

Business Plan 2022/23 Risk Register

Negative Risks that offer a threat to the corporate Business Plan 2022/23 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 Ek	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
BP1	The Business Plan is not approved by Cabinet or Full Council	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to produce plans to feed into the overall corporate plan	The council's planning and resource alignment is based on an outdated Business Plan which inadequately reflects the priorities and themes of the new Corporate Strategy. The council does not demonstrate how it is meeting its commitments as set out in the Corporate Strategy 2022-2027. The process is not followed correctly or robustly. The final output does not adequately or accurately reflect the	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Legal/Reputation/Service Provision	Mike Jackson, Head of Paid Service and CEO	1. Robust evidence assessment to inform the new Business Plan, with actions strategically aligned to the Corporate Strategy 2022-27 2. Early engagement of elected members/lead Cabinet member and embedded scrutiny via a cross-party working group. 3. Officers working with Directors and Heads of Service to ensure actions are specific and measurable	New	1	7	7	N/A	1	5	5	Feb-21
BP2	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reference to core statutory and regulatory functions of the Council in the Business Plan	Service planning aligned to outdated Corporate Strategy or People adhering to the Corporate Strategy themes and commitments too rigidly as the 'only' priorities, overlooking core duties.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	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Service provision/ Legal/Reputation	Mike Jackson, Head of Paid Service and CEO	1. Service planning templates have been aligned to seven Corporate Strategy themes 2. Corporate Strategy workshops run to ensure managers and other staff are aware of the new key priorities when delivering Service Plans 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. 5. Work with Corporate Leadership Board to ensure the highest level of priority is reflected in the Business Plan	New	1	7	7	N/A	1	5	5	Feb-21
BP3	The council incurs reputational damage as a result of a lack of tangible and measurable actions in the Business Plan	A lack of thematic ownership at Director level and reluctance to commit to measurable actions from Heads of Service	Citizens and communities have less confidence in the priorities the council is investing in and are less likely to engage where citizen-led action is required	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Service provision/Reputation	Mike Jackson, Head of Paid Service and CEO	1. Working with Corporate Leadership Board to ensure services are clear about action deliverables 2. Officers working with Directors and Heads of Service to refine individual actions to ensure they are SMART 3. Publication of Key Performance Indicators	New	2	4	8	N/A	1	4	4	Feb-21
BP4	The council's ability to deliver the key deliverables set out in the Business Plan is impacted by the need to make financial savings	1. Financial pressures faced by the council due to many factors, including central government funding, the wider economy and impacts of COVID-19. 2. Increasing demand on key services.	1. Potential failure to deliver on actions 2. Perceived contradiction between council's desire to raise standards while planning funding cuts	Open	Empowering and Caring; Fair and Inclusive; Well Connected; Wellbeing	Finance/Service provision	Mike Jackson, Head of Paid Service and CEO	1. Continuing to align the Service and Business Planning to the council's Medium Term Financial Planning. 2. Regular review of organisational capacity to deliver through annual budget-setting and Service Planning, and regular management channels throughout the year. 3. Corporate work to tackle demand, including redesign of services and implementation of transformation projects. 4. Implement the principles outlined in the Corporate Strategy. 5. Pursue all viable financing opportunities and continue to work with partners in pressing Government for fairer funding for local authorities. 6. Working with Corporate Leadership Board to address specific contradictions within the Business Plan	New	3	7	21	N/A	2	5	10	Feb-21

BP5	Council fails to meet the targets outlined in the Business Plan	1. Continued funding pressures 2. Increasing demand on services, esp statutory services 3. Continuing impact of Covid-19 4. Service-level pressure on staffing and resources	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/Service provision/Reputation	Mike Jackson, Head of Paid Service and CEO	1. Redesign the Performance Framework for launch in April 2022 2. Directors to report on Key Performance Indicators aligned to priorities and themes within the Corporate Strategy on a quarterly basis 3. Greater Director accountability for each Corporate Strategy theme within the Business Plan 4. Continuing to align the Service and Business Planning to the council's Medium Term Financial Planning. 5. Regular review of organisational capacity to deliver through annual budget-setting and Service Planning, and regular management channels throughout the year.	New	3	5	15	N/A	2	4	8	Feb-21
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