

## 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 £k	Risk Tolerance			Date
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	
BP1	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.	<p>1. If any Service Planning is aligned to the previous Corporate Strategy</p> <p>2. If managers adhere to the Corporate Strategy themes and priorities too rigidly, overlooking statutory or regulatory duties.</p>	<p>1. An inability to properly performance measure service and individual outcomes.</p> <p>2. Failure to adequately resource or deliver core statutory or regulatory duties.</p>	Open	All themes	Service provision/ Legal/Reputation	<b>Tim Borrett, Director - Policy, Strategy and Digital</b>	<p>1. Service planning templates have been aligned to seven Corporate Strategy 2022-27 themes</p> <p>2. Corporate Strategy workshops run to ensure managers and other staff are aware of the new key priorities when delivering Service Plans</p> <p>3. Redesign of the Performance Framework for launch in April 2022.</p> <p>4. Communicated commitment to statutory and regulatory obligations and continue use of normal management and Member oversight channels to provide assurance.</p> <p>5. Work with Corporate Leadership Board to ensure the highest level of priority is reflected in the Business Plan.</p> <p>6. Resourcing for obligations considered within annual budget setting at Full Council.</p>	New	1	5	5	N/A	1	5	5	Mar-21
BP2	The council incurs reputational damage as a result of a lack of tangible and measurable actions in the Business Plan.	<p>1. If there is a lack of clarity amongst managers about new Corporate Strategy priorities.</p> <p>2. If new priorities or changing external circumstances mean new plans or approaches are required.</p> <p>3. If there is a lack senior ownership or capacity for designing performance measures and setting targets.</p>	<p>1. 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.</p> <p>2. The council may be less able to clearly demonstrate its outcomes or value for money.</p>	Open	All themes	Service provision/Reputation	<b>Tim Borrett, Director - Policy, Strategy and Digital</b>	<p>1. Working with Corporate Leadership Board and Extended Leadership Team to ensure services are clear about actions and deliverables.</p> <p>2. Corporate performance experts working with Directors and Heads of Service to refine individual actions to ensure they are SMART.</p> <p>3. Publication of Key Performance Indicators and milestone monitoring for each theme, priorities and specific actions.</p> <p>4. Pre-decision Scrutiny and Cabinet engagement in defining actions and measures.</p> <p>5. Ongoing work to make plans for some new Corporate Strategy priorities where there is less existing planning in place.</p>	New	2	4	8	N/A	1	4	4	Feb-21

BP3	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	All themes	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. Delivery of savings-related programmes embedded within the Business Plan and the council's Change and Transformation Pipeline of projects.	New	2	7	14	N/A	2	5	10	Feb-21
BP4	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. 5. Ambitious 'stretch' targets set.	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	All themes	Finance/Service provision/Reputation	Tim Borrett, Director - Policy, Strategy and Digital	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. New reporting system to establish 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 Plan. 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	5	10	Feb-21