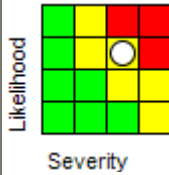
	Shortfall in grant funding / impact on General Fund revenue
Vulnerabilities/causes	<p>Austerity cuts/Major variances to the level of grant/subsidy</p> <p>Business rates retention – 75% retention of business rates collected from 2020/21 rather than 100% as previously planned. Review of the distribution methodology, the 'Fair Funding Review' as well as the planned Business Rates Reset (when a proportion of the growth in business rates achieved since 2013/14 will be redistributed) - both of which will also take effect from 2020/21.</p> <p>Non achievement/delivery of substantial savings Review of the Treasury Management Investment Guidance / Minimum Revenue Provision Guidance being carried out by DCLG - with a potential restriction of investments by Councils given increased risk exposure.</p> <p>Disabled Facilities Grants - increased demand / costs not in line with grant levels impacting on other funding sources, uncertainty over funding.</p>
Risk Notes	


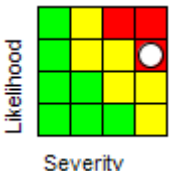
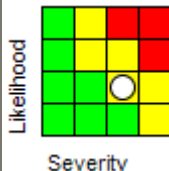
Risk Code	CPR1819 1.2	Risk Title	Business Rates Retention	Current Risk Status	
Description of Risk				Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented			
Gross Risk Score	12	Robust estimates included to arrive at collection target. Ongoing proactive management & monitoring will continue;	Current Risk Matrix		
Gross Severity	4		Current Risk Score	9	
Gross Likelihood	3		Current Severity	3	
Gross Risk Review Date	16-Mar-2018		Current Likelihood	3	
Consequences	Reduced levels of business rates income				
Vulnerabilities/causes	uncertainty over appeals, impact on collection levels, S31 grants, void property				
Risk Notes					


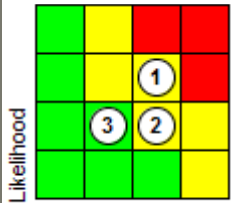
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Risk Code	CPR1819 1.3	Risk Title	New Homes Bonus	Current Risk Status	
Description of Risk				Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented			
Gross Risk Score	9	Future levels included on a risk based approach in order to offset further grant reductions / uncertainty over additional property numbers	Current Risk Matrix		
Gross Severity	3		Current Risk Score	6	
Gross Likelihood	3		Current Severity	3	
Gross Risk Review Date	16-Mar-2018		Current Likelihood	2	
Consequences	Reduced levels of New Homes Bonus & Growth in CTax Income				
Vulnerabilities/causes	Not achieving anticipated growth in new homes within the Borough and the associated dependency on the New Homes Bonus income				
Risk Notes					


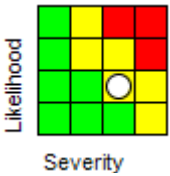
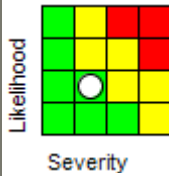
Risk Code	CPR1819 1.4	Risk Title	Brexit	Current Risk Status	
Description of Risk				Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented			
Gross Risk Score	16	Implications reassessed as part of the budget setting process	Current Risk Matrix		
Gross Severity	4		Current Risk Score	12	
Gross Likelihood	4		Current Severity	3	
Gross Risk Review Date	16-Mar-2018		Current Likelihood	4	
Consequences	<p>Reduced level of economic growth and further austerity/prosperity/downturn in the economy Changes to central government policy EU grants cease Reduced interest base rate NNDR / CTax targets not achieved with increased bankruptcy / Liquidations</p>				
Vulnerabilities/causes	<p>Severity of Brexit has increased the financial uncertainty for the UK - reduced levels of economic growth, changes to central government policy, EU grants ceased, reduced interest, employment uncertainty</p>				
Risk Notes					


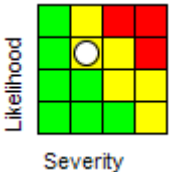
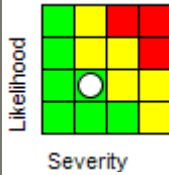
Risk Code	CPR1819 1.5	Risk Title	Welfare and Benefit Reform	Current Risk Status	
Description of Risk	Welfare and Benefit Reform			Assigned To	Rob Barnes; Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Proactive management & monitoring of corporate income levels i.e. council tax, business rates (monthly review of target achievement) & housing rent Extensive preparation including staff training Task and Finish Group Regular CMT updates Provision of financial advice	Current Risk Score	9	
Gross Severity	3		Current Severity	3	
Gross Likelihood	4		Current Likelihood	3	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	10-Apr-2018	
Consequences	Reduced income / increased bad debts Additional impact arising from increased need for services - eg homelessness Greater demand on 3rd sector and statutory agency services Additional resource requirement to meet demand				
Vulnerabilities/causes	Reduced income corporately due to welfare reform changes (including council tax support scheme and Universal Credit with further austerity measures from Welfare Reform Act 2015) - impact on council tax, rent income etc Implementation of Government policy at local level Household hardship				
Risk Notes					


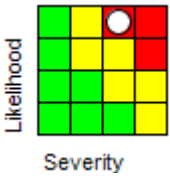
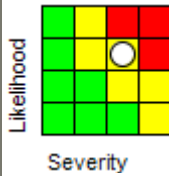
Risk Code	CPR1819 1.6	Risk Title	Failure to manage budgets	Current Risk Status	
Description of Risk	Failure to manage budgets			Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Budget planning & monitoring Training		Current Risk Score	6
Gross Severity	4		Current Severity	3	
Gross Likelihood	3		Current Likelihood	2	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	Cuts in front line service provision Quality of service declines Inability to meet on-going costs Budget overspends Reputational issues				
Vulnerabilities/causes					
Risk Notes					


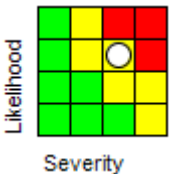
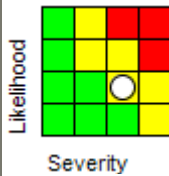
Risk Code	CPR1819 2	Risk Title	Modernisation & Commercialisation Agenda	Current Risk Status	
Description of Risk	Develop and implement continuous improvement and develop employees to perform the right work		Assigned To		
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score				Current Risk Score	
Gross Severity				Current Severity	
Gross Likelihood				Current Likelihood	
Gross Risk Review Date				Last Risk Review Date	
Consequences					
Vulnerabilities/causes					
Risk Notes					


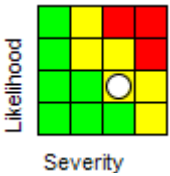
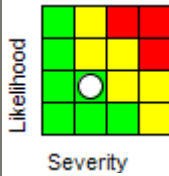
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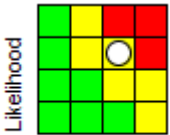
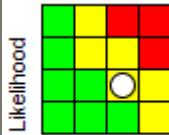
Risk Code	CPR1819 2.1	Risk Title	Contract Management & Procurement	Current Risk Status	
Description of Risk	Contract Management & Procurement			Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	6	Procurement function Contracts being reviewed under GDPR legislation to ensure due diligence and obligations met		Current Risk Score	4
Gross Severity	3			Current Severity	2
Gross Likelihood	2			Current Likelihood	2
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	Services not delivered Damage to reputation Loss of quality service High exit costs Efficiencies not gained Regulations not met				
Vulnerabilities/causes	Failure to meet service delivery expectations Partner has financial failure Service delivery collapses Third party supply chain failure Contractor/partner under performs Failure to assess and manage the risks arising from the use of third parties Benefit not realised				
Risk Notes					


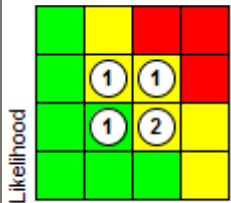
Risk Code	CPR1819 2.2	Risk Title	Management of Assets	Current Risk Status	
Description of Risk	Management of Assets			Assigned To	Andrew Barratt; Stefan Garner
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	6	Asset management group Asset register Potential to purchase land in other districts for development (subject to Potential government restraints in the future)		Current Risk Score	4
Gross Severity	2		Current Severity	2	
Gross Likelihood	3		Current Likelihood	2	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	Assets under utilised Income streams not maximised Decrease in asset value				
Vulnerabilities/causes	Assets not monitored Assets not maintained No land available for development opportunities				
Risk Notes					


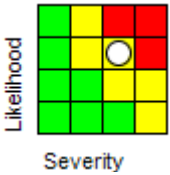
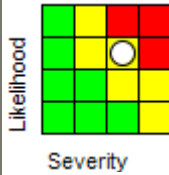
Risk Code	CPR1819 2.3	Risk Title	New Revenue Streams	Current Risk Status	
Description of Risk	New Revenue Streams			Assigned To	Stefan Garner;
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Monitoring of the situation / regular reporting A robust & critical review of savings proposals is required / undertaken before inclusion within the forecast		Current Risk Score	9
Gross Severity	3		Current Severity	3	
Gross Likelihood	4		Current Likelihood	3	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	The main issue seems to be the increased risks associated with those Councils who are borrowing large sums to invest in commercial property activities				
Vulnerabilities/causes	Delivery of the planned Commercial Investment Strategy actions and associated improved investment returns of 4% p.a. arising from the investment of £24m from the capital receipt due to be received over the period 2016 – 2018 from the sale of the former golf course (to support the MTFS in the long term); Review of the Treasury Management Investment Guidance / Minimum Revenue Provision Guidance being carried out by DCLG - with a potential restriction of investments by Councils given increased risk exposure.				
Risk Notes					


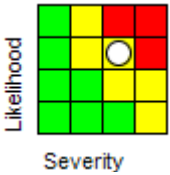
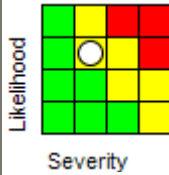
Risk Code	CPR1819 2.4	Risk Title	Workforce Planning Challenges	Current Risk Status	
Description of Risk	Workforce Planning Challenges			Assigned To	Anica Goodwin
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	9	Service reviews Regular communication AGM Skills development HR policies and procedures Financial regulations/procedures Post entry training Absence management policy Healthshield and occupational health Pre employment checks Gender pay reporting Regular updates with Trade Unions Workforce plan	Current Risk Score	6	
Gross Severity	3		Current Severity	3	
Gross Likelihood	3		Current Likelihood	2	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	Strain on remaining staff Risk to service delivery Industrial action Increase in fraud Increase in grievances from staff Inability to align skill levels Pay and conditions below market conditions Increased absence rates				
Vulnerabilities/causes	Staff become overloaded Low morale has impact on service delivery Industrial unrest Redundancy costs Failure to communicate effectively High sickness levels Leadership capacity insufficient to drive change & transformation Senior management review Inequality Unable to recruit to essential vacant posts				
Risk Notes					


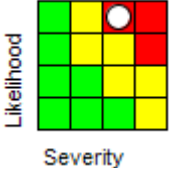
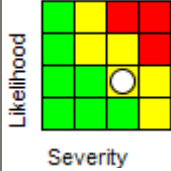
Risk Code	CPR1819 2.5	Risk Title	Continuous Improvement	Current Risk Status	
Description of Risk	Continuous Improvement			Assigned To	Anica Goodwin
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	6	Clear communications re change Effective project management On-going transformational programmes Post Implementation Reviews		Current Risk Score	4
Gross Severity	3		Current Severity	2	
Gross Likelihood	2		Current Likelihood	2	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	Change is not completed No strategic direction				
Vulnerabilities/causes	No clarity around responsibilities and accountabilities Lack of leadership Work overload				
Risk Notes					


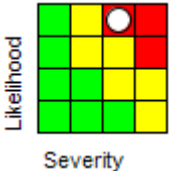
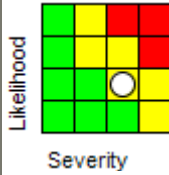
Risk Code	CPR1819 2.6	Risk Title	Partnerships fail	Current Risk Status	
Description of Risk	Partnerships			Assigned To	Rob Barnes; Andrew Barratt
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	9	Regular partnership service meetings Engagement with service realignments Development of collaborative working		Current Risk Score	6
Gross Severity	3		Current Severity	3	
Gross Likelihood	3		Current Likelihood	2	
Gross Risk Review Date	16-Jan-2018		Last Risk Review Date	16-Jan-2018	
Consequences	Inability to provide service to the required level Loss of service Lack of skilled resources				
Vulnerabilities/causes	Partnerships fail Inability to provide resources to partnership service arrangements Service arrangements provided by other partners cease				
Risk Notes					


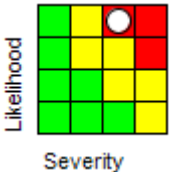
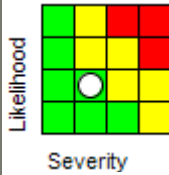
Risk Code	CPR1819 4	Risk Title	Governance	Current Risk Status	
Description of Risk	Ensure that processes, policies and procedures are in place and the authority is held to account		Assigned To		
Gross Risk Matrix		Risk Treatment Measures Implemented	Current Risk Matrix		
Gross Risk Score			Current Risk Score		
Gross Severity			Current Severity		
Gross Likelihood			Current Likelihood		
Gross Risk Review Date			Last Risk Review Date		
Consequences					
Vulnerabilities/causes					
Risk Notes					


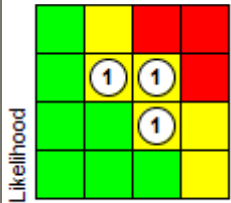
Risk Code	CPR1819 4.1	Risk Title	Democratic Process	Current Risk Status	
Description of Risk	Democratic Process			Assigned To	Ryan Keyte: Angela Struthers
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	9	Regular review and update of Constitution Scheme of Delegation Forward plan and key decisions Meetings open to the public Training for Members Audit & Governance Committee including Standards Committee) Scrutiny Committees Constitution	Current Risk Score	9	
Gross Severity	3		Current Severity	3	
Gross Likelihood	3		Current Likelihood	3	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	03-Apr-2018	
Consequences	Damage to reputation Legal challenge Damage to reputation Financial impact on poor decisions				
Vulnerabilities/causes	Failure to match social and political expectations Failure to act on feedback Ultra vires decisions Lack of training/knowledge Lack of documented procedures Lack of commitment from officers and members Failure to understand key decisions, legal/governance requirements Inappropriate decision making Changes to political control Members resign from duties/as a member				
Risk Notes					


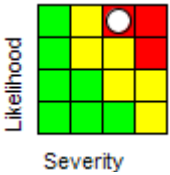
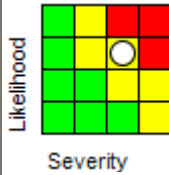
Risk Code	CPR1819 4.2	Risk Title	Assurance Process	Current Risk Status	
Description of Risk	Assurance Process			Assigned To	Angela Struthers; Ryan Keyte
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	9	Internal Audit External Audit Audit & Governance Committee including Standards Committee) Scrutiny Committees Annual Governance Statement & Managers Assurance Statements Corporate fraud officer Section 151 Officer Monitoring Officer Policies and procedures	Current Risk Score	6	
Gross Severity	3		Current Severity	2	
Gross Likelihood	3		Current Likelihood	3	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	03-Apr-2018	
Consequences	Erosion in trust and confidence Reputational damage Lack of training/knowledge Lack of documented procedures Lack of commitment from officers and members Damage to reputation Increased demand for resources Poor inspection/audit comments				
Vulnerabilities/causes	Policies and procedures not followed Lack of resources Policies are not updated				
Risk Notes					


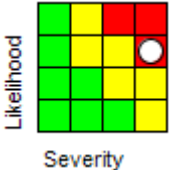
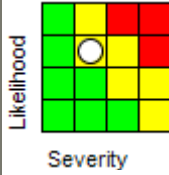
Risk Code	CPR1819 4.3	Risk Title	Legislation	Current Risk Status	
Description of Risk	Legislation			Assigned To	Ryan Keyte
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Constitution & Scheme of Delegation with regular review and update Solicitor to the Council Obligations under various legislation Monitoring of government reforms and changes in statute		Current Risk Score	6
Gross Severity	3			Current Severity	3
Gross Likelihood	4			Current Likelihood	2
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	03-Apr-2018
Consequences	Non-compliance with legal requirements Damage to reputation Prosecution, fines Legal challenge Ultra vires decisions				
Vulnerabilities/causes	Lack of training/knowledge Lack of documented procedures Lack of commitment from officers and members Non compliance with legislation Lack of resources Loss of key staff/members				
Risk Notes					


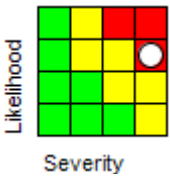
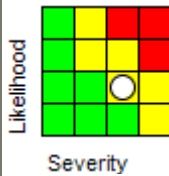
Risk Code	CPR1819 4.4	Risk Title	Policies & Procedures	Current Risk Status	
Description of Risk	Policies & Procedures			Assigned To	Angela Struthers; Ryan Keyte
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Constitution & Scheme of Delegation with regular review and update Regular review and update of financial guidance Audit & Governance Committee including Standards Committee) Scrutiny Committees Annual Governance Statement & Managers Assurance Statements Whistleblowing Policy & Counter Fraud Policy Money Laundering Policy Section 151 Officer Monitoring Officer Partnership Guidance Policy NetConsent for policy management and acceptance RIPA Policy & staff training Data Protection Policy & staff training	Current Risk Score	6	
Gross Severity	3		Current Severity	3	
Gross Likelihood	4		Current Likelihood	2	
Gross Risk Review Date	20-Jun-2017		Last Risk Review Date	03-Apr-2018	
Consequences	Fraud Poor performance				
Vulnerabilities/causes	Lack of training/knowledge Lack of documented procedures Lack of commitment from officers and members Lack of resources				
Risk Notes					

Risk Code	CPR1819 4.5	Risk Title	Ethics	Current Risk Status		
Description of Risk	Ethics			Assigned To	Anica Goodwin; Angela Struthers	
Gross Risk Matrix		Risk Treatment Measures Implemented	Monitoring Officer Declaration of interests, gifts & hospitality Codes of Conduct for members and officers Policies and procedures			
Gross Risk Score	12	Current Risk Matrix				
Gross Severity	3	Current Risk Score				4
Gross Likelihood	4	Current Severity				2
Gross Risk Review Date	20-Jun-2017	Current Likelihood				2
Consequences	Reputational damage					
Vulnerabilities/causes	Lack of training/knowledge Lack of documented procedures Lack of commitment from officers and members Lack of resources					
Risk Notes						



Risk Code	CPR1819 5	Risk Title	Community Focus	Current Risk Status	
Description of Risk	To ensure the safety, health and wellbeing of the citizens of the borough			Assigned To	
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score				Current Risk Score	
Gross Severity				Current Severity	
Gross Likelihood				Current Likelihood	
Gross Risk Review Date				Last Risk Review Date	
Consequences					
Vulnerabilities/causes					
Risk Notes					

Risk Code	CPR1819 5.1	Risk Title	Community Cohesion & Engagement	Current Risk Status	
Description of Risk	Community Cohesion & Engagement			Assigned To	Rob Barnes; Andrew Barratt
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Locality working ASB policy Partnership working Financial inclusion policy Community engagement - locality Corporate consultation database Participatory budgeting Tamworth advice centre Dementia friendly status		Current Risk Score	9
Gross Severity	3			Current Severity	3
Gross Likelihood	4			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	03-Apr-2018
Consequences	Long term costs Not meeting/understanding users needs Increase in crime and disorder Poor use of funding Increased tensions in the community Failure to meet demand Fear of perception of crime				
Vulnerabilities/causes	Economic recession Poverty Welfare reforms Services withdrawn Communities become fragmented				
Risk Notes					


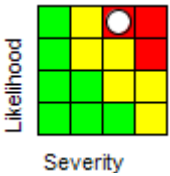
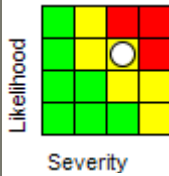
Risk Code	CPR1819 5.2	Risk Title	Safeguarding Children & Adults (including Modern Slavery)	Current Risk Status	
Description of Risk	Safeguarding Children & Adults at Risk of Abuse & Neglect m(including Modern Slavery)			Assigned To	Joanne Sands
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Policy in place Training for staff and members Appropriate risk assessments completed Senior leadership commitment Safe recruitment process Supervision of staff, contractors and volunteers		Current Risk Score	6
Gross Severity	4			Current Severity	2
Gross Likelihood	3			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	03-Apr-2018
Consequences	Death, serious injury Legal challenge Loss of reputation Prosecution Increase in inspection Increase in demand				
Vulnerabilities/causes	Non-compliance with legislation Lack of appropriate policy and procedures Low awareness amongst staff and members Lack of joined up case management Case management systems unable to share data or support risk management Lack of appropriate services Gaps in service provision				
Risk Notes					


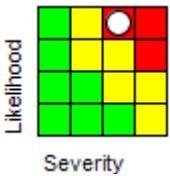
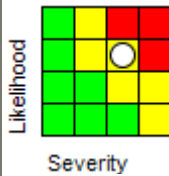
Risk Code	CPR1819 5.3	Risk Title	Emergency Planning	Current Risk Status	
Description of Risk	Emergency Planning			Assigned To	Tina Mustafa
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	<p>Emergency Plan in place</p> <p>Emergency planning training completed at various levels</p> <p>Business Continuity Plans in place</p> <p>Comprehensive review of corporate business continuity with representation across all directorates. Policy, terms of reference and testing schedule</p> <p>Active engagement in Exercises</p> <p>Insurance cover in place to cover exposure to financial loss.</p> <p>Advice and guidance on Risk Management and Business Continuity on the intranet</p> <p>Emergencies advice available on website</p> <p>Building- fire prevention controls in place and tested on a regular basis</p> <p>Adequate physical security controls in place and reviewed on a regular basis.</p> <p>IT business continuity plan in place and tested on a regular basis</p> <p>Service impact analysis completed to rank priority of services</p> <p>Corporate business continuity plan in place</p> <p>All communication plans tested on a regular basis</p> <p>Emergency plan tested on a regular basis</p> <p>Business Continuity Group</p> <p>Membership of Staffordshire CCU & Resilience Forum</p> <p>Effective communication /ICT tools/ infrastructure eg mobile phones, laptops</p> <p>Representation at newly formed CCU Strategic Leaders Meeting</p> <p>Successful no notice test</p> <p>Learning from recent incidents - informing preparedness</p> <p>Comprehensive internal audit across BC and EP resulting in a number of agreed management actions</p> <p>Emergency Planning Admin all brought into ICT</p> <p>Actual ICT Disaster recovered from within appropriate timescales</p> <p>Attendance at SRF meetings</p>		Current Risk Score	6
Gross Severity	4			Current Severity	3
Gross Likelihood	3			Current Likelihood	2
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	<p>Services not delivered</p> <p>Damage to reputation</p> <p>Civil Contingency Act requirements not met</p> <p>Death</p> <p>Destruction of property</p>				


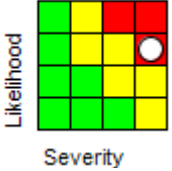
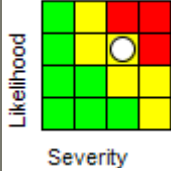
	<p>Damage to the environment Adverse affect on vulnerable groups Public expectations of service delivery not met Increased costs for alternative service delivery</p>
Vulnerabilities/causes	<p>Lack of integrated emergency arrangements making it difficult to react quickly to a disaster and provide the required support and essential service in line with the requirements of the Civil Contingencies Act. Failure to test plans Failure to undertake training Plans not activated plans do not accurately identify the staffing/resources required Implications of industrial action from other service providers ie Fire Service</p>
Risk Notes	


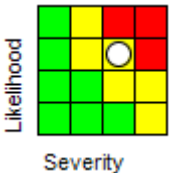
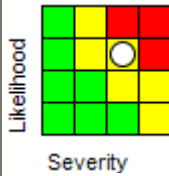
Risk Code	CPR1819 6	Risk Title	Economic Growth & Sustainability	Current Risk Status	
Description of Risk	To ensure that the economic growth and sustainability of the borough is maintained			Assigned To	
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	 <p>Likelihood</p> <p>Severity</p>
Gross Risk Score				Current Risk Score	
Gross Severity				Current Severity	
Gross Likelihood				Current Likelihood	
Gross Risk Review Date				Last Risk Review Date	
Consequences					
Vulnerabilities/causes					
Risk Notes					

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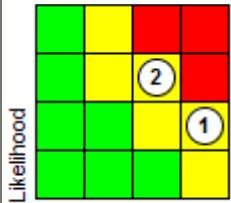
Risk Code	CPR1819 6.1	Risk Title	Regeneration	Current Risk Status	
Description of Risk	Regeneration			Assigned To	Andrew Barratt
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Long term investment Safe and secure estate Support to local businesses Tamworth and Lichfield for business Town centre and tourism development		Current Risk Score	9
Gross Severity	3			Current Severity	3
Gross Likelihood	4			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	Deprivation Loss of footfall to retail areas Reputational damage				
Vulnerabilities/causes	Lack of investment in the borough No investment in the town centre				
Risk Notes					


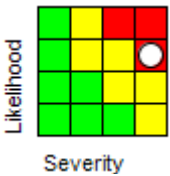
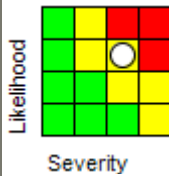
Risk Code	CPR1819 6.2	Risk Title	Housing Needs	Current Risk Status	
Description of Risk	Housing Needs			Assigned To	Rob Barnes
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Homelessness prevention activity Homelessness services and preparation for HRA Third Sector support and early help development Investment and partnership to deliver new affordable homes		Current Risk Score	9
Gross Severity	3			Current Severity	3
Gross Likelihood	4			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	03-Apr-2018
Consequences	Impact of housing need and homelessness on households Additional demand for Council services Additional demand on 3rd Sector Statutory agencies Overcrowding and wellbeing impact of poor housing				
Vulnerabilities/causes	Lack of accessible homes Lack of affordable homes Poor conditions in the Private Sector Increased homelessness				
Risk Notes					


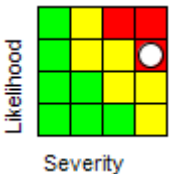
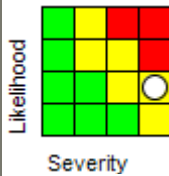
Risk Code	CPR1819 6.3	Risk Title	Economic Changes	Current Risk Status	
Description of Risk	Economic Changes			Assigned To	Andrew Barratt
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Support to local businesses - Think Local Business and economic partnership Business growth programme Tamworth & Lichfield for business Growth hub Start up business grants for small business Tamworth enterprise centre		Current Risk Score	9
Gross Severity	4			Current Severity	3
Gross Likelihood	3			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	No external funding to aid economy and growth Economic prosperity declines Increased demand for social housing Increased costs to council services due to increased demand				
Vulnerabilities/causes	Failure to recognise economic changes Sudden economic downturn affecting businesses Loss of major employer in the region Failure to recognise opportunities Rapid increase in inflation Changes in government funding/grants Collapse/decline of property market				
Risk Notes					


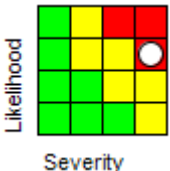
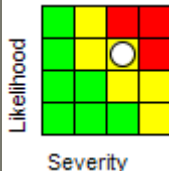
Risk Code	CPR1819 6.4	Risk Title	Demographics	Current Risk Status	
Description of Risk	Demographics			Assigned To	Andrew Barratt
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	9			Current Risk Score	9
Gross Severity	3			Current Severity	3
Gross Likelihood	3			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	Lower level of skills Lower level of health				
Vulnerabilities/causes	No investment in skills to the populous Lack of healthcare to the populous				
Risk Notes					

Dated 23/3

Risk Code	CPR1819 7	Risk Title	Information Safeguarding	Current Risk Status	
Description of Risk	To ensure that our data is protected			Assigned To	
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	 <p>Likelihood</p> <p>Severity</p>
Gross Risk Score				Current Risk Score	
Gross Severity				Current Severity	
Gross Likelihood				Current Likelihood	
Gross Risk Review Date				Last Risk Review Date	
Consequences					
Vulnerabilities/causes					
Risk Notes					

Risk Code	CPR1819 7.1	Risk Title	Data Protection	Current Risk Status	
Description of Risk	Data Protection			Assigned To	Zoe Wolicki
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Data protection training Secure password protocol IT physical controls		Current Risk Score	9
Gross Severity	4			Current Severity	3
Gross Likelihood	3			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017	GDPR Action plan for timely, controlled implementation Data Protection Officer Senior management support Comprehensive training plan for staff and members Privacy impact assessments completed for new Projects/implementation/solutions		Last Risk Review Date	20-Jun-2017
Consequences	Reputational damage Fine				
Vulnerabilities/causes	Human error Virus/hacking				
Risk Notes					

Risk Code	CPR1819 7.2	Risk Title	Cyber Security	Current Risk Status	
Description of Risk	Cyber Security			Assigned To	Zoe Wolicki
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Data protection compliance and training GCSX PSN compliance Physical security Business continuity plans Penetration testing Firewalls Anti virus software Up to date patching of servers & desktops Obligations being planned under GDPR	Current Risk Score	8	
Gross Severity	4		Current Severity	4	
Gross Likelihood	3		Current Likelihood	2	
Last Risk Review Date	20-Jun-2017		Last Risk Review Date	20-Jun-2017	
Consequences	Fine Reputational damage Potential imprisonment Loss of data Inability to deliver service				
Vulnerabilities/causes	Insecure IT equipment Human error Loss of equipment/data Theft Equipment failure Hacking/viruses				
Risk Notes					

Risk Code	CPR1819 7.3	Risk Title	Business Continuity	Current Risk Status	
Description of Risk	Business Continuity			Assigned To	Paul Weston;
Gross Risk Matrix		Risk Treatment Measures Implemented		Current Risk Matrix	
Gross Risk Score	12	Emergency plan in place Business continuity plans in place Insurance cover Advice and guidance on risk management and business continuity Fire prevention controls Physical building controls on place Communication plan Business continuity group Membership of Staffordshire CCU & resilience forum Learning from previous incidents - informing level of preparedness Support from CCU Link Officer		Current Risk Score	9
Gross Severity	4			Current Severity	3
Gross Likelihood	3			Current Likelihood	3
Gross Risk Review Date	20-Jun-2017			Last Risk Review Date	20-Jun-2017
Consequences	Services not delivered Damage to reputation Civil contingency act obligations not met Death Destruction of property Damage to the environment Adverse affect on vulnerable groups Public expectations of service delivery not met Increased costs for alternative service delivery				
Vulnerabilities/causes	Lack of integrated emergency arrangement making it difficult to react Failure to test plans Failure to undertake training Plans not activated Plans do not accurately identify the staffing/resources required Implications of industrial action from other service providers eg fire service Lack of staff engagement in BC Group				
Risk Notes					

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