
RISK MANAGEMENT PROGRESS REPORT 2012/13

SUMMARY REPORT

Purpose of the Report

1. To update Members on the approach to and outcomes from the Council's Risk Management processes.

Summary

2. Positive progress continues to be made within the Authority regarding the management of key strategic risks and with the work undertaken by the Operational Risk Management Groups to manage operational risk.

Recommendation

3. It is recommended that this Risk Management Report be noted.

Reasons

4. The recommendation is supported to provide the Audit Committee with evidence to reflect on the Council's approach to Risk Management.

**Paul Wildsmith
Director of Resources**

Background Papers

- (i) Council's Risk Management Strategy
- (ii) Corporate and Group Risk Registers
- (iii) Medium Term Corporate Plan 2012-16
- (iv) Risk Management Report to 23rd March 2012 Audit Committee

Elaine Hufford 2447

S17 Crime and Disorder	This report has no implications for crime and disorder
Health and Well Being	There is no specific health and well-being impact
Carbon Impact	There is no specific carbon impact
Diversity	Diversity issues are addressed in paragraph 9 a (viii) in the main report
Wards Affected	All wards are affected equally
Groups Affected	All groups are affected equally
Budget and Policy Framework	This report does not recommend a change to the Council's budget or policy framework
Key Decision	This is not a key decision
Urgent Decision	For the purpose of the 'call-in' procedure this does not represent an urgent matter
One Darlington: Perfectly Placed	There is no specific relevance to the strategy beyond a reflection on the Council's governance arrangements
Efficiency	Insurance premiums reflect the pro-active approach taken to risk management within the Council.

MAIN REPORT

Background

5. Risk Management is an essential part of effective and efficient management and planning and strengthens the ability of the Council to achieve its objectives and enhance the value of services provided. It is also an important element in demonstrating continuous improvement as well as being part of the Council's Local Code of Corporate Governance that reflects the requirements of the CIPFA / SOLACE Framework of Corporate Governance.

Information and Analysis

Strategic Risk Outcomes

6. A key element of the Council's planning process is that the areas of potential risk, which could adversely impact on the ability to meet objectives, are identified together with the officer responsible for managing that risk. These risks are plotted on to a standard likelihood and impact matrix with reference to management controls in place and working. The shaded part of the matrix signifies the area above the 'risk appetite line'. Risks in this region require further specific management i.e. are priorities for improvement that have an appropriate improvement action plan. Risk matrices, that reflect the Council structure, are attached at Appendices A-D and show the current Council Corporate and Group risks.
7. All risks are continually managed during the year by Corporate and Group Management Teams including any emerging risks identified. In addition, Assistant Directors are required to confirm in their Annual Assurance Statements that processes are in place to ensure that controls identified to support the positioning of risks on the risk matrices are in place and working.
8. A comprehensive review of all risks over the last six months has led to certain rewording for clarity purposes.
9. The information that follows, provided by appropriate Group staff, details progress made on improvement actions for those risks identified as above the risk appetite line.
 - (a) **Corporate Risks (Appendix A)** – ten corporate risks have been identified

Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management.

- (i) A Capital project Management methodology has been adopted and rolled out across the Council. Relevant officers have been trained in the methodology and a Project Management Handbook has been produced for reference and training purposes. The Council's intranet has also been developed to provide useful reference and supporting material. The Asset Management and Capital Programme Review Board (AM&CPRB), chaired by the Director of Resources, oversees the strategic position of capital projects. A Capital Projects Team is in place that has responsibility for the co-ordination and monitoring of a Project Position Statement (PPS). The PPS provides a single

source of key information relating to the Council's commitments on capital projects and programmes; enabling monitoring and challenge on projects. The PPS is reported monthly to the AM&CPRB and quarterly to Cabinet. The Capital Project Methodology has been reviewed by the Capital Projects Team and Internal Audit and an improvement action plan established to further develop the processes and implement best practice.

The Council has insufficient skills and capacity to deliver the transformational change agenda whilst maintaining quality of service delivery throughout the process.

- (ii) The transformation programme is managed in a structured way through the Transformation Team reporting into the Transformation Board (COE). The Transformation Team, along with colleagues in Groups, has been trained in LEAN techniques and the project management methodology. Programme Managers with specific roles and defined reporting relationships to monitor progress have also been established. A new Workforce Strategy to support the new business model has been developed and is in the process of being rolled out. Part of this work has entailed engaging the workforce, trade unions, senior officers and elected members and a number of new skills needs have emerged to support the business model. These skills needs are being progressed as part of the roll out of the new Workforce Strategy.

Corporate Premises Risks

- (iii) The Corporate Premises Risk and Facilities Management database continues to be used to monitor compliance across all buildings, particularly in relation to cyclical maintenance contracts and those properties directly managed by the Council. The transfer of responsibility for all buildings (excluding schools and HRA properties) under the Corporate Landlord, has now gone live. New systems and procedures are being developed and will be implemented before the end of 2012 which will lead to greatly improved compliance.

Business Continuity Plans not in place or tested for key critical services

- (iv) A comprehensive re-examination has been undertaken of business continuity plans for the new business units that came about through the reorganisation of management structures last year. Priorities have been assigned to services in relation to how critical it is for them to continue after a disruptive event. Plans for the higher priority services have been updated first. Most plans are now in place. i.e. Resources 100%, Place 75%, and People 75% . The risk remains above the line, for the moment however, until such time as adequate testing of such plans has also taken place.

Council unable to meet its obligations under information governance agenda

- (v) The overarching information governance risk comprises the key components of information management namely records management, data handling, data quality and information sharing. An information governance work programme has been developed to address the need for appropriate controls to

be embedded and consistently applied across all services. Progress on delivery of the work programme is the subject of a detailed report on the agenda for this meeting.

Restructure and loss of management capacity/knowledge leads to increased risk of failures or errors in management, process, project or budget control

- (vi) Restructures are a necessary measure to reduce management costs in the face of reduced grant, and they are managed as part of the Transformation programme. The re-design of structures recognise the inherent risks and tools that help cope with reduced capacity have been implemented e.g. training programmes such as those facilitated by Jigsaw and introducing discretionary leadership to increase capacity. A detailed risk assessment of each division is provided by each Assistant Director as part of the Managers Assurance process that includes an action plan for each area of risk where appropriate. At a corporate level, as part of the health and wellbeing agenda, the Council's Stress Policy has been revised. Training in respect of the policy has recently been rolled out. Key risks as a result of management capacity are identified and managed via the risk framework. Early identification allows attention to be focused on the greatest risks.

Consequences of the conversation to academy status of Schools in Darlington on resources and services provided to the schools by the Council

- (vii) All schools may apply for Academy status. When a school converts, its budget share for pupils and an element of the budget for non school services is recouped from the Authority's budget. The resource to run central services (for instance behaviour support or SEN Transport) along with support services is dissipated. Services may become unviable as this affects the MTFP. Chief Officers Executive is assessing with managers which services will be offered to Academies based on a dialogue of need and timeframe.

Failure to deliver public sector general duty under the Equality Act 2010

- (viii) Work has continued to embed the Equality Impact Assessment (EIA) process across the authority. The development of a new Single Equalities Scheme for the Council has led to a review of the EIA process and associated documentation. This has resulted in an improved and phased assessment process and initial feedback from managers has been positive. A group of officers drawn from across service groups continues to advise and facilitate the impact assessment processes and support managers in carrying out assessments and consultation with stakeholders.

The risk of legal challenge in relation to the Council's decision making, contracting and other processes'

- (ix) The Council is making a series of cuts to services in addition to efficiencies which have an impact on the way that we deliver services. These changes and the wider financial context nationally increase the Council's risk of

challenge in relation to our decision making in line with other authorities. The risks relate to contracting, judicial review, employment and other litigation. To mitigate the risk the Council continues to receive legal advice in relation to all its Cabinet and Council decisions as well as advice through general legal support to services and senior officers. The arrangements for the governance of decision making will be strengthened through the involvement of COB in the schedule of reports for Cabinet and Council, training on judicial reviews will be provided to COB and a checklist will be added to the front of reports to enable legal, financial and HR advice on reports to be captured.

Inability to deliver planned savings within the transformation programme due to high dependency on partners

- (x) Business cases for collaborative opportunities for People Services are still in development, but initial findings suggest that the planned savings are achievable. However until such a time as a Legal Partnership agreement is signed there remains a risk that one or more partners will decide not to proceed putting the savings at risk. Should this occur alternative savings plans will be required..

(b) **People Group (Appendix B)** –six risks have been identified.

Increased number of Looked After Children and budgetary impact

- (i) The revision of the risk ranking has been taken in light of the projected budget pressures. There are key actions being undertaken including cross-authority working within the Tees Valley and wider Northeast region; and the development of Early Intervention and Prevention options with key partners such as the NHS. These actions form part of the Service Delivery Plan for Children, Families and Learning and are monitored closely through the Performance Management Framework Clinics and routine management meetings.

Unable to create a culture of change and gain community support for the Darlington Together agenda

- (ii) There has been considerable progress on this matter. The new borough-wide monthly magazine is published under the Darlington Together banner with an associated campaign strategy. The Darlington Partnership Community workstream has been launched to engage a wide range of community groups. The Partnership has agreed for the development of a sub group to take forward issues around welfare reform, disadvantage and community resilience. It is expected that Darlington Together will have a high profile within this partnership group.

Inability to deliver service and corporate plans as a result of welfare reform

- (iii) An officer group to gauge and mitigate the impact of welfare reforms has been established. Member briefings are being set up for all Councillors.

Discussions have been held internally with chief officers on a regular basis. A Darlington Partnership group to manage and mitigate the impact of welfare reform has been developed.

Inability to deliver actions to effectively transfer and manage public health

- (iv) An Officer Transition Board is in place within the council which meets fortnightly to manage all aspects of the transition. There are regular discussions with other Tees Valley authorities on the potential for shared services and with Durham County Council about the disaggregation of services. Member briefings have been established. A compilation of all contracts has been undertaken and a full review of these will take place once the Council's financial allocation is announced in December.

Ensuring appropriate assessment, interventions or signposting to services for disabled children and their families

- (v) The action plan forms part of the Service Delivery Plan for Children, Families and Learning and is monitored closely through the Performance Management Framework Clinics and routine management meetings. There is robust overview of caseloads by management to ensure that assessment and subsequent actions are carried out within prescribed timescales. The review is ongoing and is expected to be completed in the next six weeks.

Consistency of external funding streams and financial allocation

- (vi) Work is ongoing to access all available funding from Central Government e.g. Troubled Families/Payment by Results. Exit strategies are developed where there is vulnerability to funding streams ceasing.

- (c) **Place Group (Appendix C)** – two risks have been identified.

Investment in regeneration projects is not delivered.

- (i) The Council's project management and engagement with developers is well proven and effective. Risk management is integral in individual projects and is responsive to changing circumstances. However current market conditions produce uncertainty and lack of investor confidence, so the risk continues to be highlighted as above the line.

Failure to relocate the Depot

- (ii) Detailed project management is in place through Transformation. Final negotiations are taking place on the preferred site with a view to finalising late September early October. Funding is to be finalised over the summer. Staff engagement has been built into the process to assist with smooth transition. Robust budget and project monitoring is in place led by an Assistant Director.

- (d) **Resources Group (Appendix D)** – One risk has been identified.

Significant exposure to Equal Pay Claims.

- (i) The Council has a number of ongoing equal pay claims currently within the legal system. Although the Council's exposure in this area has been reduced with the implementation of Single Status and ongoing effective management of claims, there still remains the potential that such claims could result in a significant financial liability for the Authority. The situation is closely managed on a regular basis in liaison with the Director of Resources, the Assistant Director of Finance and legal advisor's with appropriate action taken to limit exposure and liability as and when necessary.

Operational Risk Outcomes

10. The structure of the Corporate Risk Management Group and various sub-groups continues to be reviewed to reflect the changing structure of the Council and to ensure operational risks continue to be managed effectively. Any proposed amendments will be reported to COB for approval. Members will be updated on the position in the March 2013 Annual Risk Management Report. In the mean time the sub-groups continue to meet as scheduled.
11. The Health and Safety Unit has continued to provide appropriate advice and guidance in a proactive approach to support the implementation of the Council's Health and Safety Management System with particular focus on Education Services.
12. To further improve the health and safety culture and ensure health and safety is embedded and an integral part of the business a number of initiatives are being carried out during 2012/13, the first of which is the completion of a self assessment tool, to review the implementation of the health and safety management system within all service areas.
13. A programme of Risk Management training continues to be undertaken. The Council liaises with Zurich Municipal and other risk management bodies to deliver appropriate training. During the past year general training has been delivered on Property, Fire and Security Risk and Motor Risk for Managers. Positive feedback was received from those who attended this training and further training, based on need, will continue to be arranged throughout the coming year. This includes:
 - (a) Motor Risk Management for Managers – delivered by Zurich Municipal
 - (b) Property, Fire and Security Risk – delivered by Zurich Municipal
 - (c) General Insurance Awareness – delivered jointly by Zurich Municipal and DWF (formerly Crutes Law Firm)
 - (d) 'An Inspector Calls' – Dealing with the HSE – delivered by DWF
14. The pro-active approach to risk management through safety inspection & repair of public highways continues to minimise the Council's liability for compensation claims. The Council recently completed a 12 month period with no insurance claims being paid out for highway tripping or pothole accidents.
15. The proactive approach to managing Council owned trees continues to produce positive results and a programme for surveying trees has been developed. This approach has resulted in very few tree failures particularly during recent periods of extreme inclement weather. It

has also enabled the Council to defend compensation claims successfully. Arrangements have been made for Zurich Municipal to attend a future meeting of the Tree Risk Management Group to discuss systems and procedures. It is felt that this will provide a useful audit and either highlight areas for improvement or confirm existing systems as appropriate.

16. The process for managing the risk of invasive plants continues to operate effectively. This involves site management action plans being agreed with landowners where appropriate and these are periodically monitored by the Property Risk Management Group.

Conclusion

17. The Council's pro-active approach to risk management continues to produce positive results for the Authority.

Outcome of Consultation

18. There has been no formal consultation in the preparation of this report.

RISK MATRIX

CORPORATE

LIKELIHOOD	A Very High				
	B High				
	C Significant			1, 2, 3, 4, 5, 7, 8, 9, 10, 11	
	D Low				
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

CORPORATE RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
C1	Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management	Richard Alty	None		See Paragraph 9 (a) (i) in main report
C2	The Council has insufficient skills and capacity to deliver the transformational change agenda whilst maintaining quality of service delivery throughout the process	Ada Burns /Paul Wildsmith	None		See Paragraph 9 (a) (ii) in main report
C3	Corporate Premises Risks	Paul Wildsmith	None		See Paragraph 9 (a) (iii) in main report
C4	Business Continuity Plans not in place or tested for key critical services	Richard Alty	None		See Paragraph 9 (a) (iv) in main report
C5	Council unable to meet its obligations under the information governance agenda	Paul Wildsmith	None		See Paragraph 9 (a) (v) in main report
C7	Restructure and loss of management capacity/ knowledge leads to increased risk of failures or errors in management,	Ada Burns	None		See Paragraph 9 (a) (vi) in main report

	process, project or budget control				
C8	Consequences of the conversion to academy status of Schools in Darlington on resources and services provided to the schools by the Council	Murray Rose	None		See Paragraph 9 (a) (vii) in main report
C9	Failure to deliver public sector general duty under the Equality Act 2010	Murray Rose	None		See Paragraph 9 (a) (viii) in main report
C10	The risk of legal challenge in relation to the Council's decision making, contracting and other processes'.	Paul Wildsmith/Cath Whitehead	New at C/II		See Paragraph 9 (a) (ix) in main report
C11	Inability to deliver planned savings within transformation programme due high level dependency on partners	Ada Burns	New at C/II		See Paragraph 9 (a) (x) in main report

RISK MATRIX

PEOPLE GROUP

LIKELIHOOD	A Very High				
	B High			1	
	C Significant			7, 17, 19, 21, 22	
	D Low		15,	6	
	E Very Low			20	
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

PEOPLE GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
PE1	Increased number of Looked After Children and budgetary impact.	Jenni Cooke	From B/III to B/II	The risk ranking revised up to B/II as the impact of this risk occurring has increased having regard to projected budget overspend for 2012-13.	See paragraph 9 (b) (i) in main report
PE2	Schools in categories and schools causing concern would be classed as failing schools and with that goes the failure to educate , falling roll numbers and loss of confidence by parents etc.	Jenni Cooke	Deleted from C/III	No longer deemed a risk following the conversion of the majority of schools to academy status. LA schools now total 12. Schools are working closely together to improve standards across the borough.	
PE3	Mismatch of demand and supply of child care places	Jenni Cooke	Deleted from C/III	No longer deemed a risk following the completion of the sufficiency audit. It related specifically to places for disabled children.	
PE5	The management of the Councils risks in respect of the Children's Trust	Chris Sivers	Deleted from D/II	Deleted as Children's Trust no longer statutory requirement.	
PE6	Fundamental breakdown of Partnership working	Seth Pearson	None		
PE7	Unable to create a culture of change and gain community support for the Darlington	Chris Sivers	None		See paragraph 9 (b) (ii) in main report

	Together agenda				
PE8	Management of Council risks in respect of Darlington Partnership	Seth Pearson	Deleted from D/II	Risk now included in risk number PE6	
PE10	The management of Council risks in respect of the Crime and Disorder Reduction Partnership Theme Group	Chris Sivers	Deleted from D/II	Risk now included in risk number PE6	
PE11	The management of Council risks in respect of the Healthy Darlington Theme group	Miriam Davidson	Deleted from D/11	Risk now included in risk number PE6 New Structures and arrangements developed for the Darlington Partnership	
PE14	Ability to adequately address the affordable housing requirement	Pauline Mitchell	Deleted	Now on Place risk register PL17	
PE15	Reduced levels of Continuing Care funding	Ann Workman	None		
PE16	Council Tax Collection could be adversely affected by downturn in the economy and Welfare Benefit Reforms	Pauline Mitchell	Deleted	Moved to PL 18 then to Resources Risk register RE14	
PE17	Inability to deliver service and corporate plans as a result of Welfare reform	Chris Sivers	Moved from B/II to C/II	Change in risk ranking as comprehensive impact assessment undertaken across services to establish the impacts of these reforms.	See paragraph 9 (b) (iii) in main report

PE18	Establish of Health and Well –being board	Chris Sivers	Deleted from C/II	Deleted as shadow Health and Wellbeing board now operational	
PE19	Inability to deliver actions to effectively transfer and manage public health arrangements	Chris Sivers	New at C/II		See paragraph 9 (b) (iv) in main report
PE20	Inability to deliver local community safety priorities arising from the introduction of Police and Crime Commissioners	Chris Sivers	Moved from C/III to E/II	Risk ranking reduced as election dates for PCC November 15 th , 2012. Measures in place to ensure Darlington’s Community Safety priorities are addressed within new arrangements and Community Safety Plan adopted by the Council.	
PE21	Ensuring appropriate assessment, interventions or signposting to services for disabled children and their families	Jenni Cooke	New at C/II		See paragraph 9 (b) (v) in main report
PE22	Consistency of external funding Streams and financial allocation	Jenni Cooke	New at C/II		See paragraph 9 (b) (vi) in main report

RISK MATRIX

PLACE GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant		16, 17, 19	4, 15	
	D Low			2, 6, 8, 14	
	E Very Low		11	13	
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

PLACE GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
PL1	Unforeseen increases in the cost affect the concessionary fares scheme - The risk is now being managed utilising a DFT software tool that enables us to drill down into operator costs. Concessionary Fares Scheme - Risk of Challenge	Sue Dobson	Now deleted from B/II	Charges have increased as anticipated. These have been factored into the base budget and are being managed through regular monitoring and review.	
PL2	Implementation and development of Traffic Management Act duties and the Network Management Plan	Dave Winstanley	None	-----	-----
PL4	Investment in regeneration projects is not delivered	John Anderson	None	-----	See paragraph 9 (c) (i) main report
PL5	The management of Council risks in respect of the Prosperous Darlington Theme Group	John Anderson	Now deleted from E/III	Themed Groups are no longer in operation. This group has ceased to exist as a key partnership as a result of review and restructuring of area wide arrangements.	

PL6	The management of Council risks in respect of Tees Valley Unlimited and LEP	John Anderson/ Richard Alty	None	-----	-----
PL7	The management of Council risks in respect of Greener Darlington Theme Group	Steve Petch	Now Deleted	Themed Groups are no longer in operation. This group ceased to exist as a key partnership as a result of review and restructuring of area wide arrangements.	
PL8	A sustained reduction in Group Income (e.g. car parks, leisure, building services) adversely impacts upon the MTFP	John Anderson Ian Thompson Dave Winstanley Pauline Mitchell	None	-----	-----
PL9	Non delivery of the Contest/ Prevent Agenda or civil contingencies	Bill Westland	Now Deleted from D/III	Arrangements are fully in place and under implementation with regular monitoring and review. A programme of testing is also conducted.	
PL11	Floods and Water Act Implementation	Bill Westland	From D/III To E/III	An arrangement to draw on the technical expertise of Stockton Borough Council employees is well advanced. Awaiting formal sign off of contract.	-----
PL12	Management of invasive plants	Ian Thompson	Now Deleted from D/II	Risk Moved to Corporate as part of the Corporate Premises Risk C3	

PL13	Delivery of Strategic Options for Place, MTFP and Transformation Projects	Pauline Mitchell/ Richard Alty	None	-----	-----
PL14	Unsuccessful implementation of wheeled bins and overrun on budget	Brian Graham	New at D/II	Significant operational change management project. Potential for late delivery of wheeled bins and additional fleet in time for implementation, poor resident buy in to new service and/ or overspend. Detailed project management and communications strategy developed and under regular review.	-----
PL15	Failure to relocate the Depot	Ian Thompson	New at C/II	Important transformation project affecting multiple service areas. Potential lack of availability of suitable sites or inadequate funding.	See paragraph 9 (c) (ii) in main report
PL16	Health and Safety Executive inspections and investigations with adverse findings	Dave Winstanley Pauline Mitchell Ian Thompson John Anderson	New at C/III	Restructuring has identified a number of required improvements in Health and Safety practices across the Department.	
PL17	Ability to adequately address the affordable housing requirement	Pauline Mitchell	None	-----	-----

PL18	Council Tax Collection could be adversely affected by downturn in the economy and Welfare Benefit Reforms	Anthony Sandys	None	Risk Moved to Resources Group RE 14	-----
PL19	Rental income could be adversely affected by Welfare Benefit Reforms	Pauline Mitchell	New at C/III	The breadth and cumulative effect of Welfare Benefit Reforms on individual tenants is likely to lead to an increase in rent arrears.	

RISK MATRIX

RESOURCES GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant		2, 14	8	
	D Low		1, 3, 5, 7, 11	9	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
IMPACT					

RESOURCES GROUP RISK REGISTER

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
RE1	VAT (Planning expenditure in terms of capital)	Elizabeth Davison	From C/III to D/III	VAT Partial exemption calculation now takes place as part of the monthly reconciliation routines giving early warning rather than annually. Training session has taken place with the Chief Officers Board to aid understanding of the issues	
RE2	Fraud in General	Brian James	None		
RE3	ICT security arrangements inadequate	Ian Miles	None		
RE4	Implementation of Xentrall business case savings are not realised	Paul Wildsmith	Deleted from D/II	Savings from Xentrall Business Case now realised	
RE5	Increased sickness absence adversely affects service delivery	Elizabeth Davison	None		
RE7	Sustained reduction in departmental income adversely impacts upon the MTFP	Elizabeth Davison	None		
RE8	Significant exposure to Equal Pay claims	Elizabeth Davison	None		See Paragraph 9 (d) (i) in main report

RE9	Instability within financial markets adversely impacts on finance costs and investments	Elizabeth Davison	None		
RE11	Target efficiency and procurement savings are not delivered	Brian Boggon	None		
RE13	Issues relating to the decision making processes within the Council	Catherine Whitehead	Now upgraded to Corporate Risk see C10		
RE14	Council Tax Collection could be adversely affected by downturn in the economy Welfare Benefit Reforms	Pauline Mitchell	None	Risk moved from Place Group PL 18	