
ANNUAL RISK MANAGEMENT REPORT 2013/14

SUMMARY REPORT

Purpose of the Report

1. To update Members on the approach to and outcomes from the Council's Risk Management processes for 2012/13.

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 28th September 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 referred to in Appendix A at Risk C9
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)** – six corporate risks have been identified

(C1) 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, oversee 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.

(C2) The Council has insufficient expertise and capacity to deliver the transformational change necessary to meet MTFP savings targets whilst maintaining service delivery throughout the process.

- (ii) Members have agreed that major amendments to WHAT services are delivered will be developed through a five step process in the coming months for consultation in the Summer. This process will be managed in a structured way as is the current transformation programme that is managed by COE as the Transformation Board. Transformation staff, together with colleagues in Groups, have been trained in LEAN techniques and operate to a standard project management methodology. A revised Workforce Strategy to support the Council's new business model has been developed and is in the process of being rolled out along with a refreshed set of Corporate Values and Competence Framework. The Council's Stress Policy has been revised and rolled out as part of the health and wellbeing agenda. The re-design of structures recognises the inherent risks and tools that help cope with reduced capacity have been implemented e.g. training programmes on discretionary leadership. Every Assistant Director completes a Manager's Assurance Statement each year covering their areas of responsibility to give assurance on key aspects of the internal control environment. Any improvement actions required are identified together with the officer responsible and timescales.

(C3) 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 under the Corporate Landlord. Roles and Responsibilities for all buildings (excluding schools and HRA properties), have been established and systems and procedures are continuing to be developed and implemented. Full compliance is anticipated by 31 March 2013.

(C4) Business Continuity Plans not in place or tested for key critical services

- (iv) A comprehensive re-examination has been undertaken of business continuity plans (BCPs) 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 services to continue after a disruptive event. Almost all high priority BCPs are now written. Focus is now moving to testing to ensure they are fit for purpose. The risk remains above the line until such time as adequate testing has taken place.

(C5) Council unable to meet its obligations under information governance agenda

- (v) The overarching information governance risk comprises the key components of 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. The Programme has a number of strands including Information Risk Assessments, Information Governance Training and Awareness and Information Sharing. Progress on delivery of the work programme is gradual given the background of re-organisation and financial constraint and consequently available resources are to be used to best effect by addressing the prioritised information risks identified from completed Risk Assessments.

(C10) The risk of legal challenge in relation to the Council's decision making, contracting and other processes

- (vi) 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 have been strengthened through the involvement of COB in the schedule of reports for Cabinet and Council, training on judicial reviews has been provided to COB and a checklist has been added to the front of reports to enable legal, financial and HR advice on reports to be captured.

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

(PE1) Increased number of Looked After Children and budgetary impact

- (i) This has been relatively stable since April 2012. The numbers are high but stable, however in view of the range of external factors this current position is uncertain.

(PE7) 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 work stream 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. With regard to the Community Support Network (CSN) arrangements. Cabinet agreed to release funding in November 2012 to procure the Darlington Social Network Map – ‘Well connected Darlington’. A refined specification has been developed and quotes will be sought in January 2013 for the project to commence in February 2013. Unfortunately, following the tender process it was not possible to identify a supplier to meet our requirements. Workshops have been held in February to identify ‘Community Connectors’. A Multi-agency Stakeholder Group is being brought together to develop ways of using the intelligence and build our approach to the Community Support Network.

(PE15) Self Directed Support – inability to ensure compliance with requirements for self directed support; individual budgets and direct payments within required timescales

- (iii) This risk appetite has been promoted to group level to reflect the increased risks attached to the change to the Eligibility Criteria from December 2012 and the time delays for assessments and recording on system. This will be closely monitored through existing performance management arrangements, staff supervision and exception reporting to Senior Leadership Team in People Group.

(PE17) Inability to deliver service and corporate plans as a result of Welfare reform

- (iv) An Officer group continues to gauge and monitor the impact of Welfare Reform and work has been carried out to ‘model’ new ways of working to understand the impacts for the Council. This is now a Transformation Project with governance arrangements through the Transformation Board.

(PE19) Inability to deliver actions to effectively transfer and manage public health arrangements

- (v) 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 full review of contracts is being undertaken and monitored closely. Darlington has received notification of its allocation of funding for 2013-14 and 2014-15. Associated risk PE25 has been identified concerning the Transfer Order for Public Health due in March 2013.

(PE23) Consistency of external funding streams and financial allocation

- (vi) Risk Management Action Plans developed and routinely monitored through Service Plans. Uncertainty about external funding and other funding arrangements are still vulnerable to fluctuations. Full details of settlements are still to be confirmed in some areas e.g. YOT.

(PE24) Budget savings not realised through services promoting and supporting independence in the community

- (vii) Risk Management Action Plans are developed and routinely monitored through Service Plans. Following discussion, this risk appetite has been dramatically increased to reflect the significant implications of the recent in-year savings required and the potential to affect the savings required in this area in the future. This is impacted by unknown aspects of service demand and factors of delay in the improvements due to RIACT (Responsive Integrated Assessment Care Team) initiatives.

(c) Place Group (Appendix C) – six risks have been identified.

(PL4) 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 risk continues to be highlighted as above the line.

(PL8) A sustained reduction in Group Income (e.g. car parks, leisure, building services) adversely impacts upon the MTFP

- (ii) Close monitoring of income targets continues to take place in areas of concern i.e. Car Parking, Trade Refuse. Action plans have been developed in each area and budgets are being re-profiled as appropriate.

(PL13) Delivery of Strategic Options for Place, MTFP and Transformation Projects

- (iii) Integrated projects being co-ordinated through Transformation Team project and programme methodology. Regular progress checks being held with Heads of Service and Assistant Director to monitor benefits realisation.

(PL15) Failure to relocate the Depot

- (iv) A site has now been purchased and land in council ownership identified close by to enable the depot to relocate. Work is now underway to enable the depot activities to transfer to the new sites later this year.

(PL19) Reduction in rental income due to Welfare Reform and economic pressures

- (v) The breadth and cumulative effect of Welfare Benefit Reforms on individual tenants is likely to lead to an increase in rent arrears. Operational staff are doing all that is possible around benefit maximisation and strengthening links with the third sector around financial capability information advice and guidance. Weekly monitoring is undertaken between relevant officers and the Assistant Director responsible.

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

(RE8) 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 operational risk groups, established to ensure that operational risks are managed effectively within the Council, are currently under review as part of the work to reduce the costs of HOW the Council operates. Members will be updated on amendments in due course. In the meantime the groups continue to meet as scheduled.
11. Progress has continued with the Health and Safety Management project and a number of improvements have been carried out. These include a review of the Corporate Health and Safety Policy, General Statement of Intent and Corporate Health and Safety Arrangements including:

- (a) HSE Visit Guidance
 - (b) Personal Protective Equipment
 - (c) Noise
 - (d) Hypodermic Needle Handling
12. All services have produced health and safety action plans identifying service specific priorities and the Health, Safety and Wellbeing Team are working with managers providing support and assistance to ensure compliance is achieved and that standards are raised across the organisation.
13. Health and Safety Champions, nominated by Assistant Directors, are taking a key role in promoting a positive health and safety culture within each service area. Their role will involve acting as an exemplar in health and safety and a point of contact for sharing of good practice across the organisation. Champions are required to meet on a regular basis with their Assistant Director to assist in health and safety planning and performance review.
14. 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 as well as 'An Inspector Calls' – Dealing with visits by the HSE. The courses were well attended and positive feedback was received. Further training, based on need, will continue to be arranged throughout the coming year.
15. The periods of snow and heavy rain this winter have resulted in a large increase in the number of potholes and we are at present receiving a large number of vehicle damage claims. The highway Inspectors have been carrying out patrols of their areas in order to identify and arrange for pothole repairs to be carried out as soon as possible. The patrols are in addition to their normal routine 'inspect and repair', safety inspections for main routes and rural roads, which are carried out to Code of Practice frequencies, when weather conditions allow.
16. Highway Inspectors now travel in the Council's repair wagons to carry out the recently introduced 'inspect and repair' safety inspections of main routes and rural roads. Defects are identified and recorded as complete on the inspector's mobile device as the maintenance operatives carry out the repairs.
17. This pro-active and efficient approach to risk managing the public highways continues to minimise the Council's liability for compensation claims with approximately 94% of claims received successfully repudiated.
18. 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.
19. The process for managing the risk of invasive plants continues to operate effectively. This involves site management action plans agreed with landowners

where appropriate and these are periodically monitored by the Property Risk Management Group.

Conclusion

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

Outcome of Consultation

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

RISK MATRIX

CORPORATE

LIKELIHOOD	A Very High				
	B High				
	C Significant		8	1, 2, 3, 4, 5, 10	
	D Low			9	
	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 at C/II		See Paragraph 9 (a) (i) in main report
C2	New Wording now includes risks C2 C7 and C11 The Council has insufficient expertise and capacity to deliver the transformational change necessary to meet MTFP savings targets whilst maintaining service delivery throughout the process.	Ada Burns /Paul Wildsmith	None at C/II		See Paragraph 9 (a) (ii) in main report
C3	Corporate Premises Risks	Paul Wildsmith	None at C/II		See Paragraph 9 (a) (iii) in main report

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
C4	Business Continuity Plans not in place or tested for key critical services	Richard Alty	None at C/II		See Paragraph 9 (a) (iv) in main report
C5	Council unable to meet its obligations under the information governance agenda	Paul Wildsmith	None at C/II		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, process, project or budget control	Ada Burns	Deleted now merged with C2 and C11 in C2		
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	From C/II to C/III	A significant number of schools in Darlington have converted to academy status. The consequent affect on resources and services provided is now reflected in the MTFP 2013/14 to 2016/17.	

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
C9	Failure to deliver public sector general duty under the Equality Act 2010	Murray Rose	From C/II to D/II	<p>In September 2012 Cabinet agreed an Equality Scheme for 2012-16 and an associated Equality Impact Assessment Tool as a framework for meeting the public sector equality duty. Cabinet also agreed to implement the engagement arrangements set out in the Scheme and to involve staff from across the Council to support embedding equality within the resources available. There is ongoing monitoring of the Equality Impact Assessment processes across the Council by the Corporate Equalities Group. The Scheme has a four year review cycle but has a number of components within it that need to be reviewed on an annual basis. The Equality Analysis and Equality objectives, roles and responsibilities, equalities training performance management and action plan link and feed in to the Single Needs Assessment and broader service planning cycle. Consultation and engagement had taken place on the scheme and there was broad agreement from</p>	

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
				those who engaged that it was a positive approach that showed a real commitment to the equalities agenda	
C10	The risk of legal challenge in relation to the Council's decision making, contracting and other processes'.	Paul Wildsmith/Cath Whitehead	None at C/II		See Paragraph 9 (a) (vi) in main report
C11	Inability to deliver planned savings within transformation programme due high level dependency on partners	Ada Burns	Deleted now merged with C2 and C7 in C2		

RISK MATRIX

PEOPLE GROUP

LIKELIHOOD	A Very High			24	
	B High			1, 15	
	C Significant			7, 17, 19, 23	
	D Low				
	E Very Low			20, 25	
	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	None at B/II		See Paragraph 9 (b) (i) in main report
PE6	Fundamental breakdown of Partnership working	Seth Pearson	Delete from D/II	This risk was categorised below the appetite line in the Service Plan 2012-15 it was included in error in the People Group Risks	
PE7	Unable to create a culture of change and gain community support for the Darlington Together agenda	Chris Sivers	None at C/II		See Paragraph 9 (b) (ii) in main report
PE15	NEW Wording Self Directed Support – inability to ensure compliance with requirements for self directed support; individual budgets and direct payments within required timescales	Ann Workman	From DIII to B/II		See Paragraph 9 (b) (iii) in main report

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
PE17	Inability to deliver service and corporate plans as a result of Welfare reform.	Chris Sivers	None at C/II		See Paragraph 9 (b) (iv) in main report
PE19	Inability to deliver actions to effectively transfer and manage public health arrangements	Chris Sivers	None at C/II See PE25 connected risk		See Paragraph 9 (b) (v) in main report
PE20	Inability to deliver local community safety priorities arising from the introduction of Police and Crime Commissioners	Chris Sivers	None at E/II		

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
PE22	Ensuring appropriate assessment, interventions or signposting to services for disabled children and their families	Jenni Cooke	Deleted from C/II	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 has been completed with the outcome that the risk has reduced so much that it has now been removed from the risk register. Risk has now been deleted the issues have now been resolved by reviewing processes and establishing new ways of working to safeguard disabled children's cases between the Duty Team and Lifestages Team.	
PE23	Consistency of external funding streams and financial allocation to support social care	Jenni Cooke	New at C/II	Risk ranking reviewed and revised at Service Level which has elevated this risk to the Group Risk Register	See Paragraph 9 (b) (vi) in main report
PE24	Budget savings not realised through services promoting and supporting independence in the community	Ann Workman	New at A/II	Risk ranking reviewed and revised at Service Level which has elevated this risk to the Group Risk Register	See Paragraph 9 (b) (vii) in main report

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
PE25	Inability to deliver the transfer of Public Health arrangements to required timescales if delay in receiving Transfer Order and the details are not as expected.	Chris Sivers	New at E/II		

RISK MATRIX

PLACE GROUP

LIKELIHOOD	A Very High				
	B High				
	C Significant		16, 17	4, 8, 13, 15, 19,	
	D Low			2, 6, 14, 20	
	E Very Low		11		
	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
PL2	Implementation and development of Traffic Management Act duties and the Network Management Plan	Dave Winstanley	None at D/II	-----	-----
PL4	Investment in regeneration projects is not delivered	John Anderson	None at C/II	-----	See Paragraph 9 (c) (i) in main report
PL6	The management of Council risks in respect of Tees Valley Unlimited and LEP	John Anderson/ Richard Alty	None at D/II	-----	-----
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	From D/II To C/II	Close monitoring of income targets continues to take place in areas of concern re Trade Refuse and Car parking	See Paragraph 9 (c) (ii) in main report -----
PL11	Floods and Water Act Implementation	Bill Westland	None At E/III	-----	-----

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
PL13	Delivery of Strategic Options for Place, MTFP and Transformation Projects	Pauline Mitchell/ Richard Alty	From E/II To C/II	Work outstanding on process improvement and impact of ICT proposals. Staffing structure implemented apart from disaggregation of commercial gas fitters who are currently still all with Corporate Landlord	- See Paragraph 9 (c) (iii) in main report ----
PL14	Unsuccessful implementation of wheeled bins and overrun on budget	Brian Graham	None at D/II	Continue to implement project plan. On target for implementation June 2013	-----

PL15	Failure to relocate the Depot	Ian Thompson	None at C/II	-----	See Paragraph 9 (c) (iv) in main report
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

PL16	Health and Safety Executive inspections and investigations with adverse findings	Dave Winstanley Pauline Mitchell Ian Thompson John Anderson	None at C/III	A significant amount of work has now taken place that has enabled the HSE to remove the improvement note on the Council for hand arm vibration. The outcome of the rapid improvement event is being rolled out to ensure all areas are operating to new system. A project team has been set up, including a number of Assistant Directors and sponsored by the Director of Resources, to review our current approach to health and safety and build on previous good practice.	
PL17	Ability to adequately address the affordable housing requirement	Pauline Mitchell	None at C/III	-----	-----
PL19	Reduction in rental income due to Welfare Reform and economic pressures	Pauline Mitchell	From C/III To C/II	The breadth and cumulative effect of Welfare Benefit Reforms on individual tenants is likely to lead to an increase in rent arrears.	See Paragraph 9 (c) (v) in main report
PL20	Property risks – potential for breakdown in core utility systems and safety checks	Michael Chapman	New at D/II	Strategic Options for Place restructuring has strained capacity to maintain safety systems. Regular review between Head of Service and Assistant Director	

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	None at D/III		
RE2	Fraud in General	Brian James	None at C/III		
RE3	ICT security arrangements inadequate	Ian Miles	None at D/III		
RE5	Increased sickness absence adversely affects service delivery	Elizabeth Davison	None at D/III		
RE7	Sustained reduction in departmental income adversely impacts upon the MTFP	Elizabeth Davison	None at D/III		
RE8	Significant exposure to Equal Pay claims	Elizabeth Davison	None at C/II		See Paragraph 9 (d) (i) in main report
RE9	Instability within financial markets adversely impacts on finance costs and investments	Elizabeth Davison	None at D/II		

RE11	Target efficiency and procurement savings are not delivered	Brian Boggon	None at C/III		
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
RE14	Council Tax Collection could be adversely affected by downturn in the economy Welfare Benefit Reforms	Pauline Mitchell	None at C/III		