CORPORATE RISK PROFILE

Appendix 3

							e Impact			_												
						Current Score (January 2022			Target Score		1st Line					2nd Line					3rd	Line
ID	Risk Areas	Risk Description	Cause	Impact	Current Controls	Impact Likelihood	Mitigating Actions Owner	Source of Assurance	Impact Likelihood Rating	Overall Assurance	Management Assurance	Law and Governance	Financial Resources	Programmes and Projects	Performance	ІСТ	People Mgt	Health and Safety	Business Continuity	Risk and Assurance	Internal audit	External Assurance
R01	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	Risk and Assurance Team Internal Audit	4 1 4	Strategic Planning	х				x					x	×	
R02		Strategic plans are not adequately communicated on a timely basis to relevant Council officers and externa partners responsible for delivering plans.	service planning	Lack of delivery of plans by those partners/services responsible	COG. JLT. City Plan.	4 2 8	Communication of the City Plan continues across the Council and Partners. Service planning process to ensure that service plans reflect delivery of the City Plan.	Risk and Assurance Team Internal Audit	4 1 4		х				x					х	х	
	Commissioning	based on appropriate intelligence	appropriately analysed or assessed to determine the needs of the community Do not engage with the appropriate sectors of the community / market	interventions being required.	Intelligence Service. Performance Management Framework.	4 2 8	Identify intelligence required and potential sources to inform decisions. Develop engagement plans to gather the required information. Analyse the information and use the results to inform the commissioning decisions, using the intelligence team.	Governance questionnaire Internal Audit Corporate Performance Management	4 1 4	Commissioning	х									x	x	
R04		Most appropriate and cost effective commissioning option to meet identified needs and achieve commissioning priorities and outcomes is not chosen.	relevant possible commissioning options of delivering services taking into account the resources available.		Service Plans.	4 2 8	Options appraisal undertaken on service design following assessment of customer needs. Appropriate procedure followed to commission the preferred option, egg, procurement, service re-3 design.	Cabinet reports Governance questionnaire Internal Audit	4 1 4		х		х							х	×	х
R05		Commissioning assessment process is not undertaken on a timely or regular basis.	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 it either linked to outcome or contract timescales.	Governance questionnaire Internal Audit	3 1 3		х									х	x	
	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 3 1	Service Planning process is All Assistant Directors driven by the City Plan. Service Planning Process is communicated to all Assistant Directors.	Internal Audit Corporate Performance Management	3 2 6	Service Delivery Arrangements					х						×	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	Required outcomes for 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.	Corporate Performance Management Internal Audit Corporate Complaints	4 1 4		x				x					х	×	
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	Targets should be set for all performance measures (where appropriate to do so) to clarify acceptable levels of performance.	Governance questionnaire Corporate Performance management Internal Audit	3 1 3		х				x					x	х	
R09		effective action in response to unacceptable performance results reported or fails to follow up 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.	No or delay in action taken to improve service which may have major impact on customers. Poor reputation for Council.	Corporate Performance management. Performance Clinics.	3 2	Management review All Assistant Directors performance on a regular basis and take appropriate action to rectify unacceptable performance.	Corporate Performance management arrangements Internal Audit Corporate Complaints	3 1 3		х				x						x	
R10		Services fail to monitor their financial resources to ensure effective deliver of planned services.	Lack of time spent on budget y monitoring. Lack of understanding of the service's financial position. Lack of complete or timely financial information.	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		the City as key risks are not identified or appropriately managed.	Potential barriers to the delivery of d services are not identified or assessed.	Services not effectively delivered. Waste of resources.	Service Planning process.	3 3	Services should continue to All Assistant Directors deterrity risks to service detervery during the service planning process and consider appropriate mitigating actions.	Risk and Assurance Internal Audit	3 1 3													
	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	priorities and support	City Plan. Partnership Boards. Partnership Framework.	4 2 8	Performance management and All Assistant Directors arrangements include a review of the achievement of outcomes where partners have some responsibility for delivery. Corporate Partnership arrangements should be reviewed in light of the new City Plan.	Corporate Performance management Internal Audit	4 1 4	Partnership / Integrated Working										x	x	х

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R13		Lack of understanding by each partner as to objectives, and nature of partnership (e.g. responsibilities, applicable, sharing of profits, costs losses, dispute resolution, governance, decision making, planning, risk sharing).	if	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 requirements of the partnership Code of Practice. 8 Partnership agreement in place with each partner setting out the expectations of each party and the required reporting arrangements.		Corporate Performance Management Governance questionnaire Internal Audit	4 1 4		х										х	
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/supplier due to Covid 19 outbreak. Inadequate evaluation process	Fail to obtain value for mone Objectives/outcomes are not achieved. Most appropriate commissioning options are no obtained.	Procedure Rules.	3 1	The Council's procurement procedures continue to be followed and good procurement practice is undertaken	All Assistant Directors	Internal Audit Risk and Assurance	3 1 3	Procurement										х	х	
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 accidental).	Legal/financial penalties. Challenge, delays in award o contracts. Loss of reputation.	Procurement Procedure Rules in place. Procurement have skilled staff. Corporate Procurement support council officers.	2 1	Communication with COG / Assistant Directors regarding failure to comply with Procurement Procedure Rules. 2 Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process.		Internal Audit	2 1 2											х	х	
R16		Value for money not obtained.	Lack of competition, specifically as a result of the Covid 19 outbreak. Corruption. Inappropriate specification. Poor procurement planning.	Poor quality of goods/service and customer service. Pay higher prices - waste of scarce resources.	s Procurement Procedure Rules in place. Procurement have skilled staff. Corporate Procurement support council officers	3 2	Commissioners engage with Corporate procurement in enough time to undertake an appropriate and legal procurement process.	All Assistant Directors	Internal Audit	3 1 3												×	
	Relationship / Contract Management	Contracts do not deliver the required objectives/outcomes.	d Lack of clear contract/specification provisions in place to allow effective management of the contract. Lack of appreciation of importance of contract management during the procurement process. Lack of clarity of clear measures and standards required by commissioner specification to allow for contract management post award. Lack of contract management activity following contract award	Excessive resources used or dispute resolution.	r, Contract management framework. Corporate	4 2	Contract management arrangements should be in place for all key contracts entered into by the Council.	All Assistant Directors	Governance questionnaire Internal Audit	4 1 4	Relationship / Oontract Management	×				х					х	×	
R18	Legality	Council falls to act within its statutor powers.	y Lack of Constitution, Procedure rules and / or delegation scheme etc. Constitution, procedure rules, delegation scheme are not communicated or understood by officers. Decision makers have lack of access to legal expertise. Lack of awareness of officers as to their legal responsibilities. Changes in law are not recognised and implemented.	be ultra vires. Financial penalties. Legal challenge. Loss of reputation. 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.	Assistant Director of Law ar Governance All Assistant Directors	d Law and Governance Governance questionnaire Internal Audit	3 1 3	Legality	х	x								х	x	
R19	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.	s	Risk Management Policy and Strategy. Integrated Assurance Framework. Covid 19 Risk Register.	3 2	The Council'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.	and property Services	Risk and Assurance Team Audit and Governance Committee	3 1 3	Risk Management	х									х	×	
	Corporate Performance Management	Performance reporting falls to give in full and accurate picture of the progress in achieving strategic priorities and outcomes.	address all priority issues. Performance indicators are inappropriate.	Reporting does not identify if achievement of all prointies are on track or if intervention are required. Appropriate remedial actions are delayed.	Management Framework.	3 1	Development of the performance management process in relation to delivering the priorities in the City Plan.	Assistant Director of Digital and Customer Service	Corporate performance management Internal Audit	3 1 3	Performance Reporting					х						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 allo	Failure to achieve plans and outcomes for community Council financial resources	MTFS Budget consultation process	4 1		Executive Director of Corporate Services	Financial Resources	4 1 4	Financial Management			х	х								
R22		Strategic financial plans are at risk due to all critical factors likely to affect the Council's finances moving forward, e.g. changes to funding streams, changes in amounts of funding, inflation, pay awards, potential liabilities etc.	Poor intelligence gathering or horizon scanning. Lack of resources. Lack of consultation/communication with serior officers. Lack of clarity of the financial support from Government as a result of the Covid 19 outbreak.	inaccurate information. Plans made which are not adequately resourced. Failure to achieve plans and outcomes for community.	Strategic financial planning process. Covid 19 Risk Register.	4 3	Appropriate consultation and intelligence gathering is undertaken in assessing the Council's short to medium term financial position.	Executive Director of Corporate Services	Financial Resources External Audit	3 1 3				x									х
R23		how financial changes in one area impacts on other areas of the council.	increase in other service areas	Savings plans are not achieved in practice.	Financial Reporting Procedures.	3 1	The Council's financial position is regularly reported to COG and Members.	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 stream available. Lack of planning regarding priorities to be able to react to available funding.	priorities in an efficient way. to Some priorities may not be delivered.	Team. Strategic funding group.	3 1	Ensure that horizon scanning considers changes in future sources of funding.	Corporate Services	Internal audit	3 1 3													
R25		allocated.	n Lack of awareness of the terms and conditions of the funding Delays in project completion	delivered.	Financial monitoring Project managemer standards.	3 2	The Council monitors the use of all grant monies to ensure there is no loss.			3 1 3													
R26		Financial reporting falls to give a full and accurate picture of the progress to achieving corporate financial priorities and targets.	Financial reporting does not address all priority issues Financial performance measures are inappropriate Financial targets not set to aid evaluation of performance Financial performance data reported inaccurate, out of date, difficult to understand or incomplete Financial performance reporting not timely	identify if achievement of all priorities are on track or if interventions are required. Appropriate remedial actions are delayed.	Performance Reporting. Performance Clinics		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				×		х						x	

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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	costs incurred for late	Policies and procedures in place for operating the payroll system. Employee self service.	3 1		Assistant Director of People Management	Internal Audit	3	1 3											х	x
R28	The Council fails to make payments to its suppliers and clients accurately and on time.		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	Internal Audit	3	1 3											х	x
R30 Income Collection (including	The Council fails to process payments for benefits accurately or on time.	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. Financial loss.	procedures and performance indicators in place.	4 1	Established procedures are in place and followed by adequately trained staff for the assessment and processing of benefit claims. Regular monitoring that the			4	1 4	Income Collection (including										х	×
CTANDR)		landequate procedures for raising accurate bills. Inadequate procedures for raising accurate bills. Inappropriate methods to allow customers to pay bill ferms. Economic conditions increase the number of bad debtors. Procedures fall to identify non payments. Ineffective enforcement of credit control arrangements.	That is deal idea. Unable to balance the budget.	Financial procedure rules. Performance indicators in place.	3 1	Negua miniming usat use income received is in line with that expected as per the Council's budget.	ASSIGN DIEGO O FINALE	Friancial Resolutes Internal Audit	3	1 3	CT/NNOR)			x							х	x
R31	Prosperity within the City fails to grov resulting in the expected level of income being uncollectable.	W 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				х								
R32 Capital Programme Management	Capital projects do not support the delivery of strategic priorities and desired outcomes.	Capital projects are based on available funding and not linked to priorities. Inadequate business cases for projects.	Priorities are not delivered. City does not have the required infrastructure. Poor integration of city developments.	Capital Programme Board	3 1			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 of benefits after the completion of the projects	funding gaps. Other planned projects	Capital Programme Board	3 3	Corporate approach to planning and monitoring of the delivery of the benefits of each project and the wider Capital Programme.	Corporate Services	Financial Resources Internal Audit	3	2 6										x	х	
R34 People Management	The council does not have the required skills and capacity to deliver the City's priorities.	Shrinking workforce leading to a reduction in capacity and skills. Rapid loss of keylsenior officers and associated expertise. Lack of effective workforce planning to ensure Council has workforce to meet the needs of Council going forward. Insufficient resources to maintain effective HR management resource and arrangements. Insufficient training and development. Staff absence due to sickness or self isolation due to Covid 19.		Corporate Performance Management.	3 3	Workforce planning strategy in place that is appropriately monitored to ensure its is effectively implemented.	Assistant Director of People Management	People Management Internal Audit	3	2 6	HR Management	х					x			x	x	
R35	Reduction in productivity and morale of workforce.	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 homeworking has had a positive impact of staff morale.	Corporate Performance management. Performance Clinics.	4 2	Recognition of reduced capacity. Employees feeling valued and supported.		Governance questionnaire People Management Internal Audit	4	2 8		х					x				х	
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 organisations change and staff chum. Inteffective 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 il 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.	Management	People Management Internal Audit	4	1 4	Health and Safety						x			x	x	
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 Chief officers, managers and operational colleagues. Lack of clear responsibilities of premises managers, landlords and leaseholders.	Key H&S risks not effectively managed leading to injury or death of the public, staff, suppliers or partners.	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.	Assistant Director of People Management	Head of HR and OD Internal Audit	4	1 4											х	
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	Health and Safety Audits. Risk assessments developed for tasks and council buildings	4 2	Continue to oversee the management of Health and Safety risks through the Executive Group and annual reporting to COG.	Assistant Director of People Management	People Management Internal Audit	4	1 4											х	

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R39		Strategic approach to incident management does not adequately inform decision making.	Lack of understanding of responsibilities and accountability for incident response. Non-compliance with incident reporting arrangements, immitted trend analysis and learning lessons from incidents. Availability of quality data/information to inform effective reporting to COG.	inappropriate controls. g Existing controls not reviewed and revised in response to learning from incidents becoming out-of-date and ineffective.	Corporate Health and Safety Team. Annual Health and Safety Report. Regular Executive Health and Safety meetings where deetings where deetings where discussed	3 2	Continue to monitor compliance with incident reporting arrangements and address any areas for development.	Assistant Director of People Management	People Management Internal Audit	3	1 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	0 s 4 2 8	The ICT strategy is clearly aligned to the priorities of the Council and the direction of travel for the provision of Council Services.	Cities	ICT Internal Audit	4	1 4	ICT Infrastructure	x				х			x	×	×	
R41		ICT infrastructure is not resilient to 'disasters'.	Lack of planning for disasters (preven or respond to). No adequate business continuity/disaster recovery ICT infrastructure in place. Lack of business continuity/disaster recovery plan which has been tested. Key employees not briefed as to their disaster recovery responsibilities.	impacting on delivery of priorities. Loss of productivity. Waste of financial resources due to excessive cost. Less efficient and effective	n Business continuity arrangements (ICT and in services).		Disaster recovery plans clearly linked to the provision of critical services, regularly tested and the recovery timescales reflected in the business continuity plans for critical services.	/ Assistant Director Smart Cities All Assistant Directors	ICT Internal Audit Business continuity officer	4	1 4		x				x			х	х	х	
R42	Cyber Security	The Council is exposed to winerabilities and threats, both internal and external, (e.g. hacking, phishing, denial of service attack) resulting in a loss of systems and/or confidential information.	Lack of appreciation by management of threat/risks of cybercrime to Council's operations. Low priority given to cybersecurity. Lack of cybersecurity policies and procedures (prevention and response), lack of ongoing employee training/awareness). Lack of montoring 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 penetration testing vulnerability penetration testing vulnerability penetration testing vulnerability test results 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		A Cyber security Strategy is in place, including and threat assessment, development plan and response plan.	Assistant Director Smart Cities	ICT Internal Audit	4 :	2 8	Cyber 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 is holds or ensures that its is complete and accurate. Protection arrangements do not prevent unauthorised access and use of data. Increased remote working brings increased risk to data held in homes.	reputational damage. Fines / compensation. Claims from those who have	Strategic Information Governance Group. Operational Information Governance Group. ISO 27001. Cyber security arrangements		Council has appropriate information governance and security arrangements in place which are complied with throughout the organisation.		Data Protection Office Governance questionnaire Internal Audit	3	1 3	Information Governance / Security	x	х							х	х	
R44	Business Continuity Management	The Council's business critical services cannot function in the event of an incident.	Business Continuity Plans not up to 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 s. Continuity Group. Business Continuity plans. Response to the first wave of Covid 19 was successful with no failures to deliver critical services.	t 3 2 6	Business continuity plans are reviewed and tested on a regular basis and take into account the cumulative effects of concurring incidents.	All Assistant Directors	Business Continuity Officer Internal Audit	4	1 4	Business Continuity Management	x							x	х	х	
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 affecting services to community, safety of individuals. Loss of reputation.	Continuity Group. g Business Continuity		Relevant staff are made aware of the content of the business continuity plans and understand their role in implementing them.	All Assistant Directors	Business Continuity Officer Internal Audit Governance questionnaire	4	1 4		х							х		х	
	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	3 3 9	The expected benefits of programmes and projects are clearly set out at the start and their achievement monitored throughout.		Project Office Risk and Assurance Internal Audit	3	1 3	Programme / Project Management	×			x					×	х	х
	Asset Management	Opportunities are not taken to maximise the use of assets (land an property). Assets are not fully utilised	Council does not "sweat" its assets to dobtain the maximum returns. I Fail to maintain property. Changes in size and direction of Council and services its provides. Lack of asset management planning. Changes in how services delivered. 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 5	The use of Council assets are monitored on an ongoing basis, particularly in response to changing staffing levels and changing service delivery models.		s Internal Audit	3 :	2 6	Asset Management									x	х	
R48		The Council does not fulfil its statutory duties in relation to its property portfolio.	Lack of resources. Lack of planning. Lack of monitoring or conditions of assets. Lack of knowledge of changes to the property portfolio.	Members of the public or staf are at risk of being harmed. Legal action taken against the Council. Reputational Damage.	Plan.		The Council's Asset Management Plan is updated maintained accurately on an ongoing basis. 3 Condition of assets are monitored on an appropriate basis and maintenance scheduled as required.	Assistant Director of Business and Property Services	s 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	1	Anti fraud and corruption policy and procedures.		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	Governance questionnaire Internal Audit	2	2 4	Anti Fraud and Corruption	x									х	