



	DESCRIPTION	CONSEQUENCES	LIKELIHOOD	IMPACT	TOTAL	VH/H /M/L	MITIGATION STRATEGY	MITIGATION OWNER	ACTION BY DATE	RISK OWNER	AMBITION/PRIORITY LINK
	Council does not align its income and its expenditure prior to its balances being exhausted	Significant cuts in services Staff reductions	3	5	15	H	a) General Fund Financial Strategy approved by Executive b) General Fund Savings Options approved by Executive c) General Fund Revenue and Capital Forward Plans to Executive d) General Fund Budget Requirement	Head Of Finance	a) July 2006 b) Nov 2006 c) Dec 2006 d) Feb 2007	Head of Finance	1A - 4C
	Adjustment A - Audit Commission challenge to the 2004/05 Accounts, accounting treatment of £2.6M Transferred Debt	Significant increase in Budget Gap over MTFF	3	4	12	H	Capital Direction Received from DCLG	Head Of Finance	Sep-06	Head Of Finance	1A - 4C
							* Achievement of Gershon Efficiency Savings * Continue Base Budget Reviews,	All Heads of Service Head Of Finance	Ongoing Ongoing		
S7	<b>Lack of Customer Access to Services</b>  Lack of IT infrastructure  Failure to develop CRM to satisfactory level Failure to realize impact of Almo Failure to transfer more services to CSC Failure to deliver effective service post transfer  Low customer take-up of on-line services  Not enough resource to meet service levels Lack of skill base for staff Public expectations/service standards not met Lack of back office commitment to provide front-line staff with information, training and support necessary to provide an appropriate service to the customer.	Significant increase in staff costs  High escalation rates High training costs Value for money Poor service delivery  BV157  KPI service failure  Poor customer perception	2	4	8	M	* Detailed management and continuous monitoring of service Transforming Services Programme Satyam Consultants for CRM development Service Level Agreements Transforming Services Programme Service Level Agreements  Encourage customers to access on-line when they phone/visit the CSC. Publish Information. Resource self-service area to 'teach' customers new skills.  Upgrade Workforce Planning tool  Working together Action Plan Service Level Agreements  Service Level Agreements	Customer Services Manager	Ongoing	Customer Services	4A & 4C
S8	<b>Town Centre</b> Scheme does not commence	Failure to consolidate the role of Stevenage town centre as a major shopping and leisure centre serving a large catchment area	3	3	9	M	* Detailed management and continuous monitoring of scheme	Head of Planning	Ongoing	Head of Planning	1D, 2A, 2B
S9	<b>Stevenage West</b> Development does not proceed	Council does not contribute towards meeting the growth needs of the Eastern region	2	3	6	M	* Detailed management and continuous monitoring of scheme	Head of Planning	Ongoing	Head of Planning	3 A & B
S10	<b>Local Strategic Partnership</b>  Lack of commitment by key partners Changing policy agendas eg ODPM, HCC Reorganisation of PCTs, Police and Job Centre plus	The Council fails in its Community Leadership role / to deliver its vision	3	3	9	M	* Detailed management and continuous monitoring of partnership through Partnership Improvement Team (PIT)	Head of Community Development and Corporate Policy & Communications Manager	Mar-07	Head of Community Development and Corporate Policy & Communications Manager	1,2,3

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S11	<p><b>CPA Next Round</b></p> <p>Council is not sufficiently prepared for Direction of Travel and service assessments leading up to potential re-assessment of CPA in 2007. Use of resources must achieve a level 3 score at least</p> <p>Council does not deliver on CPA improvement plan and demonstrate tangible outcomes for the community</p>	Reduced CPA score	2	5	10	H	<ul style="list-style-type: none"> <li>* Corporate policy to lead on advice and preparation for the organisation in liaison with SMB and the Audit Commission</li> <li>* Agree a proposal for way forward including a gap analysis against our improvement plan with SMB</li> <li>* Project Team to work on UOR self assessment for submission to Audit Commission</li> <li>* Continuous monitoring of improvement plan</li> <li>. review improvement plan in light of recent assessments</li> </ul>	<p>Corporate Policy &amp; Communications Manager</p> <p>As Above</p> <p>ACE (Finance)</p> <p>Corporate Policy &amp; Communications Manager</p> <p>Corporate Policy &amp; Communications Manager</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p>	All Heads of Service	1A - 4C
S12	<p><b>ALMO</b></p> <p>Disaggregation of the ALMO results in disconnections to the Council overall &amp; puts pressure on increasing the Budget Gap see S6 above.</p>	Increase in Budget Gap, pressure on Service Provision.	2	3	6	M	Detailed costings of disaggregation to be undertaken and actions to mitigate any unavoidable consequences to be planned. May require organisational changes to the residual Council.	SMB	Autumn 2006	Head of Finance	Ambitions 3 & 4 Priorities 1D 3B 4A & B & C
S13	<p><b>Operational Risk Registers</b></p> <p>SDUs do not adequately record risks on the Operational Risk Register and/or do not have robust mitigation strategies.</p>	<ul style="list-style-type: none"> <li>* Unidentified risks could adversely affect the Councils ambitions and priorities.</li> <li>* Ineffective mitigation strategies could result in risks materialising</li> </ul>	3	4	12	H	<ul style="list-style-type: none"> <li>* Quarterly check of a sample of risks to identify adequacy of those identified and the associated mitigation strategies</li> <li>* Further 1:1 risk management training as required.</li> </ul>	All Heads of Service/First Reports & Senior Corporate Admin. Officer (Project Manager).	Quarterly wef May 06	All Heads of Service/First Reports	1A-4C
S14	<p><b>Business Continuity</b></p> <p>Services do not have adequate Business Continuity Plans in place in the event of a business continuity incident/failure.</p>	<ul style="list-style-type: none"> <li>* The Council does not meet its business continuity responsibilities under the CCA</li> <li>* Impact on CPA status</li> <li>* Statutory services are not delivered</li> <li>* Disruption to essential services leading to lack of customer care and adverse public and media perception of the Council</li> </ul>	3	5	15	H	<p>* Business continuity plans are in the process of being written for each essential service.</p> <p>* ICT split site proposal has been agreed and work is progressing to implement this.</p> <p>Note: Until this work is complete, SDUs need to ensure that they are happy with their current arrangements for business continuity</p> <p>*Raise the profile of business continuity and advise all officers of the Council's plans and procedures in this respect by carrying out Business Continuity Awareness Sections</p> <p>Improve BCP arrangements using learning from the Workshop held in November 06</p>	All Heads of Service/First Reports & Senior Corporate Admin. Officer (Project Manager).	<p>* Jan 2007</p> <p>* Jul 2007</p> <p>April 2007</p> <p>Jan-07</p>	All Heads of Service/First Reports	4C
S15	<p><b>ALMO Accommodation</b></p> <p>Failure to provide ALMO with suitable accommodation by 1st October 2006</p>	ALMO will not be able to function in it's intended organisational structure					<p>Accommodation works: Ensure close control and monitoring of contract works to D H and Q3 works and report to SMB/SMB any deviations from the programmed completion dates.</p> <p>Office Moves and Workstation Allocation: Ensure all Heads/First Reports are encouraged to make the new workstation allocations work, with some compromises if necessary.</p>	<p>Head of Property and Design Services</p> <p>SMB</p> <p>SMB</p>	<p>Nov-06</p> <p>Nov-06</p>	SMB	3 & 4
<b>WORKS COMPETE: RISK REMOVED</b>											
S16	<p><b>Community Strategy</b></p> <p>Ambitious timetable for producing a revised strategy</p> <p>Continuing uncertainty over West of Steveange .</p> <p>Changing agendas eg ODPM, HCC</p>	<p>Lack of demonstrable positive benefits to Stevenage</p> <p>Adverse CPA</p>	3	3	9	M	develop a robust performance management framework for the strategy	Head of Community Development and Corporate Policy & Communications Manager	Mar-07	Head of Community Development and Corporate Policy & Communications Manager	1,2,3
S17	<p><b>Community Safety Strategy</b></p> <p>Locality teams do not make discernable difference to tackling crime and anti-social behaviour</p>	No reduction in crime and fear of crime rates	3	3	9	M	Action plans kept up to date Issues identified at early stage and reported Appropriate responses identified to emerging operational issues	Principal Community Development Manager	Mar-07	Head of Community Development	1B

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<b>S18</b>	<b>Social Inclusion</b> Insufficient Resources	Needs of excluded parts of our community will not be met	3	3	9	M	Project to be carefully scoped involving key players	Head of Community Development and Corporate Policy & Communications Manager	Mar-07	Head of Community Development and Corporate Policy & Communications Manager	1A , C
<b>S19</b>	<b>Community Engagement and User Involvement Review</b> Timetable slips due to ambitious nature of the project. Other SDUs not signed up to review and are reluctant to participate	Review not delivered on time	3	3	9	M	Detailed project management and monitoring of project plan	Principal Community Development Manager	Nov-06	Head of Community Development	4