

## Appendix D - Corporate Business Plan - Risk Register

### Negative Risks that offer a threat to XXXXX and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	The corporate business plan is not approved or published	1. This would happen if the decision pathway breaks down; or the officers leading the project fail to produce a plan; or leave their roles without continuity planning; or if the service areas fail to produce plans to feed into the overall corporate plan	The council does not demonstrate how it is meeting its commitments as set out in the Corporate Strategy 2018-2023. The process is not followed correctly or robustly. The final output does not adequately or accurately reflect the programme of the Council	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Reputation	Mike Jackson, Head of Paid Service and CEO	1. Developed a rigorous process to ensure service plans are created and approved by Executive Directors, that the leading officers produce a plan which is socialised with members of scrutiny (pre-decision), the Mayor and Cabinet, executive directors prior to final approval.  2. Built capacity within the responsible teams (policy and public affairs; performance, intelligence and insight) to ensure knowledge is disseminated and understanding of the process is held more broadly.	↔	1	1	1	1	1	1	Feb-21	
2	The corporate business plans do not include all material actions and measures	1. The service plans have not captured all relevant actions, or these are not adequately or accurately covered in the corporate business plan.	The published corporate business plan does not include all relevant actions or set them out accurately.	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Reputation	Mike Jackson, Head of Paid Service and CEO	1. We have included a series of checks in the process to enable a review and check by service managers, directors and Executive Directors as well as Cabinet leads and Mayor.	↔	1	1	1	1	1	1	Feb-21	
3	If we cannot resource the actions identified in the Business Plan, we may not achieve the linked outcomes in the Corporate Strategy.	1. National funding or political changes particularly due to COVID-19 response, delayed Fair Funding formula and forthcoming Spending Review. 2. The medium-long term impact of the UK's formal exit from EU remain unclear into 2021-22 including on areas like business support.	The council needs to make changes to its priorities and actions reflecting financial or national changes, and this takes it off course in delivering its Corporate Strategy outcomes, future planning and aspirations.	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Finance/Reputation	Mike Jackson, Head of Paid Service and CEO	1. Use officer-led Recovery Hub to join up strategic recovery and renewal work across BCC directorates, with a focus on monitoring outcomes, planning and undertaking horizon scanning at local and national level including on impact of EU exit transition and future of local council financing.	↔	4	5	20	4	5	20	Feb-21	

4	There may be insufficient strategic focus on the delivery of core statutory and regulatory functions as these are not identified as 'Key Commitments'.	<p>1. People adhering to the Corporate Strategy themes and commitments too rigidly as the 'only' priorities, overlooking core duties.</p> <p>2. Not including a full list of services and obligations in the Corporate Strategy and annual Corporate Business Plan to avoid it being 'everything to everyone' or a less strategically prioritised list of 'everything a council does'.</p>	<p>1. Failure to adequately resource or deliver core statutory or regulatory duties.</p> <p>2. Risk of harm to service users and/or legal challenge and/or reputational damage if this occurs.</p>	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Reputation	Mike Jackson, Head of Paid Service and CEO	<p>1. This is the fourth year of the business planning for delivery of the Corporate Strategy. We have learnt lessons from Year 1,2 and 3. We have captured inputs on progress throughout the year, ensuring that core statutory and regulatory functions are prioritised, and will continue to refine the process particularly as we move to the refresh the Corporate Strategy and accompanying processes. This will continue to build on the recommendations from Internal Audit (2019) on what further actions we can take to mitigate this risk in future iterations.</p>	↔	1	1	1	1	1	1	Feb-21
5	The council fails to meet the targets it has set itself.	<p>1. Lack of clarity within the corporate business plan between commitments, actions, measures and targets. Confusion with alignment to One City Board priorities and Sustainable Development Goals.</p>	<p>Poor understanding of the difference between targets, measures and what is being measured (Corporate Strategy commitments not actions). Failing to convey this, leading to misunderstandings.</p>	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Reputation	Mike Jackson, Head of Paid Service and CEO	<p>We have been explicit in the Plan about what is being measured and included as well as how we're measuring it. A separate set of targets is expected in June/July 2021 as a supplementary document to this Plan. We have retained a quarterly performance progress where all appropriate managers are able to assess performance</p>	↔	1	1	1	1	1	1	Feb-21