

## Risk Register

Risk Ref	Cause	Trigger	Consequence	Assigned To	Uncntrl'd Rating	Current Rating	Control Measures	Assigned To	Residual Rating
BUS0003	The Council relies on staff consistently working for longer than their contracted hours <b>Next Review:</b> (Reviewed every 4 months) <b>Risk Status:</b> Treat	Increasingly due to staff numbers having reduced to make budget savings	Increased sickness absence Increased levels of overtime requests Potential health and safety issues Breach of contract Impact on service delivery Staff dissatisfaction Recruitment and retention issues Impact on VfM	Carroll, Sarah	9 P(3) I(3)	9 P(3) I(3)	<p><b>Analyze outcomes of staff survey to inform improvement programme</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> 31/08/2012 <b>Next Review:</b> (Reviewed every 0 months)</p> <p><b>Ensure staff are taking appropriate annual leave during the year</b> <i>In Progress</i> (5% complete) <b>Target Date:</b> 01/06/2012 <b>Next Review:</b> (Reviewed every 0 months)</p> <p><b>Undertake Investors in People health check</b> <i>Implemented</i> <b>Target Date:</b> 31/03/2012 <b>Next Review:</b> 01/09/2012 (Reviewed every 3 months)</p> <p><b>Use Managers Exchange to share best practice with Managers and address corporate issues</b> <i>In Progress</i> (25% complete) <b>Target Date:</b> 29/06/2012 <b>Next Review:</b> 01/09/2012 (Reviewed every 3 months)</p> <p><b>Design and deliver a staff survey</b> <i>Implemented</i> <b>Target Date:</b> 31/05/2012 <b>Next Review:</b> 25/08/2012 (Reviewed every 3 months)</p> <p><b>Review flexi-time policy</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 01/08/2012 (Reviewed every 4 months)</p>	Carroll, Sarah  Carroll, Sarah  Carroll, Sarah  Carroll, Sarah  Carroll, Sarah	4 P(2) I(2)

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							<b>Deliver training to managers on revised policies</b> <i>In Progress</i> (25% complete) <b>Target Date:</b> 31/08/2012 <b>Next Review:</b> 03/06/2012 (Reviewed every 4 months)	Carroll, Sarah	
BUS020001	Managers may not have or use performance information effectively as a management tool <b>Next Review:</b> 30/07/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Council doesn't have or make best use of performance information for service outcomes	Resources used for wrong priorities Missed opportunities (to save and improve) Unable to achieve key targets Performance is managed ineffectively	Carroll, Sarah	6 P(3) I(2)	6 P(3) I(2)	<b>Training of managers on the benefits of performance management</b> <i>Implemented</i> <b>Target Date:</b> 01/04/2012 <b>Next Review:</b> 02/08/2012 (Reviewed every 4 months)  <b>Develop the culture change programme to monitor behaviours</b> <i>In Progress</i> (35% complete) <b>Target Date:</b> 30/03/2013 <b>Next Review:</b> 11/10/2012 (Reviewed every 5 months)	Tebbett, Stephen    Mileham, Barry	4 P(2) I(2)
BUS030001	The Council is involved in a number of partnerships including a shared services programme with other LAs, and there is a reliance on these to deliver in a number of areas. There are concerns however around the level of resourcing required, the robustness of the management and governance around these and the ability / willingness of partners to participate fully <b>Next Review:</b> (Reviewed every 3 months) <b>Risk Status:</b> Treat	Shared service programme fails to deliver effectively to improve services and save money in shared areas - for example, TDC invests more time and resource into partnerships than the benefit received	Financial loss Wasted resources, or loss of funding Inability to meet targets Differing priorities - so effort is expended on other/lower priorities Expend extra effort to manage partnership arrangements Dissatisfaction/Frustration and loss of confidence Need to unwind and reverse strategic direction Failure of statutory responsibilities Partners direction changes adversely Unitary model imposed Political unrest	Carroll, Sarah	9 P(3) I(3)	9 P(3) I(3)	<b>Review governance arrangements for shared services</b> <i>In Progress</i> (80% complete) <b>Target Date:</b> 31/05/2012 <b>Next Review:</b> 17/07/2012 (Reviewed every 2 months)  <b>Strategic Business Case</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 01/08/2012 (Reviewed every 6 months)  <b>Establish shared service implementation plan</b> <i>Implemented</i> <b>Target Date:</b> 31/03/2012 <b>Next Review:</b> 31/07/2012 (Reviewed every 6 months)	Chadwick, Sophie    Chadwick, Sophie  Chadwick, Sophie	3 P(1) I(3)

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BUS030002	Procurement and contract management / monitoring are increasingly important and there is a need to measure and monitor effectiveness and value for money (VFM) on key contracts <b>Next Review: 13/05/2012</b> (Reviewed every 4 months) <b>Risk Status: Treat</b>	Fail to adequately manage / monitor key contracts	Impact on VFM Tenant satisfaction falls Impact on reputation from tenants and marketplace Key contract fails Significant amount of time required to manage situation	Paton, Karen	9 P(3) I(3)	3 P(1) I(3)	<p><b>Review processes (easing internal bureaucracy AND ensuring compliance, and make sure processes are effective)</b> <i>In Progress</i> (20% complete) <b>Target Date:</b> <b>Next Review:</b> 31/07/2012 (Reviewed every 6 months)</p> <p><b>Strengthen process for capturing contract details aligned with budget information</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 31/05/2012 (Reviewed every 4 months)</p> <p><b>Increase the resource for monitoring compliance with CSOs</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 01/10/2012 (Reviewed every 6 months)</p> <p><b>Contract Management Training</b> <i>In Progress</i> (40% complete) <b>Target Date:</b> <b>Next Review:</b> 19/12/2012 (Reviewed every 3 months)</p> <p><b>Periodic refresh of the Contract Register</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 30/11/2012 (Reviewed every 12 months)</p>	Paton, Karen   Paton, Karen  McGonigal, Sue  Paton, Karen  Paton, Karen	2 P(1) I(2)

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BUS030003	<p>The Council is involved in a number of partnerships and there is a reliance on these to deliver in a number of areas. There are concerns however around the level of resourcing required, the robustness of the management and governance around these and the ability / willingness of partners to participate fully</p> <p><b>Next Review:</b> 11/07/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat</p>	<p>Council invests more time and resource into partnerships than the benefit received</p> <p>Lack of DPA compliance by other shared service authorities when using TDC personal data puts TDC at risk of breach of DPA with attendant risk of ICO penalty up to £500,000</p> <p>Disinvestment in partnerships</p>	<p>Wasted resources</p> <p>Differing priorities</p> <p>Effort expended on other / lower priorities</p> <p>Direction of partnership changes</p> <p>Expend extra effort to manage partnership arrangements</p> <p>Frustration</p> <p>Unable to meet targets</p> <p>Loss of funding</p> <p>Loss of confidence</p> <p>Withdrawal of partners</p>	Carroll, Sarah	6 P(3) I(2)	6 P(3) I(2)	<p><b>On-going work at CEx level for increasing partnership working</b> <i>In Progress</i> (50% complete) <b>Target Date:</b> <b>Next Review:</b> (Reviewed every 0 months)</p> <p><b>Use the performance management process to monitor the achievements of partnerships</b> <i>In Progress</i> (75% complete) <b>Target Date:</b> 31/07/2012 <b>Next Review:</b> 26/07/2012 (Reviewed every 3 months)</p> <p><b>Record the governance arrangements and agreed benefits / purpose of partnerships</b> <i>In Progress</i> (40% complete) <b>Target Date:</b> 30/04/2012 <b>Next Review:</b> 31/05/2012 (Reviewed every 14 months)</p> <p><b>Request outline business case to be produced to highlight resource requirements up front</b> <i>Implemented</i> <b>Target Date:</b> <b>Next Review:</b> 30/09/2012 (Reviewed every 6 months)</p>	<p>McGonigal, Sue</p> <p>Chadwick, Sophie</p> <p>Chadwick, Sophie</p> <p>Carroll, Sarah</p>	2 P(1) I(2)
BUS030005	<p>Partners financial difficulties</p> <p>Partners political difficulties</p> <p>Partners dissatisfied with performance/quality of service</p> <p><b>Next Review:</b> 24/05/2012 (Reviewed every 3 months) <b>Risk Status:</b> Tolerate</p>	Partner(s) decide to withdraw from a shared service	<p>Cancellation of projects</p> <p>Additional financial responsibilities for remaining partners</p> <p>Reduction of service quality/performance</p>	Chadwick, Sophie	8 P(4) I(2)	8 P(4) I(2)			8 P(4) I(2)

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BUS030006	Economic climate Changing working environment Increased budgetary constraints <b>Next Review:</b> 09/09/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Failure to follow agreed industrial relations consultation mechanism Lack of compliance with agreed processes for staffing issues Challenge to business decisions by staff Increase in applications to Employment Tribunals	Worsening employee/ industrial relations Damage to Reputation Financial Cost Political controversy	Paton, Karen	6 P(3) I(2)	6 P(3) I(2)	<p><b>Robust policies and procedures</b> <i>In Progress</i> (50% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 10/09/2012 (Reviewed every 4 months)</p> <p><b>Performance monitoring of workforce information</b> <i>Approved</i> (50% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 10/09/2012 (Reviewed every 4 months)</p> <p><b>Culture change programme</b> <i>In Progress</i> (50% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 10/09/2012 (Reviewed every 4 months)</p> <p><b>Employee Council process</b> <i>Implemented</i> <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 30/09/2012 (Reviewed every 6 months)</p> <p><b>Learning &amp; Development programme</b> <i>In Progress</i> (20% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 10/09/2012 (Reviewed every 4 months)</p> <p><b>Management Development programme</b> <i>In Progress</i> (50% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 10/09/2012 (Reviewed every 4 months)</p>	Paton, Karen      Mileham, Barry   Carroll, Sarah   Mileham, Barry   Mileham, Barry	4 P(2) I(2)

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BUS030007	Economic climate & resources Remedies directive <b>Next Review:</b> 09/09/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Outcome of procurement selection/award process is a legal challenge on a procurement	Reputational damage Financial penalties Contracts ruled ineffective Unable to deliver a service because procurement deadline is missed	Paton, Karen	6 P(3) I(2)	6 P(3) I(2)	<p><b>EU Procurements managed by Procurement Officers</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 09/09/2012 (Reviewed every 4 months)</p> <p><b>Robust procurement framework</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> (Reviewed every 0 months)</p> <p><b>Procurement Strategy adopted by the Council</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> (Reviewed every 0 months)</p> <p><b>Clear Contract Standing Orders (CSOs) and accompanying procurement guidance available for all procurement</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> (Reviewed every 0 months)</p>	Paton, Karen          Paton, Karen	2 P(2) I(1)
CML0001	Health and safety risk assessments not having been completed recently. <b>Next Review:</b> 31/05/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Member of staff injured undertaking Council duties	Possible corporate manslaughter Failure of statutory requirements Insurance claim against the Council Loss of reputation Adverse media	Seed, Mark	9 P(3) I(3)	9 P(3) I(3)	<p><b>Liaise with EKHRP to review H&amp;S risk assessment process</b> <i>In Progress</i> (75% complete) <b>Target Date:</b> 31/01/2012 <b>Next Review:</b> 27/04/2012 (Reviewed every 4 months)</p> <p><b>Liaise with EKHRP to implement recommendations from 2009 internal audit</b> <i>In Progress</i> (75% complete) <b>Target Date:</b> 31/01/2012 <b>Next Review:</b> 31/05/2012 (Reviewed every 4 months)</p>	Seed, Mark          Seed, Mark	3 P(1) I(3)

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CML020001	Concerns that the Council is not investing sufficiently in the upkeep of its physical assets due to lack of financial resources. Lack of investment in parks & open spaces or other leisure facilities, the Port, and the Crematorium. <b>Next Review:</b> 27/07/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	Council has more property than it can afford. This is due to the repairs deficit, of over 4 million pounds. And community/ political tension over many potential asset disposals. Further during recession, our tenants in community buildings are requesting reduced rents, creating more budget pressures.	Gradual deterioration in quality and utility Decrease in value of property Loss of income Potential health and safety issues Political impact Loss of reputation Adverse publicity Impact on VfM Complaints	Seed, Mark	12 P(3) I(4)	12 P(3) I(4)	<b>Draft and Implement Asset Management Strategy</b> <i>In Progress</i> (40% complete) <b>Target Date:</b> <b>Next Review:</b> 27/04/2012 (Reviewed every 2 months)	Seed, Mark	4 P(2) I(2)
CML050001	Emergency Planning roles are ill defined. Business Continuity Plans are not sufficiently drafted or robustly tested; or are not sufficiently understood across the organisation. <b>Next Review:</b> (Reviewed every 2 months) <b>Risk Status:</b> Treat	A business continuity incident occurs and the organisation fails to respond effectively	Confusion occurs over responsibilities, and Council doesn't contribute as required Lack of clear understanding links to mixed messages internally and externally Impact on key services Service failure Impact on vulnerable people Potential health and safety issues Possible corporate manslaughter Drop in standards Possible breach of contract	Humber, Mike	16 P(4) I(4)	6 P(2) I(3)	<b>Review and revise the council's BCP</b> <i>Superseded</i> (80% complete) <b>Target Date:</b> <b>Next Review:</b> 30/04/2013 (Reviewed every 3 months)  <b>Test the effectiveness of the BCP</b> <i>Superseded</i> (60% complete) <b>Target Date:</b> <b>Next Review:</b> 30/04/2013 (Reviewed every 3 months)  <b>Review and revise the Council's BCP's</b> <i>In Progress</i> (25% complete) <b>Target Date:</b> 30/06/2012 <b>Next Review:</b> 30/07/2012 (Reviewed every 3 months)  <b>Review and Revise the Business Continuity Plans</b> <i>In Progress</i> (25% complete) <b>Target Date:</b> 01/07/2012 <b>Next Review:</b> 01/08/2012 (Reviewed every 3 months)  <b>Test the effectiveness of the BCP's</b> <i>In Progress</i> (10% complete) <b>Target Date:</b> <b>Next Review:</b> 14/08/2012 (Reviewed every 3 months)	Morgan, Paul  Morgan, Paul  Morgan, Paul  Morgan, Paul	3 P(1) I(3)

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CML070001	Requirement to roll-out new waste and recycling collection system by December 2013 <b>Next Review:</b> 09/09/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Failure to complete roll-out of required waste & recycling system by December 2013	Financial penalties under East Kent five-way agreement Reputational damage Reduced recycling rates Political controversy	Jones, Jay	9 P(3) I(3)	9 P(3) I(3)			6 P(2) I(3)
CTY0001	Market conditions prevent the Council from realising the value of its assets - <b>CONTROL MEASURES TO BE DEFINED</b> <b>Next Review:</b> 09/11/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	Market values remain depressed over the medium or long term	Inability to sell or let property on realistic terms Loss of income Frustration of capital asset strategy Reputational loss Failure to meet obligations Damaged Partner relationships	Homer, Madeline	9 P(3) I(3)	9 P(3) I(3)			3 P(3) I(1)
CTY010003	TDC do not respond to a Child Protection issue. <b>Next Review:</b> 30/09/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	Staff are not adequately trained to recognise a potential safeguarding issue. TDC do not comply with the KSCB Annual Review and Section 11 Audit.	The child's welfare is at risk. TDC are non-compliant with The Children's Act 1989 and 2004.	Wason, Janice	9 P(3) I(3)	3 P(1) I(3)	<p><b>Work with HR to ensure adequacy of policies and processes for CRB checks</b> <i>In Progress</i> (85% complete) <b>Target Date:</b> 31/05/2012 <b>Next Review:</b> 24/05/2012 (Reviewed every 3 months)</p> <p><b>KSCB Annual Review and Section 11 Audit Completed</b> <i>In Progress</i> (20% complete) <b>Target Date:</b> 31/03/2012 <b>Next Review:</b> 31/05/2012 (Reviewed every 12 months)</p> <p><b>All staff trained to recognise a child at risk and the LA procedure</b> <i>Implemented</i> <b>Target Date:</b> 31/03/2012 <b>Next Review:</b> 30/09/2012 (Reviewed every 6 months)</p> <p><b>Report to Governance Board periodically on number of referrals</b> <i>Approved</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 16/05/2012 (Reviewed every 3 months)</p>	Chadwick, Sophie  Phippin, Sarah  Phippin, Sarah  Phippin, Sarah	3 P(1) I(3)



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CTY020001	Government policy works against local initiatives (eg Benefit changes adversely affects people's ability to pay for housing) Double dip recession adversely impacts on housing affordability Loss of staffing resources <b>Next Review:</b> 09/11/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	Housing Intervention Project fails to achieve outcomes Judicial review of selective licensing decides against our model for housing intervention	Cliftonville West housing market remains unbalanced Reputational damage The Council is unable to deliver the project Political Controversy	Wenham, Tanya	9 P(3) I(3)	9 P(3) I(3)	<b>Monitor the impact of policy and adjust housing targets accordingly</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 09/09/2012 (Reviewed every 4 months)	Wenham, Tanya	6 P(2) I(3)
CTY040002	Failure to make progress on the Dreamland site <b>Next Review:</b> 31/07/2012 (Reviewed every 4 months) <b>Risk Status:</b> Treat	Planning appeal determination rules against the Council's Compulsory Purchase Order (CPO) Planning appeal determination rules in favour of the Council's Compulsory Purchase Order (CPO) but the owners start a legal challenge against the determination	Further delays to start of work on the site Further costs - either in paying substantial costs if the determination ruling is against the Council's CPO, or in defence against a possible legal challenge Reputational damage Political controversy	Hetherington, Robert	8 P(2) I(4)	8 P(2) I(4)	<b>Maintaining clear records of bases of decision &amp; mounting sustainable defence of the Council's decision</b> <i>In Progress</i> (25% complete) <b>Target Date:</b> 31/03/2013 <b>Next Review:</b> 31/07/2012 (Reviewed every 4 months)	Hetherington, Robert	4 P(1) I(4)

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FIN0001	The Medium Term Financial Strategy contains a number of plans and assumptions around income and expenditure however there are a number of issues which if they occurred could impact on the plan. This could include issues around the capital programme, pay settlement, pension fund or government legislation changes. This may also include the possibility of one of the council's major customers going out of business. This is further impacted by the current economic volatility - 'credit crunch'. <b>Next Review:</b> 18/07/2012 (Reviewed every 2 months) <b>Risk Status:</b> Tolerate	Assumptions made in the Medium Term Financial Strategy differ from actual or something unexpected significantly impacts on the plan	Impact on reserves Requirement for remedial action Supplementary precept Need to prioritise / rationalise some areas Stop doing certain things Impact on service delivery Complaints Adverse media	Martin, Sarah	12 P(4) I(3)	6 P(2) I(3)	<p><b>Implement reviews to identify efficiencies and economies</b> <i>In Progress</i> (10% complete) <b>Target Date:</b> 31/10/2012 <b>Next Review:</b> 24/08/2012 (Reviewed every 3 months)</p> <p><b>Regularly monitor outstanding debt position</b> <i>Superseded</i> <b>Target Date:</b> <b>Next Review:</b> 18/07/2012 (Reviewed every 2 months)</p> <p><b>Regular review of Council's financial position, including review with managers &amp; clear communication of position</b> <i>In Progress</i> (70% complete) <b>Target Date:</b> <b>Next Review:</b> 18/07/2012 (Reviewed every 2 months)</p> <p><b>Set up process to deliver savings</b> <i>Superseded</i> <b>Target Date:</b> <b>Next Review:</b> 18/07/2012 (Reviewed every 2 months)</p>	Martin, Sarah  Martin, Sarah  Martin, Sarah  Martin, Sarah	4 P(2) I(2)

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FIN0004	The current economic climate may result in individuals and/or criminal fraternities taking greater risks and/or using more innovative technologies in order to obtain monies by illegal means. <b>Next Review:</b> 05/07/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	The Council may not have sufficient resource dedicated to anti-fraud measures to deal with any increase in fraudulent activity; or may not have the capacity to keep up to date with new fraudulent methods.	Increase in incidence of successful frauds against the Council	Martin, Sarah	12 P(4) I(3)	6 P(3) I(2)	<p><b>Ensure anti-fraud policies remain fit for purpose</b> <i>In Progress</i> (50% complete) <b>Target Date:</b> 30/04/2012 <b>Next Review:</b> 21/09/2012 (Reviewed every 6 months)</p> <p><b>Raise staff awareness</b> <i>In Progress</i> (80% complete) <b>Target Date:</b> <b>Next Review:</b> 05/09/2012 (Reviewed every 6 months)</p> <p><b>Provide regular training to managers re fraud awareness</b> <i>In Progress</i> (75% complete) <b>Target Date:</b> 30/09/2012 <b>Next Review:</b> 21/09/2012 (Reviewed every 3 months)</p> <p><b>Carry out checks of ghost employees</b> <i>Approved</i> (0% complete) <b>Target Date:</b> 30/04/2012 <b>Next Review:</b> 21/09/2012 (Reviewed every 6 months)</p>	Martin, Sarah  Martin, Sarah  Martin, Sarah  Martin, Sarah	3 P(3) I(1)

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FIN0005	<p>The Government expects councils to approve a new localised council tax discount scheme by 31 January 2013 for implementation with effect from 1 April 2013. The scheme is to deliver welfare entitlement savings of 10% whilst at the same time protecting payments to pensioners and other (yet to be defined) vulnerable groups. The implementation of a revised scheme is dependent on the software suppliers being able to make the necessary changes to the system within a very tight timeframe.</p> <p><b>Next Review:</b> 15/09/2012 (Reviewed every 3 months)</p> <p><b>Risk Status:</b> Treat</p>	<p>The council's software supplier is unable to make the necessary changes within the required deadline.</p>	<p>The council would need to find the savings required (which are approximately £230k) from within existing budgets or from raising council tax.</p>	Martin, Sarah	9 P(3) I(3)	6 P(2) I(3)	<p><b>Aid software companies</b> <i>Proposed</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 15/06/2012 (Reviewed every 3 months)</p> <p><b>Work with EKS and the software supplier</b> <i>Proposed</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 15/06/2012 (Reviewed every 3 months)</p>	<p>Paton, Karen</p> <p>Paton, Karen</p>	6 P(3) I(2)

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FIN0006	In this current economic climate, an officer or member may be more inclined to offer or accept a bribe. <b>Next Review:</b> 29/09/2012 (Reviewed every 6 months) <b>Risk Status:</b> Treat	The Council may not have sufficient resource dedicated to anti-bribery measures to deal with any increase in bribery activity.	Increase in offering or acceptance of bribes by officers or members.	Martin, Sarah	6 P(3) I(2)	6 P(3) I(2)	<p><b>Raise staff awareness of anti-bribery policy &amp; procedure</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 29/03/2013 (Reviewed every 12 months)</p> <p><b>Provide regular anti-bribery training to managers</b> <i>Proposed</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 29/09/2012 (Reviewed every 6 months)</p> <p><b>Ensure Anti-bribery policy remains fit for purpose</b> <i>Proposed</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 29/09/2012 (Reviewed every 6 months)</p> <p><b>Raise Members' awareness of anti-bribery policy &amp; procedure</b> <i>In Progress</i> (0% complete) <b>Target Date:</b> <b>Next Review:</b> 29/09/2012 (Reviewed every 6 months)</p>	Sanham, Matthew  Sanham, Matthew  Sanham, Matthew  Sanham, Matthew	4 P(2) I(2)