	CORPORAT	E RISK PROFIL	 E	Risk Likelihood 1 = Unlikely 2 = Possible 3 = Likely 4 = Almost Certain	Risk Impact 1 = Minor 2 = Moderate 3 = Significant 4 = Critical		2 3 4 e Impact										Ass	urance				Appen	dix 3	
						Current Scor (July 2022)				Target So	icore		1st Line					2nd Line					3rd	I Line
ID	Risk Areas	Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Dia Mitigating Actions	Owner	Source of Assurance	Impact Likelihood	Rating	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ICT	People Mgt	Health and Safety	Business Continuity	Risk and Assurance	Internal audit	External Assurance
	Strategic Planning	The priorities set out in the City Plan do not address the needs of the City as whole.	Corporate planning process does not adequately reflect the views of the community. Various sections of the community are not engaged. The Council does not understand the impact of Covid 19 on the community	welfare and future prosperity of our communities.	COG. JLT. City Plan. Covid 19 Risk Register.	4 1 4	City Plan driven by required outcomes and commissioning activity. Refresh of the JSNA	Executive Director of Corporate Services	Risk and Assurance Team Internal Audit	4 1	4	Strategic Planning	x				x					x	x	
R02		Strategic plans are not adequately communicated on a timely basis to relevant Council officers and external partners responsible for delivering plans.		e Lack of delivery of plans by those partners/services responsible	COG. JLT. City Plan.	4 2 8		Executive Director of Corporate Services	Risk and Assurance Team Internal Audit	4 1	4		x				x					x	x	
R03	Commissioning	Commissioning decisions are not based on appropriate intelligence	Appropriate intelligence is not gathered, e.g. performance data is incomplete, so uto f date, or is not appropriately analysed or assessed to determine the needs of the communit Do not engage with the appropriate sectors of the community / market	Ineffective use of limited resources. Customers outcomes are not achieved resulting in more expensive interventions being required.	JSNA. Community engagement arrangements. Intelligence Service. Performance Management Framework.	4 2 8	Identify intelligence required and potential sources to inform decisions. Develop engagement plans to gather the required 8 information. Analyse the information and use the results to inform the commissioning decisions, using the intelligence team.	Directors/Directors	Governance questionnaire Internal Audit Corporate Performance Management	4 1	4	Commissioning	x									х	x	
R04		Most appropriate and cost effective commissioning option to meet identified needs and achieve commissioning priorities and outcomes is not chosen.	Failure to identify and evaluate relevant possible commissioning options of delivering services taking into account the resources available. Failure to build or shape capacity in market and cooperative working e.g partnerships to enable effective servic options not in place to help achieve commissioning priorities and outcomes Inadequate options appraisal process Lack of resource or expertise Lack of resource or capertise tack of resource of capertise to the impact of Covid 19.	e	<ul> <li>Service Plans.</li> </ul>	4 2 8	Options appraisal undertaken on service design following assessment of customer needs. Appropriate procedure followed to commission the preferred option, e.g. procurement, service re- 8 design.	All Assistant Directors/Directors	Cabinet reports Governance questionnaire Internal Audit	4 1	4		x		x							x	x	x
R05		Commissioning assessment process is not undertaken on a timely or regular basis.	Inadequate resources. Insufficient forward planning for contracted services.	Changes in needs of community are not identified promptly. Inappropriate use of limited resources. Community's real needs are not met. Existing arrangements/contracts extended where its may not be the optimal solution	Service Plans.	4 2 8	Review of performance to ensure service delivery model is delivering outcomes. Commissioning Cycle to include planned review date either linked to outcome or contract timescales.		Governance questionnaire Internal Audit	3 1	3		x									x	x	
R06	Service Delivery Arrangements	Service Plans do not include actions to achieve the City Plan priorities	Service plans are not driven by the City Plan	Fail to meet the needs of the City	Service Planning Process. Performance Management Framework.	4 2 8	Service Planning process is driven by the City Plan. Service Planning Process is communicated to all Assistant Directors.	Directors/Directors	Internal Audit Corporate Performance Management	3 2	6	Service Delivery Arrangements					x						x	×
R07		The level of services delivered by the council does not meet customer needs and/or expectations.	Lack of understanding of the priorities Lack of financial resources to invest in changing arrangements Lack of benchmarking to identify service development opportunities Lack of management time to consider delivery improvements Capability issues Lack of capacity due to increased demand as a result of the Covid 19 and lockdown measures	customers not achieved. Reputational damage. Wasted resources.	Service Planning Process. Performance management arrangements. Transformation Programme. Covid 19 Risk Register.	4 3 1	Performance in relation to the delivery of outcomes is regularly monitored.	All Assistant Directors/Directors	Corporate Performance Management Internal Audit Corporate Complaints	4 1	4		x				x					x	x	
R08		Performance targets are not set or do not clearly identify the acceptable levels of service delivery performance.		Unable to understand if performance levels are acceptable.	Corporate performance management process.	3 2 6	Targets should be set for all performance measures (where appropriate to do so) to clarify acceptable levels of performance.	All Assistant Directors/Directors	Governance questionnaire Corporate Performance management Internal Audit	3 1	3		x				x					x	x	
R09		effective action in response to	Lack of time to consider performance Performance information not accurate timely or understood. Management not held to account for performance. Lack of resource or control to make necessary changes.	e, improve service which may have major impact on				All Assistant Directors/Directors	Corporate Performance management arrangements Internal Audit Corporate Complaints	3 1	3		x				x						x	
R10		Services fail to monitor their financial resources to ensure effective delivery of planned services.		Services not effectively delivered due to lack of resources.	Budget managers guidance. Financial Resources support.	4 1 4	Managers continue to engage with Financial Resources to understand the financial performance of their services areas		Financial Resources Internal Audit	4 1	4													
R11		Services do not meet the needs of the City as key risks are not identified or appropriately managed.	Potential barriers to the delivery of services are not identified or assessed	Services not effectively I. delivered. Waste of resources.	Service Planning process.	3 3 5	Services should continue to identify risks to service delivery during the service planning process and consider appropriate mitigating actions.	Directors/Directors	Risk and Assurance Internal Audit	3 1	3													

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	Partnership / Integrated Working	and other partner(s) conflict/are not	Reducing resources forces partners to concentrate on their own priorities at the expense of partnership priorities. Lack of communication of plans between partners. Lack of partnership performance monitoring. Increased demand on limited resources due to the impact of Covid 19		City Plan. Partnership Boards. Partnership Framework.	4 2	Performance management arrangements include a review of the achievement of outcomes where partners have some responsibility for 8 delvery. Corporate Partnership arrangements should be reviewed in light of the new Citly Plan.	All Assistant Directors/Directors	Corporate Performance management Internal Audit	4 1	4	Partnership / Integrated Working										x	x	x
R13		Lack of understanding by each partner as to objectives, and nature of partnership (e.g. responsibilities, if applicable, sharing of profils, costs or losses, dispute resolution, governance, decision making, planning, risk sharing).		Delay in delivery of plans and outcomes for community. Lack of delivery of priorities.	Partnership Framework.	4 2	All Assistant Directors should be reminded of the partnership Code of Practice. Partnership agreement in place with each partner setting out the expectations of each party and the required reporting arrangements.	Directors/Directors	Corporate Performance Management Governance questionnaire Internal Audit	4 1	4		x										x	
R14	Procurement	The product or service procured does not deliver the intended outcomes.	Poor specification. Lack of understanding of what is needed by commissioner. Poor communication between commissioner and procurement. Limited capacity of providers/suppliers due to Covid 19 outbreak. Inadequate evaluation process	Fail to obtain value for money Objectives/outcomes are not achieved. Most appropriate commissioning options are not obtained.	Procurement Procedure Rules.	3 1	The Council's procurement procedures continue to be followed and good procurement practice is undertaken	All Assistant Directors/Directors	Internal Audit Risk and Assurance	3 1	3	Procurement										x	x	
R15		Procurement breaches legal and Council requirements.	Lack of procurement procedure rules and training. Lack of knowledge of legal/Council requirements. Failure to adhere to requirements (deliberate, e.g. corruption or accidentai).	Legal/financial penalties. Challenge, delays in award of contracts. Loss of reputation.	Procurement Procedure Rules in place. Procurement have skilled staff. Corporate Procurement support council officers.	2 1 :	Procurement Procedure Rules. 2 Commissioners engage with	Assurance and Property Services	Internal Audit	2 1	2											x	x	
R16		Value for money not obtained.	Corruption. Inappropriate specification. Poor procurement planning.	and customer service. Pay higher prices - waste of scarce resources.	Procedure Rules in place. Procurement have skilled staff. Corporate Procurement support council officere	3 2	enough time to undertake an appropriate and legal procurement process.	Directors/Directors	Internal Audit	3 1	3												x	
R17	Relationship / Contract Management	Contracts do not deliver the required objectives/outcomes.	provisions in place to allow effective management of the contract. Lack of appreciation of importance of	Excessive resources used on dispute resolution.	management framework. Corporate	4 2		All Assistant Directors/Directors	Governance questionnaire Internal Audit	4 1	4	Relationship / Contract Management	x				x					x	x	
R18	Legality	Council fails to act within its statutory powers.	Constitution, procedure rules, delegation scheme are not	Councils actions are found to be ultra vires. Financial penalties. Legal challenge. Losal challenge. Delay in delivery of outcomes.	Procedure Rules.	3 1	Ongoing review of key decisions by Law and Governance. Officers continue to be aware of changes in legislation that impact on their services.		Law and Governance Governance questionnaire Internal Audit	3 1	3	Legality	x	x								x	x	
	Risk Management	Failure to identify and manage the major risks and opportunities to delivering priorities and plans.	Risk Management process is not aligned with delivering priorities. Senior Management/Members do not monitor the management of key risks to the Council. Risk appetite of the Council is not identified and communicated.	Loss of reputation.	Risk Management Policy and Strategy. Integrated Assurance Framework. Covid 19 Risk Register.	3 2	The Councit's strategic and corporate risks are identified, assessed and managed through COG and the Audit and Governance Committee. Risk Management Policy and Strategy to be reviewed.		Risk and Assurance Team Audit and Governance Committee	3 1	3	Risk Management	x									x	x	
	Corporate Performance Management	Performance reporting fails to give full and accurate picture of the progress in achieving strategic priorities and outcomes.	address all priority issues. Performance indicators are inappropriate. Performance targets not set to aid evaluation of performance. Performance data reported is inaccurate, out of date, difficult to understand or incomplete. Performance reporting not timely.	Reporting does not identify in achievement of all priority is are on track or if interventions are required. Appropriate remedial actions are delayed.	Management Framework.	3 1	process in relation to delivering the priorities in the City Plan.	Assistant Director of Smart Cities	Corporate performance management Internal Audit	3 1	3	Performance Reporting					x						x	
R21	Financial Management	Strategic financial plans do not align to Council priorities, objectives and direction as set out in the City Plan.	processes are not coordinated to allow plans to be aligned. Financial planning process does not involve consultation with key decision	adequately resourced Failure to achieve plans and outcomes for community	MTFS Budget consultation process	4 1 -	The strategic financial plan should be aligned with the priorities in the City Plan.	Executive Director of Corporate Services	Financial Resources	4 1	4	Financial Management			x	x								
R22		due to all critical factors likely to affect the Council's finances moving	Lack of consultation/communication with senior officers. Lack of clarity of the financial support	inaccurate information. Plans made which are not adequately resourced. Failure to achieve plans and	Strategic financial planning process. Covid 19 Risk Register.	4 3 1	Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium 2 term financial position.	Executive Director of Corporate Services	Financial Resources External Audit	3 1	3				x									x
R23		how financial changes in one area impacts on other areas of the council.	Financial savings in one area may have a more than proportionate increase in other service areas	Savings plans are not achieved in practice.	Financial Reporting Procedures.	3 1	to COG and Members.	Executive Director of Corporate Services	Financial Resources	3 1	3				x								x	
R24		The Council does not take all opportunities to pursue external funding when available.	Lack of awareness of funding streams available. Lack of planning regarding priorities to be able to react to available funding.	priorities in an efficient way. Some priorities may not be		3 1	Ensure that horizon scanning considers changes in future sources of funding.		Internal audit	3 1	3													

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R25	The Council does not maximise the use of external funding that has bee allocated.	Lack of planning n Lack of awareness of the terms and conditions of the funding Delays in project completion	Loss of grant income. Some priorities may not be delivered.	Financial monitoring. Project management standards.	3 2	The Council monitors the use of all grant monies to ensure there is no loss.	Assistant Director of Finance	Internal Audit	3 1	3													
R26	Financial reporting fails to give a full and accurate picture of the progress to achieving corporate financial priorities and targets.		identify if achievement of all priorities are on track or if interventions are required. Appropriate remedial actions are delayed.	Corporate Performance Reporting. Performance Clinics.	3 1 ;	Financial performance reporting is aligned to performance reporting to identify any potential inaccuracies or inconsistencies.	Executive Director of Corporate Services	Financial Resources Corporate Performance Management	3 1	3				x		x						x	
R27	The Council fails to pay its employees (and those of other clients) accurately and on time.	Lack of resources to process the changes to the payroll Lack of a clear timetable for the submission of information Lack or payroll staff with the required training	Delay in making salary payments. Claims from employees for costs incurred for late payment of bills. Loss of reputation as a payrol provider.	Policies and procedures in place for operating the payroll system. Employee self service.	3 1 :	Controls in place to ensure that the payroll runs are complete and accurate and operate efficiently.	Assistant Director of People Management	Internal Audit	3 1	3												x	×
R28	to its suppliers and clients accuratel and on time.	Lack of appropriate checks on payments before processing. Lack of controls in place to ensure payments are processed per the required timescales.	Loss of reputation with suppliers. Claims for interest for late payments.	Procedures in place within the Purchase to Pay system	3 1 :	Procedures required for making payments accurately and on time are up to date and fully understood by staff within the payments service	Assistant Director of Finance		3 1	3												x	×
R29	The Council fails to process payments for benefits accurately or on time.	Poor assessment procedures. Lack of timetable for assessing claims Delay in the processing of claims.	Customers do not receive the . correct amount of benefit resulting in financial hardship. Customers receive their payments late causing unnecessary debt.	procedures and	4 1 4	Established procedures are in place and followed by adequately trained staff for the assessment and processing of benefit claims.	h Assistant Director of Finance e of	Internal Audit	4 1	4												x	×
R30 Income Collection (including CT/NNDR)		Lack of resources. Inadequate procedures for raising accurate bills. Inappropriate methods to allow customers to pay bills. Over generous credit terms. Economic conditions increase the number of bad debtors. Procedures fail to identify non payments. Ineffective enforcement of credit control arrangements.	Financial loss. Unable to balance the budget	Financial procedure rules. Performance indicators in place.	3 1 :	Regular monitoring that the income received is in line with that expected as per the Council's budget.	Assistant Director of Finance	Financial Resources Internal Audit	3 1	3	Income Collection (including CT/NNDR)			x								x	x
R31	Prosperity within the City fails to grow resulting in the expected level of income being uncollectable.	Number of businesses in the City reduces or does not grow. Increased number of families suffering financial hardship. Debts increase and become harder to recover. The Covid 19 outbreak has resulted in a worsening financial and domestic situation of many residents.	targets.	City Plan. Strategic financial planning.	3 4 1	Clear performance measures and regular monitoring of the debtor position highlight potential loss of income.		Financial Resources Internal Audit	3 2	6				x									
R32 Capital Programme Management	Capital projects do not support the delivery of strategic priorities and desired outcomes.	Capital projects are based on availabl funding and not linked to priorities. Inadequate business cases for projects.	e Priorities are not delivered. City does not have the required infrastructure. Poor integration of city developments.	Capital Programme Board	3 1 3	The Capital Programme is directly aligned to the City Plan and strategic priorities.	Executive Director of Corporate Services	Financial Resources Internal Audit	3 1	3	Capital Programme Management			x							x	x	
R33	The intended benefits of capital projects are not identified and/or realised.	Lack of awareness of funding conditions Poor planning Poor monitoring of projects Lack of monitoring of the realisation o benefits after the completion of the projects	Loss of funding. Council resources used to fill funding gaps. Other planned projects f postponed. Lack of delivery of the Counci priorities.		3 3 9	Corporate approach to planning and monitoring of th delivery of the benefits of each project and the wider Capital Programme.	h	Financial Resources Internal Audit	3 2	6											x	x	
R34 People Management	The council does not have the required skills and capacity to delive the City's priorities.	Shrinking workforce leading to a reduction in capacity and skills. Rapid loss of key/senior officers and associated expertise. Lack of effective workforce planning th ensure Council has workforce to mee the needs of Council going forward. Insufficient resources to maintain effective HR management resource and arrangements. Insufficient training and development. Staff absence due to scikness or self isolation due to Covid 19.		Corporate Performance Management.	3 3 9	Workforce planning strategy in place that is appropriately monitored to ensure its effectively implemented.	Assistant Director of People Management	People Management Internal Audit	3 2	6	HR Management	x						x			x	x	
R35	Reduction in productivity and moral of workforce.	e Increasing workloads. Instability due to ongoing changes. Job Insecurity. Increased demand / pressures due to Covid 19.	High absence/sickness rates. Stress related absence. Lower standards of service delivery. Increased costs. Increased nomeworking has had a positive impact of staff morale.	Corporate Performance management. Performance Clinics.	4 2 4	Recognition of reduced capacity. Employees feeling valued and supported.	All Assistant Directors/Directors	Governance questionnaire People Management Internal Audit	4 2	8		x						x				x	
R36 Health and Safety	Council officers do not fully understand H&S roles and responsibilities.	Roles and responsibilities not clearly documented and/or communicated effectively. Loss of knowledge from organisation: change and staff chum. Ineffective training and awareness programme. Lack of easy access to relevant documents on the Hub. Additional measures due to Covid 19.	accountability for H&S. Inconsistent approach to the al management of H&S issues across directorates, divisions and teams. Reduced compliance with quality standards and best practice.	and Safety Statement of Intent.	4 2	H&S Strategy/Policy to be reviewed and revised. Revised Strategy/Policy to be agreed by COG.	Assistant Director of Assurance and Property Services	People Management Internal Audit	4 1	4	Health and Safety							x			x	x	

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R37	The council's key H&S risks are not identified, understood or agreed.	Lack of effective coordinated corporate approach to the identification of H&S risks. Lack of awareness or prioritisation of H&S across Chiel officers, managers and operational colleagues. Lack of clear responsibilities of premises managers, landlords and leaseholders.		and Safety Team.	4 2	Continue to monitor Health and Safety Risks through the assurance framework and work with relevant colleagues to manage the risks in place.	Assurance and Property	Head of HR and OD Internal Audit	4 1 4	4										x	
R38	Appropriate action plans are not developed and agreed to manage the council's key H&S risks.	Lack of joined up corporate approach to the management of H&S risks. Lack of effective process to develop clear and robust action plans to establish relevant controls and officer ownership.	established and/or operated appropriately. Inconsistent and disjointed approach across the council to the management of shared risks leading to confusion and mismanagement of control systems.	Health and Safety Audits. Risk assessments d developed for tasks and council buildings for Covid 19 safety arrangements	4 2	management of Health and	Assistant Director of Assurance and Property Services	People Management Internal Audit	4 1 4	4										x	
R39	Strategic approach to incident management does not adequately inform decision making.	incident response. Non-compliance with incident reporting arrangements.	Ineffective decision making. Implementation of inappropriate controls. Existing controls not reviewed and revised in response to learning from incidents becoming out-of-date and ineffective. Avoidable repetition of incidents.	and Safety Team. Annual Health and Safety Report.	3 2	Continue to monitor compliance with incident reporting arrangements and address any areas for development.	Assistant Director of Assurance and Property Services	People Management Internal Audit	3 1 3	3										x	
R40 ICT Infrastructure	The ICT infrastructure is not fit for purpose (i.e. does not meet the needs of Council, not reliable, too expensive).	Reducing resources impacts upon the ability to maintain a stable infrastructure. Lack of funds to maintain/upgrade infrastructure. Increased reliance/demand on ICT due to more remote working in response to Covid 19.	Disruption to service provision impacting on delivery of priorities. Waste of financial resources due to excessive cost. Less efficient and effective service delivery. Loss of productivity.	plan. Rapid roll out of	4 2	The ICT strategy is clearly aligned to the priorities of the Council and the direction of travel for the provision of Council Services.	Assistant Director Smart Cities	ICT Internal Audit	4 1 4	4	T Infrastructure	x			x			x	x	x	
R41	ICT infrastructure is not resilient to 'disasters'.	recovery plan which has been tested. Key employees not briefed as to their	impacting on delivery of priorities. Loss of productivity. Waste of financial resources due to excessive cost. Less efficient and effective	arrangements (ICT and in services).	4 2		Assistant Director Smart Cities All Assistant Directors/Directors	ICT Internal Audit Business continuity officer	4 1 4	4		x			x			x	x	x	
R42 Cyber Security	resulting in a loss of systems and/or confidential information.	Low priority given to cybersecurity. Lack of cybersecurity policies and procedures (prevention and response), lack of ongoing employee training/awareness). Lack of monitoring of alerts/warnings, e.g. no Security and Incident and Event Management (SIEM) solution in place. Lack of investment in existing infrastructure increases level of vulnerability penetration testing vulnerability test presults not actioned in suitable time scales. Lack of understanding of what valuable data the Council holds. Increased cyber activity during Covid 19 outbreak.	confidence, finance and reputational damage. Fines / compensation. Loss of systems or data loss. Major business disruption.	Governance Group. Operational Information Governance Group. ISO 227001. Cyber security arrangements	4 2	A Cyber security Strategy is in place, including and threat assessment, development plan and response plan.		Internal Audit	4 2 8	8	yber Security				x				x	x	
R43 Information Governance / Security	Council's data is not accurately protected.	Lack of awareness of the importance of protecting the Council's data. Lack of compliance with data security arrangements. The Council is not aware of the data its holds or ensures that its is complet and accurate. Protection arrangements do not prevent unauthorised access and use of data. Increased emote working brings increased risk to data held in homes.	reputational damage. Fines / compensation. Claims from those who have been adversely effected. e	Strategic Information Governance Group. Operational Information Governance Group. ISO 27001. Cyber security arrangements	3 2	Council has appropriate information governance and security arrangements in place which are complied with throughout the organisation.	All Assistant	Data Protection Office Governance questionnaire Internal Audit	3 1 3		formation Governance / ecurity	x	x						x	x	
R44 Business Continuity Management	The Council's business critical services cannot function in the even of an incident.	Business Continuity Plans not up to t date, reviewed or revised to reflect organisational, procedural and staff changes. Business continuity plans are not tested appropriately. A number of incidents impact at the same time e.g. Covid 19, Brexit, winte flu, adverse winter weather	respond in adverse conditions.	Corporate Business Continuity Group. Business Continuity plans. Response to the first wave of Covid 19 was successful with no failures to deliver critical services.	3 2	account the cumulative effects	Assurance and Property Services	Business Continuity Officer Internal Audit	4 1 4		usiness Continuity anagement	x						x	x	x	
R45	Lack of awareness of content of business continuity plans.	Lack of effective communication strategy. Lack of testing.	Services are unable or slow to respond appropriately to disasters when occur affectin services to community, safety of individuals. Loss of reputation.	g Business Continuity	4 1	Relevant staff are made aware of the content of the business continuity Jeans and understand their role in implementing them.	All Assistant Directors/Directors	Business Continuity Officer Internal Audit Governance questionnaire	4 1 4	4		x						x		x	

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R46 Programme / Project Management	Programmes and projects fail to deliver the desired benefits and outcomes.	Lack of agreed Project Management Standards. Lack of Project Plans and Governance. Lack of monitoring of achievement.	Fail to obtain value for money Programme and Project objectives are not achieved.	/Programme management	3 3 9	The expected benefits of programmes and projects are clearly set out at the start and their achievement monitored throughout.	All Project Sponsors	Project Office Risk and Assurance Internal Audit	3	1 3	Pr	rogramme / Project lanagement	x			x						x	x	×
R47 Asset Management	Opportunities are not taken to maximise the use of assets (land ar property). Assets are not fully utilised.	Council does not "sweat" its assets to d obtain the maximum returns. Fail to maintain property. Changes in size and direction of Council and services its provides. Lack of asset management planning. Changes in technology. Assets become uneconomic to run. Lack of investment in asset management planning. Council unaware of assets its owns.	Fail to increase council income. Fail to decrease costs.	Asset Management Plan.	3 3 9	The use of Council assets are monitored on an ongoing basis, particularly in response to changing staffing levels and changing service delivery models.	Assurance and Property Services	Internal Audit	3	2 6	As	sset Management										x	x	
R48	The Council does not fulfil its statutory duties in relation to its property portfolio.		Members of the public or staff are at risk of being harmed. Legal action taken against the Council. Reputational Damage.	Plan.	4 2 8	The Council's Asset Management Plan is updated maintained accurately on an ongoing basis. Condition of assets are monitored on an appropriate basis and maintenance scheduled as required.		Health and Safety Internal Audit	4	1 4														
R49 Anti Fraud and Corruption	Council fails to prevent, detect and investigate acts of fraud and corruption.	Relaxation of controls due to a reduction of resources. Lack of anti fraud culture. Lack of anti fraud and corruption procedures embedded into processes	Financial loss potentially resuling in a reduced service offering to the customer.	and procedures.	2 2 4	Managers are aware of the fraud risks within their area and maintained appropriate controls bearing in mind changes to service delivery and staffing levels.	All Assistant Directors/Directors	Governance questionnaire Internal Audit	2	2 4	Ar	nti Fraud and Corruption	x										x	