

Corporate Strategy 2021-26 Risk Register

Negative Risks that offer a threat to the Corporate Strategy 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
CS1	The Corporate Strategy is not approved by Cabinet or Full Council.	Lack of political support for the priorities identified in the strategy (or other key elements of it)	<ol style="list-style-type: none"> The council's planning and resource alignment is based on an outdated Corporate Strategy If not approved by April 2022, annual service plans and business plan could be misaligned. 	Open		Legal/Reputation/ Service Provision	Tim Borrett	<ol style="list-style-type: none"> Robust evidence assessment to inform the new Corporate Strategy, including consideration of all local political manifestos relating to 2021 local elections. Early engagement of elected members and embedded co-design and scrutiny via a cross-party working group. Co-design workshops and ongoing engagement with Mayor and Cabinet. 	New	1	7	7	N/A	1	7	7	Oct-21
CS2	If partners are unable or unwilling to work with the council to the degree required by the Corporate Strategy then it may not be deliverable.	Lack of partner budget or resource. Potential perception of the council showing too much reliance on partners.	<ol style="list-style-type: none"> Potential failure to deliver any given priority with an impact on that section of the council's business (or citizens). The council may not achieve its Vision. 	Open		Service provision/ Communities	Tim Borrett	<ol style="list-style-type: none"> Close alignment to existing One City Plan and key partner commitments to deliver on the One City Climate, Ecological Emergency and Economic Recovery and Renewal Strategies. Engagement with key anchor partners throughout development of the Corporate Strategy. 	New	1	5	5	N/A	1	5	5	Oct-21

CS3	Not enough clear links between the Corporate Strategy and business planning/performance management and not enough reference to core statutory and regulatory functions of the Council in the CS	Lack of resource/follow-up in compiling Business Plans and Service Plans. People adhering to the Corporate Strategy themes and commitments too rigidly as the 'only' priorities, overlooking core duties.	An inability to properly performance measure service and individual outcomes. Failure to adequately resource or deliver core statutory or regulatory duties.	Open		Service provision/ Legal/Reputation	Tim Borrett	1. Embedded Corporate Strategy priorities in Service Planning templates for 22/23. 2. Run series of workshops with managers and other staff to explain the strategy and work together on action planning. 3. Redesign the Performance Framework for launch in April 2022. 4. Communicate commitment to statutory and regulatory obligations and continue use of normal management and Member oversight channels to provide assurance.	New	1	7	7	N/A	1	5	5	Oct-21
CS4	Current pipeline of transformation projects may not be aligned to updated Corporate Strategy, affecting the council's ability to deliver against strategic priorities.	1. Have not had a finalised updated Corporate Strategy available to date.	Potential failure to deliver holistic change, whereby the whole is greater than the sum its parts, ultimately leading to a failure to realise CS priorities and associated outcomes	Open		Service provision	Tara Dillon / CLB	1. Early and ongoing engagement with Project Management Office and Corporate Leadership Board. 2. Embedding of updated CS priorities in Service Planning for 22/23, including review of project pipeline.	New	2	5	10	N/A	1	3	3	Oct-21

CS5	If citizens and communities are unable or play a greater role in city life (or reduce their demand for council services) then the Corporate Strategy may not be deliverable.	<p>1. If the council does not do enough to proactively develop, enable and empower people and communities (and the VCSE sector).</p> <p>2. Lack of ability, resources or time to do more for community or otherwise being unable to participate.</p> <p>3. Potential perception of the council relying too much on volunteers / communities.</p>	<p>1. Failure to deliver on priorities and Council's vision and its aims to empower people and increase civic participation.</p> <p>2. Rising or static demand on traditional council services increases (or does not reduce) cost, increasing financial pressure.</p>	Open		Service provision/ Communities	Tim Borrett	<p>1. Collaboration internally and externally to improve practice on engagement, co-design and enabling others.</p> <p>2. Ongoing engagement with partners and communities.</p> <p>3. Continuing use of participative democracy and other initiatives to listen to people's views and collaborate on action planning.</p> <p>4. Co-design of VCSE Strategy and delivery aligned to it.</p>	New	2	5	10	N/A	1	5	5	Oct-21
CS6	If the Corporate Strategy is misinterpreted then it may result in poorer (or withdrawn) services where this was not intended.	<p>1. If managers misunderstand phrases such as 'promoting resilience' and 'promoting independence'.</p> <p>2. Not fully communicating with senior leaders and other colleagues clearly about what the Corporate Strategy is and what it means in practical terms.</p>	Counter-productive and/or damaging service or policy decision	Open		Service provision	Tim Borrett	<p>1. Communications and Engagement plan to implement Corporate Strategy and related Business Plans.</p> <p>2. Continuing programme of Management Briefings, workshops for action planning and support from the corporate centre in reviewing Service Plans and preparing annual Business Plan.</p>	New	1	5	5	N/A	1	5	5	Oct-21

CS7	The council's ability to deliver the priorities within the Corporate Strategy is impacted by the need to make financial savings.	<p>1. Financial pressures faced by the council due to many factors, including Government grant, the wider economy and impacts of COVID-19.</p> <p>2. Increasing demand on key services.</p>	<p>1. Reprioritisation of priorities in the Corporate Strategy.</p> <p>2. Potential failure to deliver any given priority with an impact on that section of the council's business (or citizens)</p> <p>3. The council may not achieve its Vision.</p>	Open		Service provision	Mike Jackson	<p>1. Continuing to align the Corporate Strategy and the Service and Business Planning that flows from it to the council's Medium Term Financial Planning.</p> <p>2. Regular review of organisational capacity to deliver through annual budget-setting and Service Planning, and regular management channels throughout the year.</p> <p>3. Corporate work to tackle demand, including redesign of services and implementation of transformation projects.</p> <p>4. Implement the principles outlined in the Corporate Strategy.</p> <p>5. Pursue all viable financing opportunities and continue to work with partners in pressing Government for fairer funding for local authorities.</p>	New	3	7	21	N/A	2	5	10	Oct-21
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