

STRATEGIC RISK MANAGEMENT

Agenda Item 5(d)

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Background Papers:- Risk Policy, Strategy and Implementation Plan – Council 19th April 2006; Risk Management report – Cabinet 27th November 2006; Audit Committee 3rd January 2008

Financial Implications:- None
Equalities Implications:- None
Legal Implications:- None

Options:

Risks: Reductions or detrimental changes to the risk management arrangements currently in place would have an adverse impact on the Council's CPA rating

EXECUTIVE SUMMARY

The report provides an annual resume of the Council's work and approach to Risk Management. Identifying the reviews undertaken which ensure that the strategic risks register is kept up-to-date and relevant.

DECISION

Members are asked to note the updated schedule of strategic risks and the action plans for each of those risks currently above the risk tolerance line.

Details

Strategic Risks

A register of the strategic risks i.e. those risks that may affect the ability of the Council to achieve its objectives, was established in December 2003.

Management Board has ensured that the risk register continues to be current by regularly reviewing and updating the strategic risks. The latest review was undertaken on 8th November 2007 in conjunction with members of the Cabinet and Audit Committee. The workshop was facilitated by David Forster of Zurich Municipal Management Services and was divided into two parts: an introduction to risk management and how it is addressed at the Council (essentially for new members) and a review of the existing strategic risk register, agreed in June 2007.

The review of the 23 strategic risks on the register (from the last review in June 2007) identified a number of changes required:

- To risk rating i.e. the likelihood of the risk occurring and the impact of the risk;
- Merging two existing risks into one single risk;
- The addition of a new risk;
- To refine and/or update the definitions used in the vulnerability, trigger or consequences of the risk.

A summary of the changes to the risk ratings is shown in the table below:

Risk Rating	June 2007	November 2007
B2 (<i>High likelihood/Critical impact</i>)	0	1
B3 (<i>High likelihood/Marginal impact</i>)	1	0
C2 (<i>Significant likelihood/ Critical impact</i>)	10	10
C3 (<i>Significant likelihood/ Marginal impact</i>)	3	3
D2 (<i>Low likelihood/ Critical impact</i>)	5	6
D3 (<i>Low likelihood/ Marginal impact</i>)	3	2
E2 (<i>Very low likelihood/ Critical impact</i>)	1	1
Total Risks on Strategic Register	23	23

A copy of the current strategic risk register is attached at Appendix 1.

Whilst a member of the Management Board is assigned responsibility for each strategic risk, the risks rated C2 are above the Risk Tolerance and as such require action planning and management over and above existing controls. This involves establishing a Management Action Plan, which assesses the adequacy of existing actions in place and the need for further action in order to move the risk to below the tolerance line. The plan also identifies responsibility for actions, key review dates and the target risk rating expected when all of the planned actions are implemented.

Copies of the action plans for the risks above the tolerance line are attached as Appendix 2.

Risks Register – Updated November 2007

Risks marked “ * ” are above tolerance and require managing

No	Rating		Vulnerability	Trigger	Consequence	Strategic Objective	Management Ownership
30	B2 (from D2)	*	Braintree district is undergoing change and redevelopment e.g. dualling of A120 east of Braintree, major house building and housing allocation, together with proposals for the development within M11 corridor including the expansion of Stansted airport. Local Development Framework for district currently in progress.	Council fails to influence strategic developments affecting the district	<ul style="list-style-type: none"> • Opportunities missed • Unsatisfactory solutions are reached • Adverse impact on local economy • Negative impact on local environment • Adverse publicity • Fail to attract additional external funding 	Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play	Corporate Director
4	C2	*	The Council prides itself on amount of consultation in undertakes. However, recent MORI research shows a decline in satisfaction with the council's services. The Council has targeted a significant improvement in overall satisfaction over the next three years.	Satisfaction levels fail to increase.	<ul style="list-style-type: none"> • Critical inspection report (Comprehensive Performance Assessment (CPA)/Comprehensive Area Assessment (CAA)) • Reputation of Council harmed 	Improve Performance and Deliver Better Value	Chief Executive
5	C2	*	Braintree has a major project to re-engineer back office and front office processes to create a more customer focused, more efficient organisation. New ways of working are being	Opportunities not taken.	<ul style="list-style-type: none"> • Efficiency and Economy savings not realised • Services do not improve/decline • Public criticism of Council • Staff co-operation starts to reduce 	Improve Performance and Deliver Better Value	Finance Director

			introduced which may involve changes to, for example, terms and conditions. The opportunities this creates need to be fully exploited.		reduce		
12	C2 (from C3)	*	The Council has challenging affordable housing targets. There are a declining number of sites for development in the district and the value of housing is intrinsically high. Increasing gap between the availability of affordable housing and those needing them. Growth in housing provision needs to be matched by appropriate infrastructure provision.	Potential number of affordable houses not provided	<ul style="list-style-type: none"> • Council target on affordable housing not met • Many people in the district are unable to afford to buy their own house • Young people/key workers leave the district • Increased recruitment / retention issues for public bodies including Braintree • Local economy declines • Community not sustainable in longer term • Use of Bed & Breakfast for homeless – cost implications for General Fund • Difficulty in redressing the use of Bed & Breakfast once started. 	Create a Better Place to Live, Work and Play	Finance Director

APPENDIX 1

20	C2	*	Capital resources required to fund capital projects are not received as expected. Condition and other specialist (DDA, fire, and asbestos) surveys of the Council's assets indicate an increasing need for investment.	Insufficient surplus Council land and property for disposal. Delay in receiving planned capital receipts. New sources of capital funding not found.	<ul style="list-style-type: none"> • Projects / initiatives cannot be funded • Council aims and objectives not met • Properties closed, impacting on service delivery • Unexpected use of balances • Loss of interest earned for revenue account 	Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play; People feel Safe and Well; Improve Performance and Deliver Better Value	Finance Director
22	C2	*	The Civil Contingencies Act requires the Council to assess the robustness of its business continuity planning process. Ensuring plans for disaster recovery, particularly for IT, are in place.	A major incident occurs in the District/Council for which there is no effective business continuity plan	<ul style="list-style-type: none"> • Effective procedures not implemented • Disruption to services • Key information lost • Local community at risk • Resources used trying to rectify situation • Community loses confidence in the Council • Adverse publicity 	Improve Performance and Deliver Better Value	Finance Director
28	C2	*	The Council does not progress sufficiently with improvement in performance as measured by BVPI's, embedding its Data Quality Policy and delivering its improvement plans.	Adverse Audit Commission inspection	<ul style="list-style-type: none"> • Adverse effect on Council reputation • Value for Money not achieved • Public dissatisfaction • Efficiency and Economy savings not realised • Auditor adverse comment • Poor Direction of Travel assessment 	Improve Performance and Deliver Better Value	Chief Executive
31 (31	C2 (from	*	Performance regime changes from process based	Failure to prepare properly-awareness, knowledge,	<ul style="list-style-type: none"> • Braintree District fails to receive reward/funding. 	Create a Cleaner and Greener District;	Chief Executive

& 39)	D3)		Performance Indicator approach, to outcome/ community/risk based Comprehensive Area Assessment approach. This places a greater dependency on partners to deliver jointly on objectives. Partnership working is a recognised area of vulnerability for many local authorities.	organisationally (performance culture) County driven approach-not at local level. A critical partnership fails.	<ul style="list-style-type: none"> • Local communities' priority issues not addressed. • Public perception drops further. • Poor rating from audit commission • Inability to influence the agenda fully. • Loss of revenue through, e.g. funding streams • Tensions between partners. • Community cynicism. 	Create a Better Place to Live, Work and Play; People feel Safe and Well; Improve Performance and Deliver Better Value	
35	C2	*	The Council needs to demonstrate that we are providing VFM services across the authority	Poor CPA 'use of resources' judgement	<ul style="list-style-type: none"> • Possible CPA re-categorisation • Shared services/outsourcing • Low morale • Savings not delivered • Reputation diminished 	Improve Performance and Deliver Better Value	Finance Director
36	C2	*	Community Well-Being The Council has a fundamental responsibility for the well being of the district. Heightened role within local government.	Council fails to give leadership role through action.	<ul style="list-style-type: none"> • Loss of reputation • Satisfaction levels poor • Fewer resources • Poor CPA/CAA rating. • Poor performance • Projects not well managed. 	Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play; People feel Safe and Well	Corporate Director
41	C2	*	Greenfields Community Housing (GCH) Transfer of housing stock to GCH. Establishing a new working relationship Strategic Housing role retained by Council	Relationship less than amicable. GCH not assisting in current climate. Inadequate arrangements to provide emergency temporary accommodation for homeless.	<ul style="list-style-type: none"> • Use of Bed & Breakfast facilities for housing the homeless • Cost implications • Staff under increased pressure (sickness levels rise) 	Create a Better Place to Live, Work and Play	Finance Director

APPENDIX 1

		Establishing strategic function- what this means for BDC.		<ul style="list-style-type: none"> • Indiscriminate cost cutting/saving exercise • Ability to sustain Service Level Agreements after initial contract period 		
1	D2	The council's pension fund, managed by the county council, is currently under funded and may require even further additional contributions into the fund.	<p>Pension fund continues to under perform</p> <p>OR</p> <p>Stock market fails to improve</p>	<ul style="list-style-type: none"> • Further contributions required • Reserves unable to fund level of increase required • Resources diverted from service delivery • Performance indicators deteriorate • Council tax has to increase • Negative publicity • Criticism from council tax payers • Relationship with county council sours 	Improve Performance and Deliver Better Value	Finance Director
17	D2	Long-term use of Council assets. Following housing transfer, council buildings (Causeway House, depot and area offices), technology, under-utilised and therefore expensive.	Failure to identify new partners. Failure to identify Council requirements.	<ul style="list-style-type: none"> • Costs of services increase. • Inefficient use of space. • Empty buildings and offices • Reduction in service standards • Balances fully utilised 	Improve Performance and Deliver Better Value	Finance Director
32	D2	Essex Waste Collection and Disposal Authorities are carrying out an options appraisal for the joint delivery of waste services across the County	Benefits to BDC not realised. Increased costs. Not all authorities sign up. Waste contractors not interested in collection element.	<ul style="list-style-type: none"> • Individual decision of one Council could impact on other councils costs • Failure to agree a waste contract process. • Prospect of further support 	Create a Cleaner and Greener District	Corporate Director

				<ul style="list-style-type: none"> cost reductions Staff dissatisfaction Lack of local control 		
34	D2 (from C2)	<p>MTFS identifies significant savings required over the next three years. Over and above an annual efficiency/vacancy factor to be achieved which is already included.</p> <p>In addition, reductions identified as result of LSVT need to be delivered and the Service Level Agreements with GCH need to be managed and strategies determined for the services following completion of initial contract period.</p>	Insufficient savings identified. Council unwilling to take difficult decisions	<ul style="list-style-type: none"> Unplanned service cuts Balances used up Reduction in service standards Decline in Council reputation. Indiscriminate cost cutting/saving exercise Ability to sustain Service Level Agreements after initial contract period 	Improve Performance and Deliver Better Value	Finance Director
37	D2	<p>Workforce planning/Talent management</p> <p>Braintree is seeking to manage complex organisational issues and has recognised people management as a critical issue. There are a number of issues:</p> <ul style="list-style-type: none"> Limited resource capacity Loss of key staff to other organisations Difficulties with recruitment Succession planning and aging staff? Business management expertise/lack of management development 	Braintree does not have the right people in the right place, with the right skills, to build on its improvement for the future.	<ul style="list-style-type: none"> Increased key person dependency No capacity for strategic issues Not shaped for the future Failure to maximise on business process re-engineering Significant projects and initiatives not delivered Work/initiative overload Stress and absenteeism Frustrated staff Services suffer and standards fall Threat to CPA improvement 	Improve Performance and Deliver Better Value	Chief Executive

42	D2 (from C2)	<p>Local Committees Perceived change in role of front line members. Creation of local committees, providing focus on issues to area. New ways of working, opportunities to engage with range of players in area.</p>	Members not engaging in 'new' approach	<ul style="list-style-type: none"> Failed opportunity to engage members/new ways of working at local level. Council seen as not supporting local community Reputation of Council harmed. Ensuring consistent approach. Fail to give local community leadership Critical CPA/CAA inspection report 	Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play; People feel Safe and Well; Improve Performance and Deliver Better Value	Chief Executive
3	C3	Anti Social Behaviour is a high profile issue for local residents and the Council has a lead role to play in managing the community to deal with this. This is a key ambition.	Perception of ASB fails to reduce, or actually increases	<ul style="list-style-type: none"> Perceived failure of council leadership Areas of Braintree and the District 'get a reputation' Issue gets in the way of other key priorities 	People feel Safe and Well	Chief Executive
6	C3	The Council undertakes a variety of projects, which require effective project management and staff do not always recognise what a project is. Successful service delivery is dependent upon effective performance monitoring. However performance management is not fully part of the culture and is not consistently applied across the Council.	<p>Projects are adversely affected due to council staff not having the relevant skills/capacity</p> <p>The Council's performance drops/improves</p>	<ul style="list-style-type: none"> Projects not managed to time or budget/authority muddles through Projects fail to deliver objectives Organisation fails to change and benefit from project Partners are disillusioned Adverse effect on performance Adverse publicity Managers are unaware of quality and performance 	Improve Performance and Deliver Better Value	Chief Executive

				<p>quality and performance standards being achieved.</p> <ul style="list-style-type: none"> • Failure to address poor performance • Service quality falls • Censure by audit / inspection 		
43 New	C3	<p>Sustainability The Council has adopted a Sustainable Energy Strategy and signed, together with Uttlesford DC, the Nottingham Declaration on Climate Change.</p>	<p>Council fails to deliver on its Sustainable Energy Strategy</p>	<ul style="list-style-type: none"> • Fail to give local community leadership • Public criticism • Critical CPA/CAA inspection report • Reputation of council damaged 	<p>Create a Better Place to Live, Work and Play</p>	<p>Corporate Director</p>
10	E2	<p>Braintree provides high profile and high-risk services, which concern safety to the community, liabilities and health and safety.</p>	<p>High profile incident leading to sustained media and legal attention (e.g. through failure of asset/ management)</p>	<ul style="list-style-type: none"> • Negative impact on rest of organisation • Loss of confidence in Council • Reputation of council damaged • Recruitment is inhibited • Loss of quality staff • Loss of public trust 	<p>Improve Performance and Deliver Better Value</p>	<p>Chief Executive</p>
38	D3 (from B3)	<p>'Hard to reach groups' Increasing numbers of migrants within the District. Issues around language, housing and benefits.</p>	<p>Marked down on CPA inspection through not recognising or addressing issue. Fail to meet the specific needs of a growing community.</p>	<ul style="list-style-type: none"> • Isolated group that is segregated from main community. • Impact upon inspection regime. 	<p>Create a Better Place to Live, Work and Play; People feel Safe and Well</p>	<p>Chief Executive</p>

40	D3	<p>Governance arrangement across Essex. Essex County Council developing new governance arrangements for strategic partnership working across Essex. In taking forward Local Area Agreement process.</p>	<p>BDC unable to contribute to strategic debate and influence at a County level. ECC dictates local agenda.</p>	<ul style="list-style-type: none"> • Threat to leadership role. • Threat to effective development of Local Committee. • Insufficient focus on local priorities. • Braintree affected by issues more relevant to south Essex. 	<p>Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play; People feel Safe and Well; Improve Performance and Deliver Better Value</p>	<p>Chief Executive</p>
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Risks deleted from the business risk register/passed down to service risk registers

39	D3	Performance regime changes from process based Performance Indicator approach, to outcome/ community/risk based Comprehensive Area Assessment approach.	Failure to prepare properly-awareness, knowledge, organisationally (performance culture) County driven approach-not at local level.	<ul style="list-style-type: none"> • Braintree District fails to receive reward/funding. • Local communities' priority issues not addressed. • Public perception drops even further. • Poor rating from audit commission • Inability to influence the agenda fully. 	Create a Cleaner and Greener District; Create a Better Place to Live, Work and Play; People feel Safe and Well; Improve Performance and Deliver Better Value	Chief Executive
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Risk Management Action

Likelihood	A				
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Risk Number	Current Risk Score	Target Risk Score	Description
30	B2		Council fails to influence strategic developments affecting the district

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates

<ul style="list-style-type: none"> • Consultation – public, parishes, pressure groups • Partnership discussions with County • Open debate – encouraged confrontation of issues • Representation on existing strategic groups • Engaging at a regional level • Commissioning studies – influential in lobbying process • Looked at infrastructure implications • Established new partnerships e.g. Olympics 2012 • A120 – looked at issues for adjacent roads / outside the district • Regular cross-departmental briefings • Joint working with three other Essex authorities – influencing developments in M11 corridor 		<ul style="list-style-type: none"> • Working in partnerships – sharing long term aims and potentially sharing risks • Monitor current activity e.g. highways agency – able to react at short notice and exploit opportunity • Continue to act regionally • Identifying champions and resourcing them • Encouraging a community view / balancing with regional and national interests 	<p>Corporate Director</p>	<p>Ensuring LDF process is adopted/ approved on target</p>	<p>Annually</p>	<p>July 2008</p>
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Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
4	C2		Council's service's satisfaction levels fail to increase.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<ul style="list-style-type: none"> Ongoing consultation – fresh data Raising performance awareness in the Council – electronic data capturing / business planning process Greater use of comparative data Moving resources to key services e.g. rapid response, parish rangers Greater use of partnerships Identifying areas of concern and addressing these More specialist consultation 		<ul style="list-style-type: none"> Managing public statements by Councillors Managing reporting of success / failure Targetting publicity Dealing with criticism proactively Promoting the positive messages Dept heads to report good news stories on a monthly basis Be aware of potential failures – greater use of performance data – deal with ambers before become red Culture of performance is critical Promoting good news effectively and managing the findings from consultation Review media analysis Raising staff awareness – effect of their work on Council's profile 	Chief Executive	Improved customer satisfaction		

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
5	C2		Opportunities not taken from business process re-engineering.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> • IDOX rolled out to all services by the end of March • Customer & Access strategy agreed by Cabinet September 06 • Consultant appointed to manage and lead transformation programme • Workforce development plan agreed 		<ul style="list-style-type: none"> • Consider alternative methods of delivering Customer Services, taking into consideration potential future changes in accommodation and customer needs • Review Customer and Access strategy and produce an action plan • Management Board to ensure consultant’s recommendations are implemented 	Finance Director	<ul style="list-style-type: none"> • Customer satisfaction levels maintained /improved • Anticipated savings are realised 	Quarterly	18.2.08 Council Tax set

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
12	C2		Potential number of affordable houses not provided

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> Planning policy requires 30% social housing in developments of over 15 houses 		<ul style="list-style-type: none"> £500,000 allocated in capital programme for LA social housing grant Review planning policy to ensure opportunities are maximised (see local development framework) 	Finance Director	<ul style="list-style-type: none"> 		July 2008

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
20	C2		Insufficient surplus Council land and property for disposal. Delay in receiving planned capital receipts. New sources of capital funding not found.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> Disposal programme identifies £7.3m in current year Grove House & 4 Freebournes Court Witham identified as potential future sales 		<ul style="list-style-type: none"> Review land and property needs post transfer Consider alternative methods of securing external funding 	Finance Director	<ul style="list-style-type: none"> Essential Capital projects able to be funded Ongoing Capital needs addressed BVPI 156 70% by 31.3.08 		3.9.07 – Cabinet 18.2.08 – Council

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
22	C2		A major incident occurs in the District/Council for which there is no effective business continuity plan.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> Generic Plan now in place Emergency Plan arrangements in hand 		<ul style="list-style-type: none"> Detailed action plans required for individual services Generic Plan to be communicated throughout the organisation Desktop exercise for managers 	Finance Director	Major incident occurs and disruption to services is minimised as outlined in the Business Continuity Plan	Annually	31.3.08

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
28	C2		The Council does not progress sufficiently with improvement in performance as measured by BVPI's, embedding its Data Quality Policy and delivering its improvement plans.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<ul style="list-style-type: none"> Regular monitoring of performance measures 		<ul style="list-style-type: none"> Monthly monitoring of performance report by Directors and Heads of Service Quarterly monitoring by Management Board, Performance & Efficiency Board and Cabinet Rectification reports required when performance off-track 	Chief Executive	Achieve targeted performance Improve service delivery	Quarterly	March 2008

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
31	C2		Failure to prepare properly- awareness, knowledge, organisationally (performance culture) County driven approach-not at local level. A critical partnership fails.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<ul style="list-style-type: none"> LSP and partnership groups Local committees Performance framework for BDC Working together to deliver LAA 		<ul style="list-style-type: none"> Improve LSP performance management framework Develop local committees to take a broader interest in partnership issues Corporate strategy to reflect partnership working as a priority to deliver Members to understand implications of CAA 	Chief Executive	<ul style="list-style-type: none"> Good CAA assessment Delivering outcomes through partnerships Achieve targets with LAA 	Quarterly	March 2008 – LAA June 2008 – LAA 2009 – CAA

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
35	C2		Council is unable to demonstrate that it is providing VFM services across the authority.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> CIPFA stats/Audit Commission VFM toolkits used for comparatives Benchmarking Clubs – CIPFA/APSE Visits to other authorities to learn best practice 		<ul style="list-style-type: none"> Identification & collection of unit cost for comparison with others Considering market testing where appropriate 	Finance Director	Service levels maintained at reduced cost or service levels increased at the same cost	Quarterly	

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
36	C2		The Council has a fundamental responsibility for the well being of the district and fails to manage sustainability effectively.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
		Carbon Trust project in conjunction with Colchester Borough and Uttlesford District Councils – develop action plan Implement agreed actions	Corporate Director	Carbon Trust projects achieved on time Good CAA assessment	Quarterly	March 2008 March 2009

Risk Management Action

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Risk Number	Current Risk Score	Target Risk Score	Description
41	C2		The Council is not effective in its role as a Strategic Housing Authority.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<ul style="list-style-type: none"> Review of future Strategic Housing role post-transfer has been undertaken Future Council structure includes a Head of Housing on the Senior Managers Group 		<ul style="list-style-type: none"> Develop relationship with GCH to ensure needs met Agree arrangements for housing the homeless Develop contract management role Introduce Choice Based Lettings 	Finance Director	<ul style="list-style-type: none"> Avoidance of use of B&B New affordable homes built – 100 pa Council’s promises to tenants delivered 		