

**Report by the Chief Executive
Adur District Council – Corporate Risk Register**

1.0 Summary

1.1 Attached to this report is a copy of this Council's Corporate Risk Register for members information and comment.

2.0 Recommendations

2.1 Members are asked to:

- (i) note the work undertaken to date in the compilation of the risk register;
- (ii) to comment on any risks identified and suggest alternative assessments if they wish;
- (iii) endorse the risk register as attached, subject to any modifications agreed.

3.0 Background

3.1 In 2005 a piece of work was undertaken with the Council's insurers Zurich Municipal to identify the corporate risks for the council and to use this information as the basis for the compilation of a corporate risk register.

3.2 Working with divisional managers, this work was subsequently rolled out across the whole organisation and is now complete.

3.3 The list attached to this report brings together all of the corporate risks for the Council and those identified by managers relating to each of the services for which they are responsible.

4.0 Way Forward

4.1 Divisional managers now have responsibility for monitoring and reviewing each of the risks they have identified, as do the corporate performance team and for taking whatever action is deemed necessary to remove or mitigate those risks to the authority. They also have responsibility for adding any new risk to the register as they become evident.

4.2 Members are asked to note that this is therefore a document which will be constantly changing as risk are mitigated or removed by actions taken, as well as being added to as new risks are identified.

4.3 The Corporate Performance Team now has formal responsibility for monitoring risks. On a quarterly basis, particularly those that have been identified as "high" risks to the authority i.e those coloured red, with subsequent reports coming to this committee following each of those meetings as part of the existing and on-going performance management reporting process.

Local Government Act 1972

Background Papers:

Report from Zurich Municipal - February 2005
Risk Strategy 2005

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1.0 Council Objective

- 1.1 This is to provide a framework to allow the council to identify and monitor its actions with regard to risks to the authority.

2.0 Specific Targets

- 2.1 To provide a framework that identifies all corporate risks and service related risks across the organisation for monitoring purposes by the corporate management team and members of this committee.

3.0 Sustainability Issues

- 3.1 Matters considered and no separate issues identified other than the risk register now need to be up-dated and maintained and monitored on a regular basis. Any actions identified to remove or mitigate each risk to be managed by directors and divisional managers

4.0 Equality Issues

- 4.1 Matters considered and no separate issues identified

5.0 Community Safety Issues (section 17)

- 5.1 Matters considered and no separate issues identified

6.0 human rights issues

- 6.1 Matters considered and no separate issues identified

7.0 financial implications

- 7.1 There are no direct costs with the implementation of this plan other than the cost of delivery of actions which will be dealt with through the normal capital and revenue processes.

8.0 Legal Implications

- 8.1 The Council has a duty to plan for the best possible services to the people of Adur to be delivered in an efficient, effective and economical manner and to protect the integrity and interests of the council. This framework allows for this to happen.

9.0 Consultations

- 9.1 Corporate Management Team have contributed to this report and recommendations.

10.0 Risk Assessment

10.1 If the council were not to approve this report and the contents therein, it would be open to criticism by external auditors for not having a corporate planning framework in place that allows informed decisions to be taken on the management of risks to and within the organisation.

11.0 Health & Safety Issues

11.1 Matters considered and no separate issues identified

Adur District Council Risk Matrix

Impact	Catastrophic	5	5	10	15	20	25	KEY <div style="display: flex; flex-direction: column; gap: 5px;"> <div style="display: flex; align-items: center;"> Very high</div> <div style="display: flex; align-items: center;"> High</div> <div style="display: flex; align-items: center;"> Medium</div> <div style="display: flex; align-items: center;"> Low</div> </div>
	Significant	4		8B	12	16	20	
	Moderate	3		6B	9	12	15	
	Minor	2	2	4B	6A	8A	10	
	Insignificant	1	1	2	3	4A	5	
			1 Negligible	2 Rare	3 Unlikely	4 Possible	5 Probable	
			Likelihood					

Ref	Type	Hazard/Threat/Vulnerability	Likely consequence	Risk rating	Lead Officer	Division	Planned action	By when
1	REG	Application of policies and procedures	Tasks/functions performed incorrectly; inefficiencies; variable standards of service delivery; local variations are established; dangerous practices become commonplace; incidents occur; unable to effectively defend claims	8B		CMT	Training. Promotion/publicity. Procedure notes. Monitoring	
2	PEO	Senior officer capacity	Operational issues not tackled; strategic issues not tackled; issues fester/store up; issues blow up; impact on service delivery; standards of service delivery fall; no excess capacity to deal with new initiatives/legislation; increased pressure on staff; long hours; staff leave; public complaints; media attention; reputation damage to Council	16	I. Lowrie	CMT	Subsumed within report on re-structuring 2005. To be monitored through staff survey results, sickness records, CPT and CMT. Links to risk 12	
3	STRAT	Economic development /inward investment	Local economy suffers; reputation of area declines; area not seen as attractive to employers; other businesses choose not to locate in area; adverse impact on businesses; economic growth not achieved; economic regeneration agenda not fulfilled; area fails to prosper; neighbouring areas prosper; Council criticised for not being proactive; negative local publicity; image of Council damaged	4	W. Boden	CMT	Review regeneration strategy. Re-name "Revitalising Adur". Report to PSC Feb 2006	
4	STRAT	Merger with Worthing BC	Council objectives for joint working not realised; resources wasted; Council's role in partnership questioned; tensions arise within partnership; partnership fails; unforeseen accountabilities and liabilities fall on Council; poor value for money so adverse effect on Council Tax; adverse impact on performance; adverse publicity	16	I. Lowrie	CMT	DISCHARGED - Decision taken June 2004 not to proceed with merger	
5a	STRAT	Merger - recommendation decision not taken forward	Sub optimal solution pursued; Council seen as going against project recommendation; opportunity missed; tensions between authorities; future partnership working compromised; future of Adur questioned	9	I. Lowrie	CMT	DISCHARGED - Decision taken June 2004 not to proceed with merger	
5b	STRAT	Internal communication of merger decision	Staff unhappy; misinformation; Council fails to capitalise on opportunity; targets not achieved; funding is missed; resources wasted; impact on staff morale; council does not move forward; new initiatives do not come forward; lack of responsiveness; Council fails to improve	15	I. Lowrie	CMT	DISCHARGED - Decision taken June 2004 not to proceed with merger	

6	STRAT	Merger - consultation/communication with the public	Public don't see benefits of merger; seen as a threat; Political decision not backed by public; efficiencies cannot be made; services do not benefit from economies of scale; future of Adur questioned; significant Council Tax increases; adverse publicity	12	I. Lowrie	CMT	DISCHARGED - Decision taken June 2004 not to proceed with merger
7	STRAT	Amount of land available to meet housing needs	Council target on affordable housing not met; Council funding affected; use of B&B accommodation; local people unable to access affordable housing; local people, especially the young not able to afford to live in the area; impact of development of town an district; people living in poorer housing than they need to	5	W. Boden	CMT	Housing is one of the Council's priorities. Input to S.E. Plan. Generate capacity through regeneration e.g. Shoreham Renaissance. Include in Local Development Framework
8	STRAT	Partnerships - Council objectives not achieved	Resources wasted; service delivery adversely affected; Council role in partnership questioned; unforeseen accountabilities and liabilities fall on Council; tension between partners; adverse publicity	6	W. Boden	CMT	Adhere to new partnership protocol and guidelines introduced during 2005. Only enter into a "partnership" if it is in the best interests of the Council and the people of Adur to do so. Governance/probity arrangements need to be resolved, clarified, agreed between existing partners
9	STRAT	Lack of clarity on priorities	Everything seen as a priority; nothing falls off list; resources focused on non priority project; officers/Members develop pet projects; Council is still trying to do too much; increased pressure on staff; quality of services suffer; public complaints; fail to achieve excellence in key areas; criticism by inspection; adverse publicity; image of Council damaged	12	I. Lowrie	CMT	Work with Members and managers to adhere to Council's priorities in terms of service provision and budget provision.
10	STRAT	Lack of Member time and capacity	Members not understand significance of issue, key/wrong decisions made; development of strategy impeded; opportunities missed; officers frustrated; public question their members ability to represent them; value of Political process called into question	12	A. Gardiner	CMT	Training; Review Member allowances to be reviewed to attract more interest in becoming a Member. Review committee report structure/content.
11	STRAT	Performance management	Levels of performance not measured/challenged; some areas under performing; not seen as part of the day job; performance management treated as a compliance exercise; improvement does not occur; service delivery adversely affected; criticism from inspection/audit; image of Council damaged	8	I. Lowrie	CMT	Introduce new performance management software to provide Golden Thread. Continue training, raising awareness, changing culture, simplifying processes. Monitor all aspects of "performance" closely through Corporate Performance Team. Report to Members quarterly.

12	PEO	Restructure - increased management responsibilities	Inappropriate decision is made; staff do not feel supported; managers under extra pressure to perform without skills; failure to congratulate success; failure to challenge poor performers; culture does not encourage staff to progress and develop; staff morale falls, staff leave	16	I. Lowrie	CMT	Training of managers. Identify gaps in knowledge/ understanding. Monitor staff sickness. Await results of Staff Survey 2005. Create and implement an action plan to address findings of survey. Links to risk 2.	
13	STRAT	E government - benefits not achieved. Lack of Political will/engagement	Resource wasted; service delivery fails to improve or gets worse; complaints from customers; adverse publicity; image of Council damaged	9	I. Lowrie	CMT	Work towards 100% e compliance by end Dec 2005. Monitor complaints through Corporate Performance Team. Monitor adverse publicity through Corporate Management Team. Await outcome of survey in Adur Outlook. Promote/publicise Council's web site, on-line forms, e payments etc	
14	STRAT	Education including low educational attainment levels in Adur	Gap between haves and have nots increases; children do not reach full potential; communities disenfranchised; deprivation continues; lack of skills and competencies in indigenous population; wages remain low; housing continues to be unaffordable; potential risk of playing field sites not found/allocated to realise school reorganisation plans, vocational training centre, impact of school closures, skills have to be imported - further pressure on housing; community not sustainable; Council marginalised and criticised for lack of effective leadership	12	W. Boden	CMT	To lobby WSCC. Work with the Local Strategic Partnership and Local Area Agreement processes to ensure this area is added to their agendas and raised at the highest possible levels. Public meetings scheduled. Have already succeeded in highlighting issues through SODD and lobbying WSCC. ADC involved in reorganisation of Adur schools. PP Team to develop planning briefs; commission playing fields strategy; identify temporary premises; Fishersgate core group work on potential Childrens Centre	Feb 06 Mar 06 Apr 06
15	PEO	Recruitment	Pressures on existing staff; activities ineffectively carried out; difficulties in succession planning; pressure to offer more lucrative packages; reliance on agency/temp staff; lack of diversity; escalating staff costs; gaps appear in structures; adverse impact on service delivery; service failure; adverse publicity; image of Council damaged	12	W. Boden	CMT	Undertake pay and grading review prior to April 2007 to address any anomalies.	
16	ICT	Uncertainty around CenSus project	Project fails to deliver objectives; loss of ownership; project planning called into question; organisation fails to change and benefit from project; partners are disillusioned; adverse effect on performance; censure by audit/inspection; adverse publicity; image of Council suffers	20	I. Lowrie	CMT	Keep under review. Monitor progress of projects. Monitor expenditure of projects/partnership. Periodically evaluate whether partnership is achieving what it set out to to Adur's satisfaction. Retain ADC representation on CenSus Board/ projects. Identify and report potential risks/failings to Corporate Performance Team at monthly monitoring meetings to allow appropriate action to be considered and taken	

17	STRAT	Project management	Project fails to deliver objectives; external expertise brought in at cost; loss of ownership; project planning called into question; officers feel demoralised/vulnerable	12	A. Gardiner	CMT	Refresh project management training early 2006. PIDS to be completed for all projects. No spend or commencement of Capital projects until PID process complete and signed off by Corporate Performance Team. On going monitoring of budgets and projects. Retain this item on register to ensure enforcement	
18	REP	Business continuity	Services disrupted; staff unaware of correct procedures; decision making heat of the moment; resources wasted; information lost; loss of revenue; increased cost of providing back up service; Council seen as being ineffective; Council challenged over its preparedness; Council unable to demonstrate correct procedures; operating in contravention of legislation; censure by audit/inspection; adverse publicity	12	CMT	CMT	Produce emergency procedures/guidelines. Training. Raising awareness. Risk management process to be completed.	
19	PEO	Local pay review - timescale	Staff disappointment and anger; adverse effect on morale; unions get involved; potential for industrial action, staff leave; gaps appear in services; potential high cost, affordability, adverse effect of performance; adverse effect on service delivery; censure by audit/inspection; adverse publicity	16	W. Boden	CMT	Appointment of joint Head of HR with Worthing Borough Council to oversee review for both councils and ensure deadline is met. Appointment of panel members	Jan-06
20	REP	Theft/loss of Chairman's regalia	Reputational risk. Adverse publicity.	4	J. Cook	Legal & Dems	Insure.	
21	ICT	Theft/loss of Members laptops	Inconvenience to Members. Potentially confidential/controversial material falling into wrong hands	6	J. Cook	Legal & Dems	Advice to Members not to leave in cars etc and etching laptops	31.7.06
22	REP	Bad legal advice	Reputational risk. Adverse publicity. Potential legal costs for Council.	4	J. Cook	Legal & Dems	Training and appropriate levels to give advice	on-going
23	REP	Missed Court hearings	Reputational risk. Potential legal costs for Council	8	J. Cook	Legal & Dems	Maintain central Court diary	30.6.06
24	REP	Mislaid papers	Reputational risk. Potential legal costs for Council	8B	J. Cook	Legal & Dems	Review process for storage and recording of location of papers. Review process for movement of papers in office and elsewhere	31.12.06
25	STRAT	Fire in CC affecting Land charges, Deeds Room,	Loss of Corporate/Council records inc proof of ownership of land/property	6	J. Cook	Legal & Dems	Back up work on discs and store off site. Has cost implications. Fireproof storage boxes for deeds room and land charges.	31.12.07
26	PEO	Failure of door entry system	Reputational risk. Inconvenience to staff, customers, deliveries, visitors etc. Security and safety issues if area not secure	9	J. Cook	Legal & Dems	Set up Contract for maintenance and repair. Identify alternative entrance/exit and ensure appropriate signs are available	31.12.07

27	REG	DDA non compliance	Breach of statutory requirements. Open to criticism from xxx and public. Potential xxxx	12	J. Cook	Legal & Dems	Identify works necessary and prioritise. Agree necessary budget	31.3.07
28	ICT	Loss/breakdown of printers	Inconvenience to staff. Potential for missing committee deadlines and breach of Constitution	9	J. Cook	Legal & Dems	Ensure regular maintenance by IT	on-going
29	ICT	Loss of ICT for Human Resources	Inability to access HR staff records, undertake monitoring etc	9	J. Cook	Legal & Dems	Ensure regular maintenance by IT	on-going
30	PEO	Staff shortages In Human Resources	Inability to undertake HR duties, maintain records etc	9	J. Cook	Legal & Dems	Carry out 3 monthly review of work loads and resources	on-going
31	ICT	Loss of ICT in Estates	Inability to access records in Estates etc	9	J. Cook	Legal & Dems	Ensure regular maintenance by IT	on-going
32	PEO	Staff shortages in Estates	Inability to undertake duties, valuations, landlord duties etc in Estates	9	J. Cook	Legal & Dems	Carry out 3 monthly review of work loads and resources	on-going
33	REP	Inaccurate advice given in Estates	Loss of income to Council. Reputational risk. Legal implications.	9	J. Cook	Legal & Dems	Ensure staff receive regular training	on-going
34	FIN	Down turn in economy	Council premises vacant. Cost to Council of "maintaining" those premises. Loss of income to Council	6	J. Cook	Legal & Dems	Minotr economy and review rental positions accordingly	on-going
35	REP	Delivery of service review - AWS	Loss of customer confidence. Impact other processes e.g.. purchasing of vehicles. Loss of contract/outsourcing	12	AWS Manage Board	Direct Services	Robust plans; Keep Members informed; customer liaison; Keep fleet running	14.11.05
36	STRAT	Support for AWS	Partnership fails. Savings not realised	6	AWS Manage Board	Direct Services	Communication with Members; Good financial management	31.3.06
37	PEO	Change management - AWS	Increased stress/ levels of sickness	8	AWS Manage Board	Direct Services	Regular flow of information. Team brief	on-going
38	ICT	AWS fails to invest in new technology	Loss of productivity/efficiency	16	AWS Manage Board & all managers	Direct Services	Review of equipment/systems; programme of up-dating equipment	discharged now receiving ICT support from WBC
39	FIN	AWS does meet statutory targets	Fails to meet BVPI targets. Service outsourced. Govt intervention. Penalties. LATs targets	8	All managers	Direct Services	Robust plans; keep Members informed; customer liaison; Keep fleet running; training/up-dates; Develop data collection systems	Budget cycle on-going
40	REP	AWS fails to comply with legislation due to lack of resources	Litigation. Poor publicity/reputation	9	AWS Manage Board	Direct Services	Planned investment in services (financial planning)	Budget cycle on-going
41	REP	Failure to implement agreed strategies e.g. tree planting, pesticide reduction	Reputational impact - bad publicity. Loss of public confidence. Environmental impact	9	AWS Manage Board	Direct Services	Robust plans; keep Members informed; customer liaison; Keep fleet running; training/up-dates; Develop data collection systems	On-going
42	FIN	Savings from AWS not realised	Failure to deliver budget targets. Increase in Council Tax	12	AWS Manage Board	Direct Services	Robust plans; keep Members informed; customer liaison; Keep fleet running; training/up-dates; Develop data collection systems	14.11.05 on-going

43	PEO	Recruitment & retention of staff/loss of key personnel	Unable to recruit/retain staff. Additional costs - recruitment agency staff. Unable to complete work/collection rounds. Reduced customer satisfaction. Loss of expenditure.	9	J. Cook	Human Resources	Pay & grading review; monitor staff turnover	Dec 05 to Mar 06
44	FIN	Cost of living increases above agreed contract - AWS	Contract becomes financially untenable	8	AWS Manage Board	Direct Services	Financial monitoring; keep services in-house	on-going
45	PEO	Vulnerability of small section team	Reduced resource to cover staff absences. Failure to deliver service	9	All managers	Direct Services	Wider review of service changes; Consider impact on small teams	on-going
46	PEO	Confrontation of staff	Injury/unhappy staff	9	All managers	Direct Services	Training; information; staff equipment	On-going
47	PEO	Increased workload for crews - AWS	Increase in low speed accidents. Litigation from industrial injuries resulting from working practices and work load. Increase in insurance premiums. Reputation. Staff absences	12	All managers	Direct Services	Monitoring; Service review	On-going
48	PEO	Muscular/skeletal injuries from inappropriate collection methods	Litigation. Possible action from HSE from industrial injuries resulting from working practices and work load	12	K. Green	Direct Services	Change system to reduce manual handling (Service review)	14.11.05 to June 2006
49	PEO	Changes in working practices	Increased costs	8	All managers	Direct Services	Monitor/review; keep up-to-date	On-going
50	REG	Adoption of new legislation	Fail to implement Act. Poor publicity resulting from poor practice	8	Members	Direct Services	Committee reports	On-going
51	REG	Legal challenge to enforcement	Reputational impact - bad publicity.	8	Members & all managers	Direct Services	On-going training/guidance; communication between departments	On-going
52	STRAT	Delays in procurement	Ageing fleet. Vehicle kept beyond expected life. Breakdown/failure. Vehicle workshop hourly rate increases. Additional costs from hiring replacement vehicles. Fail to meet customer expectation	16	All managers & Members	Direct Services	Agree procurement process; Decision on service review	Mar 06 Mar 07
53	REG	Loss of "O" Operating licence	Unable to deploy the fleet. Service not delivered	8	All managers	Direct Services	On-going monitoring	On-going
54	HOUS	Planned maintenance of Commerce Way	Loss of facility. Increased costs	8	Building Surveyors	Direct Services	Condition survey of Commerce Way; Establish finances for planned maintenance	On-going yearly
55	FIN	Loss of profit	Viability of AWS services. Streetscene. Events	9	All managers	Direct Services	Monitoring; marketing	On-going
56	ICT	Failure of IT systems	Increasing costs, wasted time, services affected, record keeping etc	9			AWS upgraded system and support	April 06
57	STRAT	External partnerships	Fail to meet customer expectations. Increase in costs/decrease in environment quality	9	All managers	Direct Services	Continue to support partnerships	On-going
58	STRAT	Lack of town centre/ street scene development	Lack of growth in town centre. Reduced inwards investment. Economic regeneration. Public perception. Poor CPA. Increased graffiti etc	6	Members & all managers	Direct Services	Continue to invest and support	On-going

59	HOUS	Asbestos contamination	Depending on site - may need to re-locate occupants until dealt with. Potential health hazard to occupants, staff, contractors. Potential legal action and/or claims.	12	D. Pannell	Housing Man./Main t	Policy & procedure in place	
60	HOUS	Carbon Monoxide poisoning	Potential fatalities. Potential legal action and/or claims.	12	D. Pannell	Housing Man./Main t	Policy & procedure in place	
61	ENVIR	Legionella disease	Potential fatalities. Potential legal action and/or claims.	9	D. Pannell	Housing Man./Main t	Cleaning contract in place	
62	HOUS	Failure of Housing Management System		6A	D. Pannell	Housing Management	Controls & back up in place	
63	HOUS	Failure of community alarm control centre	Reputational. Unable to contact vulnerable people. Duty of care	12	D. Pannell	Housing Man/Supp Hous	CA users would be vulnerable but no more so than others within the community with similar difficulties	
64	HOUS	Corporate buildings inadequately maintained	Financial and safety implications. Possible accident/injury to users/occupiers. Reputational, financial, legal risks to Council. Costs to rectify situation. Loss of use of building	12	D. Pannell	Housing Management	Annual budget requirements considered	
65	PEO	Staff sickness	Lack of cover. Unable to undertake statutory duties resulting in possible legal action	8	D. Pannell	Housing Management	Resources within division would be moved to minimise effect	
66	HOUS	Cut in supporting people grant 30% over 5 years	Unable to provide current levels of service to people in supported accommodation	12	D. Pannell	Housing Man/Supp Hous	Working with parties to ensure effects are minimalised, contingencies to be discussed at County and district level	
67	HOUS	Closure of local offices	Closure will impact on local service provision and may be unpopular with customers	8	D. Pannell	Housing Management	Cash offices are planned to close Mar 2007. A review will be undertaken in 2006/07	
68	ICT	Transfer of ICT support to CenSus	Not known	12	D. Pannell	Housing Management	The HMS Orchard system runs using hardware & support. The impact on the essential elements to be evaluated	
69	HOUS	Duty supervisor service failure	Reputational risk. Duty of care. Breach of tenancy conditions etc. Currently the Council's emergency service relies on Hous. Management and this is not appropriate	12	D. Pannell	Housing Management	A review of the service is underway	
70	ICT	Telephone failure	Unable to contact tenants, deal with enquiries, repairs. Failure to meet legal requirements.	12	D. Pannell	Housing Management	Manual system would be put in place to pass work to contractors	
71	BUILD	Civic Centre unavailable	Unable to access records.	6	D. Pannell	Corporate	"Corporate" plan required. Alternatives - other locations/equipment and /or corporate emergency plan. Impact check list available	
72	BUILD	Fire or bomb incident at Civic Centre	Unable to access records.	4	D. Pannell	Corporate	"Corporate" plan required	
73	PEO	Sickness/holidays coinciding	Unable to maintain level of service	6	D. Pannell	Housing Management	Staff resources within the division would be applied to essential services	

74	HOUS	Control centre functionality impaired (Chichester Community alarm)	Duty of care. Inability to contact customers	6	D. Pannell	Housing Management	CA users would be vulnerable but no more so than others within the community with similar difficulties	
75	ICT	BT failure in Adur	Unable to contact tenants, deal with enquiries, repairs. As above.	4	D. Pannell	Housing Management	Manual system would be put in place to pass work to contractors	
76	PEO	Violence to staff at work	Death or injury to staff. Insurance liability. Lone workers ?	6	D. Pannell	Housing Management	"Corpoarte" plan required	
77	FIN	Health & safety of staff, public, contractors	Death or injury. Insurance liability. Lone workers ?	6	D. Pannell	Housing Management	Corporate policies in place	
78		Contracts not being met	Additional costs/work to Council. Legal/financial implications. Reputational risks	8	D. Pannell	Housing Management	Contract requirements minimise any risk if they are placed in accordance with the Constitution	
79	REG	Legal	Disputes, contracts not being met, accidents/injuries etc	15	D. Pannell	Housing Management	Contract requirements minimise any risk if they are placed in accordance with the Constitution	
80	HOUS	Legionella disease	Death/injury. Claims against Council. Financial and reputational risks. Loss of use of premises. Costs of alternative premises	9	D. Pannell	Hous Man/Maint	Cleaning contract in place	
81	HOUS	Failure of housing management system repairs, ordering etc	Failure to meet legal requirements	9	D. Pannell	Hous Man/Maint	Controls & back up in place	
82	ICT	Transfer of ICT support to CenSus	Loss of immediate rectification. Loss of understanding.	12	D. Pannell	Hous. Man.	The HMS Orchard system runs using hardware & support. The impact on the essential elements to be evaluated	
83	REP	Health & safety issues for a) staff b) others c) lone working	Reputational, legal, financial implications liabilities for Council. Possible accidents/injuries/deaths	6	D. Pannell	Hous Man/Surveyors	a) Policy, assessments and procedures in place b) Risk assessments provided for works, reference checklist in place c) Policy assessments and procedures in place	
84	PEO	Staff resource a) recruitment & retention b) absence	Inability to cover workload and undertake statutory duties	9	D. Pannell	Hous Man/Surveyors	a) Alternatives identified b) Cover by remaining surveyors & other sources of support identified	
85	REP	Failure of staff service outside of sections immediate control inc contractor or consultant failure or inappropriate action	Reputational, contractual liabilities. Financial risks in terms of liabilities, costs to rectify situation etc. Regain reputation	9	D. Pannell	Hous Man/Surveyors	Some alternatives identified, impact checklist available to review each identified case/potential occurrence	
86	ICT	Failure of other IT system software (Codeman)		9	D. Pannell	Hous Man/Surveyors	Software suppliers help line - poss. effects on ODPM, GOSE returns	
87	ICT	Failure of main corporate hardware	Inability to access records	9	D. Pannell	Hous Man/Surveyors	Solution by way of Business Contingency Plan	
88	FIN	Major fluctuation in finance available for work	Inability to meet our standard for decent Homes; undertake repairs/maintenance/refurbishment works to LA homes/buildings	4	D. Pannell	Hous Man/Surveyors	5 year funding secured for Housing. Staff resource and external support sufficient at current budget levels	

89	ICT	Communications failure		9	D. Pannell	Hous Man/Surveyors	Methods & processes identified, dependent on failure type(s) impact	
90	CIV C	Factory fire	Asbestos roof and fall out of debris. Health danger to residents, contractors etc	8	P. Spedding	Hous Need & Env Serv	Evacuation plans etc in place	
91	CIV C	Oil spillage on coastline	Danger to bathers, visitors, residents, animals, birds etc. Costly clean up operation.	8B	P. Spedding	Hous Need & Env Serv	Emergency Plans (multi agency)	
92	CIV C	Surcharge of drainage system after prolonged flooding	Danger to health, properties	6	P. Spedding	Hous Need & Env Serv	Emergency plans in place	
93	CIV C	Contamination of reservoir	Danger to health. Time needed to rectify situation. Cost of remedial works, re-location of residents etc	8	P. Spedding	Hous Need & Env Serv		
94	CIV C	Cryptosporidis from private water supply	Danger to health. Time needed to rectify situation. Cost of remedial works, re-location of residents etc	8	P. Spedding	Hous Need & Env Serv		
95	HOUS	E coli o157 outbreak connected to meat supplier	Danger to health. Time needed to rectify situation. Cost of inspecting/locating source etc. Reputational/confidence risk	8B	P. Spedding	Hous Need & Env Serv	Food safety plans	
96	HOUS	Loss of Homelessness Act grant	Provides funding for HOO post	6	P. Spedding	Hous Need & Env Serv	Negotiations with ODPM	
97	HOUS	Golden Sands - Planning permission not renewed	Need to find alternative premises/ solution to house tenants currently on site and for future housing needs. Unable to meet statutory duty to provide accommodation. Cost implications for Council	8	P. Spedding	Hous Need & Env Serv	Alternative T/A strategies being examined	
98	HOUS	No repair grant assistance available		6	P. Spedding	Hous Need & Env Serv	Prioritised Capital bid	
99	HOUS	No affordable housing funding from Housing Corporation		12	P. Spedding	Hous Need & Env Serv	Alternative sources of funding e.g. using LA land resources being examined	
100	PEO	Temporary accommodation target not met		6	P. Spedding	Hous Need & Env Serv	Negotiations with ODPM on-going	
101	PEO	Possible attack verbal or actual on unaccompanied visits	Lone worker. Supplied with mobile phone.	6	C. Stephenson	Exec Office	Mobile phone issued. Agreed procedure in place for anyone going out of office to leave details as to where they are going, times etc	
102	PEO	Cover for posts in small team	Unable to undertake duties. Expertise centred around individuals/team	9	C. Stephenson	Exec Office	Posts can cross cover to some extent, enough to get by. Have agreed to up-date each other on work areas at monthly team meetings. Already have calendar of known activities over coming year	

103	PEO	Cover to web media post	Inability to up-date Council information on a regular basis. More important in times of "emergency" situations	6	C. Stephenso n	Exec Office	One member of staff supports Media Manager post. Need to maintain training in this area.	
104	PEO	Role/cover in Emergency Plan	Need to provide a media liaison service in such an event so as to co-ordinate/ manage dissemination of information to the press/community/staff. Cover/back-up provided from within team	112	C. Stephenso n	Exec Office	One post has already received formal emergency planning training, second post due to 2006. All posts can cover general media enquires, press notices, press relations issues throughout the year	
105	ICT	ICT failure	Inconvenience to staff and people trying to reach us electronically - press etc. Need to maintain communication channels open. Inconvenience sending photographic data for Council magazine, could hinder print deadlines. Citizens panel, performance data only held electronically.	9	C. Stephenso n	Exec Office	Have agreed to take copy of Viewpoint panel details and locate elsewhere on alternative drive as back up. Most dealings with press/media are electronic so would need to regain use asap especially in an emergency situation as this team are responsible for putting out corporate council messages.	On-going
106	REP	Inaccurate advice / Information given	Reputational risk. Open to negative media coverage. Potential for inconvenience to public, staff, services etc.	8	C. Stephenso n	Exec Office	E.G. Adur Outlook content is agreed by Adur Outlook Editorial Board prior to each edition. Draft AO is proof read by Members, CExec, Exec Office Manager, Editor etc to prevent any errors in typing, content etc.	On-going
107	REP	Adur Outlook not completed on time	Reputational risk. Potential for inconvenience to public, staff, services etc. Financial implications for potential loss of advertising and Royal Mail deliveries which have to be booked a year in advance and would still need to be paid.	4	C. Stephenso n		Reliant on authors to get stories to ADC in time. Reliant on designers and printers and Royal Mail distribution service. Royal Mail delivery dates are booked a year in advance. Designers are advised in advance of timetable of 5 editions. If editor of magazine were sick, could still produce copy of Adur Outlook within team	On-going
108	ICT	Reliance on old in – house performance management software	Inability to complete Government returns which are subject to audit. Unable to monitor and manage performance across the organisation and between authorities. Current spreadsheet liable to crash with weight of data. Scored 18 points on Capital bid list	12	C. Stephenso n	Exec Office	Have submitted budget bid for 2006/07 to replace perf management software. New software is already in use by other authorities and is working well.	April 06
109	REP	Viewpoint panel held electronically	Reputational risk. Inability to contact or make use of Citizens panel for consultation purposes. Difficulty in re-freshing/setting up new panel.	6	C. Stephenso n	Exec Office	Have agreed to take copy of Viewpoint panel details and locate elsewhere on alternative drive as back up.	On-going
110	ICT	Consultation database held electronically	Inability to join up consultation across the organisation to avoid duplication and consultation over-load.	6	C. Stephenso n	Exec Office	Have agreed to take copy of consultation database and locate elsewhere on alternative drive as back up.	On-going
111	PEO	Lack of staff	Insufficient staff to cover workload	3	H. Loomes	Concess Travel	All staff in section can cross cover - but small section needs to train extra cover	

112	ICT	Failure of ICT hardware and software	Inability to issue concessions electronically	6	H. Loomes	Concess Travel	Hardware short term loss not critical, runs on PC could be replaced. Software backed up on network off-site. MCL concessions could be issued manually and input later. Long term - business continuity arrangements required
113	REV	External agency (MCL)	Company becomes insolvent. No support for County wide operation	9	H. Loomes	Concess Travel	Agency covers all authorities in East & West Sussex under overall management of ESCC - alternative supplier would need to be found
114	REV	Budget - grants	Insufficient budget to meet requirements; failure to issue concessions to public	6	H. Loomes	Concess Travel	Statutory requirement - funds have to be found
115	ICT	ICT failure	Inability to pay invoices. Creditors chase unpaid invoices	4	H. Loomes	Creditors	Short term not serious. Invoices would be paid late. Urgent invoices could be paid manually. Long term - business continuity arrangements required
116	PEO	Staff	Loss of cover within section	4	H. Loomes	Creditors	All staff in section can cross cover - but small section needs to train extra staff
117	REP	Fraud	Reputational. Potential action against member of staff. Possible financial losses to the Council	4	H. Loomes	Creditors	Strict internal controls, authorisation and separation of duties exist to minimise risk
118	PEO	Staff	Loss of cover within section. Inability to calculate pay and process through normal	2	H. Loomes	Payroll	All staff in section can cross cover but small section needs to train extra staff
119	FIN	Fraud	Payments made to ghost employees or wrong salary. Loss of funds to the Council	4	H. Loomes	Payroll	Strict internal controls, authorisation and separation of duties exist to minimise risk - key pad locked door - secure filing - confidential waste shredded
120	FIN	Robbery/assault.	Reputational. Possible injury to staff. Loss of funds to Council	6	H. Loomes	Payroll	Cash offices are locked & secure - bankings collected by security courier - processes exist for secure transfer of bankings - instructions to staff not to resist attack - funds insured - risk to lone staff leaving local offices - arrangements for Housing staff to leave same time as cashiers
121	FIN	Theft	Out of hours break in. Damage to building. Loss of Council funds	4	H. Loomes	Payroll	Cash offices are locked and secure - daily bankings collected at end of day - little money left on site overnight unless security courier run fails, in which case insurers are notified
122	ICT	ICT failure	Inconvenience to customer - customer accounts not up-dated. Inability to issue electronic receipts. Inconvenience to staff in retrieving situation afterwards	9	H. Loomes	Payroll	Short term immediate problem - cashiers have to react immediately to issue receipts - manual back up system available - but causes day end reconciliation and posting problems. Long term - business continuity arrangements required

123	PEO	Staff	Insufficient staff to cover workload	9	H. Loomes	Payroll	All staff in section can cross cover - occasionally need to close local office at periods of holiday and sickness	
124	FIN	Fraud	Cash/funds pocketed. Loss of funds to Council	4	H. Loomes	Payroll	Strict internal controls, authorisation and separation of duties- daily reconciliations	
125	FIN	ICT	Inability to access Task FMS	9	H. Loomes	Account.	Short term - most transactions are internal so odd delays would not be serious unless running up to budget cycle or reports. Long term - business continuity arrangements required	
126	PEO	Staff	Insufficient staff to cover workload	9	H. Loomes	Account.	All staff in section can cross cover	
127	FIN	Treasury management - fraud	On-line banking; loss of funds to Council	9	H. Loomes	Account.	Co-operative bank - Financial Director - secure system - internal controls - separation of duties	
128	FIN	Budget	Potential for overspend; excess spend becomes a draw on limited reserves	6	H. Loomes	Account.	Monthly budget monitoring - quarterly reports to CPT and committees	
129	ICT	ICT	Inability to access TASK debtors and raise accounts - loss of cash flow to Council	9	H. Loomes	Sundry Debtors	Short term - accounts not raised, reminders not sent, has cash flow effect on Council finances - could raise emergency accounts manually. Long term - business continuity arrangements required	
130	PEO	Staff	Insufficient staff to cover workload	9	H. Loomes	Sundry Debtors	All staff in section can cross cover	
131	FIN	Fraud	Cash payments diverted/refunds; Loss of funds to Council	4	H. Loomes	Sundry Debtors	Strict internal controls, authorisation and separation of duties - daily reconciliations	
132	ICT	LD090 machine(s) out of action	Unable to produce committee / council papers	9	J. Cook	Repro	Either use fleet machines or seek assistance from WBC with similar machine	
133	ICT	LD238 machine out of action	Unable to produce colour copying	12	J. Cook	Repro	Either use colour lasers or seek assistance from WBC with similar machine	
134	ICT	LD127 Toner or CPU supply exhausted	Unable to keep fleet machines operational	4	J. Cook	Repro	CC and Comm Way minimal effect due to other machine availability. Local Housing Offices will need to bring or send copying to CC	
135	ICT	LAN, LES100 (to Horsham) or Printer Server failure	Unable to print electronic documents, Council Tax and Benefit forms	9	J. Cook	Repro	Ctax and Benefit forms could be printed by Horsham DC. Other electronic documents would have to wait	
136	ICT	Tally 2280 Printer failure	Unable to print Rent Cards, Salary Slips, Benefit/Creditor cheques	6	J. Cook	Repro	All could be transferred to old Tally 360 printer. Investigate use of WSCC Tally printer as back up	
137	ICT	External Printers unavailable	Unable to complete orders	4	J. Cook	Repro	If reprints could do in-house. If amendments would need to seek assistance from other companies	
138	PEO	All three reprographics staff absent	Unable to provide service to users	6	J. Cook	Repro	Provide another person to do basic work	

139	ICT	Web editors cannot access web to update site from either PC		4	J. Beales	Bus Trans	Provide training to organisers on Licensing, H&S and PR; ADC to focus on working with vulnerable groups, priority communities; Council to produce Festival guide and seek funding	
140	ICT	GIS managers cannot update GIS		4B	J. Beales	Bus Trans		
141	ICT	SMART manager cannot update SMART		4B	J. Beales	Bus Trans		
142	ICT	Lose core Trinet Website so customers cannot get to it		4B	J. Beales	Bus Trans		
143	FIN	Lose Top Level Forms so customers cannot apply or pay for things		2	J. Beales	Bus Trans		
144	FIN	Lose GC Pay e-payments so customers cannot pay for things		2	J. Beales	Bus Trans		
145	PEO	Both web editors off sick/absent so website cannot be updated		12	J. Beales	Bus Trans		
146	ICT	EDRMS system fails		8A	J. Beales	Bus Trans		
147	ICT	Programme Manager unavailable		4A	J. Beales	Bus Trans		
148	PEO	Senior ICT technical staff unable to work.		8B	J. Beales	Bus Trans		
149	ICT	Adur Network compromised by virus, hacking (malicious attack), faulty patch downloaded.		8B	J. Beales	Bus Trans		
150	ICT	Failure of Voicemail.		4B	J. Beales	Bus Trans		
151	ICT	Computer Room equipment failure.		8B	J. Beales	Bus Trans		
152	BUILD	Computer Room inaccessible. Denial of access could be through flood, destruction e.g. fire, power cut.		8B	J. Beales	Bus Trans		
153	ICT	Failure of DPNSS link to WSCC telephone network.		4B	J. Beales	Bus Trans		
154	BUILD	Power cut to Civic Centre.		8B	J. Beales	Bus Trans		
155	ICT	Failure of communications switch system.		8B	J. Beales	Bus Trans		
156	ICT	Failure of incoming telecommunications carrier.		8B	J. Beales	Bus Trans		
157	STRAT	Local Development Framework	New requirement to carry out annual monitoring process, meeting timetable, public examination. Sustainability and environmental issues	16	P. Davies	Planning & Commun	Use new CAPS system for monitoring; use project management to stay on track; revise LDS; use consultants; reprioritise work of team; work with Worthing more; allocate PDG to cover costs	June 06 March 06

158	STRAT	Statement of Community Involvement	Timetable for approval, consultation proving very time consuming, too much consultation generally	8	P. Davies	Planning & Commun	Make better use of web site. Co-ordinate with other council consultation. Consider using consultants on next stage of community involvement for LDF	
159	STRAT	Sustainable Development	Failure to meet SEA Directive and deliver sound LDF; climate change; green travel planning required by HRWG; Fair Trade commitment; Energy conservation (HECA)	12	P. Davies	Planning & Commun	Increase officer capacity with CWB and PP teams working better together inc distribution of tasks. Focus on existing commitments only; Paper to CMT on green travel plan; Hand over Fair Trade promotion to community group; Buy in services from WSx Energy Advice Centre	
160	STRAT	Community Strategy/LSP	Resources required to sustain active community planning process and revise action plans (reduced support from WSCC); Lack of support for LSP and sub groups	12	P. Davies	Planning & Commun	Secure funding for joint ADC/AAWtPCT post for Community Planning co-ordinator. Admin support to be provided by CWB team	Feb 06 Admin support Apr 06
161	STRAT	Safer Adur Team	Possible failure of multi agency arrangement; improve leadership issues; possible merger of CDRP with others; S17 and C&D Act still requires mainstreaming; AAG performance	4	P. Davies	Planning & Commun	Need to resolve current management issues & reach consensus with partners; revise JD's of staff and agree tasks for 06/07; CWBM to make weekly visits to SAT; Director/Head to become more involved in CDRP and SAT; Paper to CMT; Training sessions after 2006 elections	Feb 06 Paper to CMT Mar 06 Training Jun 06
162	PEO	Anti-Social Behaviour	Engaging the community in the ASB reporting process; current under-use of SAT reporting lines; not effectively dealing with hot-spots; crime prevention	9	P. Davies	Planning & Commun	Secure funding for ASB caseworker to undertake work in public reassurance and witness support; further PR required; promote success stories; work more closely with Parks section to devise & deliver community owned facilities to address problems; Big lottery parks application to catalyse actions; appoint CP officer to initiate scheme with convenience stores/alcohol sellers	Feb 06 Mar 06
163	STRAT	Local Area Agreement	LAA introduced in Apr 06 - need joined up working e.g. housing, economic, community; outcome 22 - Eastbrook, Southlands, Churchill, Mash Barn	8	P. Davies	Planning & Commun	New Comm Planning co-ordinator to focus on this work; PCWG to be responsible for LAA delivery; CWB team to deliver culture, health, community and crime; Redirection of team to the areas as agreed in BV review	Apr 06
164	STRAT	Area Investment Frameworks	Reputational. Lack of access to funding. Partnership working at risk+D185	8	P. Davies	Planning & Commun	Withdraw from B&HA AIF, focus on WS Coastal AIF	

165	STRAT	Shoreham Renaissance	Member commitment in doubt, resourcing the next phase, revised structures needed, lower priority for other partners, Pond Road issues	12	P. Davies	Planning & Commun	Finalise masterplan and develop implementation plan. Review resources to continue project	
166	STRAT	Eastbrook Allotments Development Brief	Study on hold while look at EDF proposal, land ownership and access issues	6	P. Davies	Planning & Commun	Focus on work with EDF; Revise timetable for development brief	
167	HOUS	Housing	Affordable housing targets, use of council assets, LDF numbers/housing need figure discrepancy	9	P. Davies	Planning & Commun	Make housing a key area for LDF; seek Member agreement to allocate Council sites for housing; put in place mechanisms for developing affordable housing (RSL partnership)	Jun 06
168	PEO	Houseboats	Member priority, SPD needed but slow progress due to staff resource issue	9	P. Davies	Planning & Commun	Develop preferred options; involve Members in consultation process; work with EA on sea defence issues; review LDS timetable so as not to clash with other work	Mar 06
169	STRAT	Ropetackle	2006 critical year, new pa expected on commercial element, arts & education facility funding not yet secure	12	P. Davies	Planning & Commun	set up co-ordination team to complete scheme; monitor outfit and repair relations with Trust; projects officer to progress arches; keep watching brief; meet with SEEDA/BH	
170	STRAT	Shoreham Maritime	Public funding for infrastructure, fin. Viability of strategy, partner commitment, SPA & SEEDA joint study	12	P. Davies	Planning & Commun	Map out alternatives to current vision inc. contributing to SEEDA/SPA study; Focus on Lady Bee Marina application; agree words for Employment Study & LDF	Mar 06 Feb 06
171	PEO	Shoreham Airport	Sale progressing, expansion plans awaited, staff resource to handle it and timing are critical issues	9	P. Davies	Planning & Commun	Set up regular meetings with new owners and introduce project management approach; attend new consultative committee and consider how to handle public relations	Apr 06 Jun 06
172	STRAT	Transport	Plan for Adur agreed, joint officer group set up, must improve blue book, little progress on major schemes, HA study on A27	16	P. Davies	Planning & Commun	Review Adur Transport Plan; joint officer group with WSCC to be set up; attend County Area Committees	
173	STRAT	EWAR	Study complete, likely political issue and impact on LDF	3	P. Davies	Planning & Commun	Carry out joint feasibility study with Worthing	
174	FIN	External funding	Very reliant on PDG, AIF, Home Office, etc.	16	P. Davies	Planning & Commun	Each opportunity must be assessed against resources to make the bid and likelihood of success; develop exit strategies for projects that are externally funded and review them	
175	PEO	Hard to fill posts	Difficult to recruit planner, likely to apply to some other jobs in the division	9	P. Davies	Planning & Commun	Review jobs when vacant and consider new ways of providing service such as creating trainee posts	
176	PEO	Critical skills/key workers	Sustainability appraisals, project management, specialist planning advice service e.g. on design	9	P. Davies	Planning & Commun	Identify skills gap; look at joint initiatives with other LAs; make more of support from WSCC	

177	ICT	Information systems	Critical time for new IT – resource issue, ED RMS delay unhelpful, equipment issues, CENSUS partnership complicated, filing system/storage needs overhaul	12	P. Davies	Planning & Commun	Implement CAPS uniform system; review paper filing system and storage	
178	STRAT	BC Quality Assurance	Need to monitor & maintain progress to retain status, another assessment in 2006	4	P. Davies	Planning & Commun	Train new internal auditor in the team	
179	REP	BC Competition	Quality service and marketing important	6	P. Davies	Planning & Commun	Participate in LABC Marketing	
180	BUILD	Dangerous structures	Review of procedure needed	8	P. Davies	Planning & Commun	Consider payment scheme for key staff	
181	REG	Performance of Planning Services	Improvement plan for handling applications and enforcement to be reviewed, seems to be low priority for most members compared to other LAs	9	P. Davies	Planning & Commun	Take report to P&R on review of Improvement Plan and agree	Apr 06
182	REG	106 Agreements	Holding up major applications, system needs to be overhauled – no staff resource to do it, missing out on a funding source for community schemes	9	P. Davies	Planning & Commun	Review procedures to speed up completion; take report to P&R on review of TAD; Add to LDS as a SPD; request spending plan from WSCC	Jun 06 Mar 06 Feb 06
183	REP	Planning Committee	Publics' perception and behaviour, management of the meetings important, cost of appeals	16	P. Davies	Planning & Commun	Investigate ways of improving management of committee meetings to improve public perception and reduce no. of decisions that result in appeals upheld and costs awarded against Council	Jul 06
184	REG	High Hedges	New legislation, unknown demand	3	P. Davies	Planning & Commun	Monitor whether there is a need for specialist advice	
185	LEIS	Arts Festival	Council's reduced involvement in "new" Adur Festival (will not facilitate specific events); community expectation to deliver and support cultural experiences; funding of Festival guide	6	P. Davies	Planning & Commun	Provide training to organisers on Licensing, H&S and PR; ADC to focus on working with vulnerable groups, priority communities; Council to produce Festival guide and seek funding	Jun 06 Feb 06
186	LEIS	Community wellbeing (includes health, & community dev., social inclusion, arts & sport development)	BV review complete, appraisal scheme for priorities & action plan, even so not enough staff, still unsure about responsibility for leisure contract	9	P. Davies	Planning & Commun	Re-allocate resources based on BV principles; make main focus for any new initiatives, ensure existing projects contribute in future to these areas; develop exit plans	Apr 06
187	LEIS	Voluntary Sector	Grant appraisal scheme to be revamped, issue with capacity to manage assets with reduced staff	9	P. Davies	Planning & Commun	Focus on those organisations which deliver or compliment the delivery of Council services. Revisit with Adur CVS; agree with Estates and Maintenance sections where responsibility lies; secure Political and WSCC commitment along with willingness of CV sector to relocate	Jun 06 Apr 06

Misc risks								
Ref		Hazard/Threat/Vulnerability	Likely consequence	Risk rating	Lead Officer	Division	Planned action	By when
188	STRAT	Change of majority political group or political group	Change in direction for Council. Change in "priorities". Realignment of budgets to new priorities.	12	I.Lowrie	CMT		
189	STRAT	Problem in recruiting Members particularly for Committees	Insufficient number of Members. Pressure on Members and officers. Lack of experience. Inability to convene meetings. Democratic process undermined	12	I.Lowrie	CMT	Consider recruitment campaign. Review Members allowances	
190	STRAT	Lack of strategic direction due to ineffective Members	Goal posts constantly being moved. Lack of alignment of resources to changing priorities. Legal challenge. Audit/ Inspection challenge. Lack of accountability to public and partners	12	I.Lowrie	CMT	Training of Members	
		Central Government changes						
191	STRAT	Regional or unitary authorities	Future of Council in question. Difficulty in planning too far ahead for the future. Political/administrative boundaries changing. Staff morale/security. Public uncertain as to whether changes are for the best	6B	I.Lowrie	CMT	Consider all options for ADC - with the best interests of the community at the heart of any way forward. Take apart in future debates locally/regionally/ nationally. Look for potential partners	
		Partnerships						
192	STRAT	Breakdown in relationships with partners. Partners withdraw support	Loss of trust between partners. Undermine existing/future projects and their completion/success. Reputational risk with the community	12	W.Boden	CMT	Adhere to partnership protocol and guidelines. Compile exit strategies to protect the Council, the service and the community	
		Communications						
193	STRAT	Poor communication with external stakeholders	Reputational risks. Loss of trust with stakeholders. Mis-information causing damage. Loss of support for Council, Members, staff	6A	C. Stephenson	Exec Office	Maintain good relationship with press and media. Communicate effectively at all times with all stakeholders.	
194	STRAT	By-passing consultative procedures	Reputational risks. Loss of trust with stakeholders. Mis-information causing damage. Loss of support for Council, Members, staff	6A	C. Stephenson	Exec Office	Adhere to consultation strategy. Train staff how and when to consult. Offer advice on consultation e.g. methods, timing etc for effective consultation	
		Local issues						
195	STRAT	Increasing unemployment	People/businesses leave the area. Areas suffer. Businesses suffer. Health issues. Anti social behaviour. People lose their homes	8A	P. Davies	Planning & Commun	Work with schools, employers, learning skills council, WSCC etc	

196	STRAT	Lack of solution to transport congestion; lack of Government recognition for A27 problem	Existing businesses leave Adur, new businesses do not move into Adur. Health issues. Will not attract new developments in Adur	12	P. Davies	Planning & Commun	Continue to lobby WSCC, Govt etc at all opportunities	
197	STRAT	Loss of the Highways Agency		6A	P. Davies	Planning & Commun		
198	STRAT	Environmental changes (global warming)	Flooding. Changes needed in future construction of properties. Constraints on land available for future development	12	P. Davies	Planning & Commun		
199	REG	Failure in conduct of elections	Legal implications. Undermine democratic process. Loss of trust in Council, Members, electoral process. Reputational risk	12	J. Cook	Legal & Dem	Ensure there are an adequate number of trained staff	on-going
200	REG	Non-compliance with Freedom of Information	Legal implications. Loss of trust in Council. Reputational risk	6A	J. Cook	Legal & Dem	Set up a central register of FOI requests and appoint an officer in each Division to monitor responses to requests	31.12.06
201	REG	Breaching licence regulations e.g. entertainment		4B	P. Spedding	Hous Needs & Env Health	Enforcement. Up-date procedures. Trained and experienced staff	
202	REG	Pest control – child or pet eats the poison	Legal implications. Reputational risk to Council. Huge costs. Loss of trust.	12	P. Spedding	Hous Needs & Env Health	Ensure use by Council is properly controlled. Train all staff in correct procedures, usage, options	
203	HOUSE	Accident/injury to someone in temporary accommodation.	Legal implications. Reputational risk to Council. Huge costs. Loss of trust.	6A	P. Spedding	Hous Needs & Env Health		
		External						
204	OPS	Insolvency of contractor	Legal implications. Reputational risk to Council. Potential costs to complete project. Loss of trust.	8A			Exit strategy. Alternative contractors. Ensure proper checking of references prior to appointment	
205	OPS	Closure of significant supplier	Legal implications. Potential costs to continue supply with another supplier	8A			Exit strategy. Alternative suppliers. Ensure proper checking of references prior to appointment	
		Internal						
206	OPS	Failure to deliver best value in any service	Audit/inspection comments. Complaints. Reputational risk	4B			Apply best value to all service provision/procurement etc. Consider customer satisfaction. Complaints etc	
207	OPS	Loss of industrial/commercial properties		9				
		Major incident/ civil emergency						
208	OPS	Plane/train crash	Council resources needed to assist in incident. Potential cost of assisting.	9			Emergency Plan	

209	OPS	Flooding – failure to respond	Legal implications. Reputational risk. Damage to homes/businesses. Poss. loss of life	12			Train staff on a regular basis. Implement Contingency Plan	
210	OPS	Snow shuts A27 trapping motorists overnight	Possible loss of life. Reputational risk.	9			Emergency Plan	
211	OPS	Infectious disease in district – extensive outbreak	Legal implications. Reputational risk. Possible loss of life. Potential costs. Disruption to services/ community	12				
212	OPS	Pollution from hazardous waste site	Legal implications. Reputational risk. Possible loss of life. Potential costs. Disruption to services/ community. Vacation of homes/businesses	9			Emergency Plan. Train staff.	
		Service Delivery						
213	OPS	Failure to assess environmental risks	Legal implications. Reputational risk. Possible loss of life. Potential costs. Disruption to services/ community. Vacation of homes/businesses	12				
214	OPS	Failure to reach recycling targets	Reputational. Criticism from auditors/inspectors. Financial implications ?	12	K. Green	Direct Services	Continue to educate public. Improve standards, methods etc to allow improved recycling rates	
215	OPS	Supply chain lost because of fuel or transport problems		8B	K. Green	Direct Services		
216	LEIS	Loss of leisure buildings due to vandalism of utilities		12	P. Latham			
217	LEIS	Need for safe recreation facilities - leisure centres, parks etc		12	K. Green	Direct Services		
218	LEIS	Sites used for external events		12	K. Green	Direct Services	Carry out risk assessment. Train staff.	
219	LEIS	Falling trees and poisonous plants	Danger to public, staff. Reputational risk. Death, injury. Legal and financial implications	8B	K. Green	Direct Services	Carry out risk assessment. Train staff.	
220	REVS	Failure to collect council tax direct debits		8B	J. Cook	Legal & Dems	Monitor collection	on-going
221	REVS	Fraud committed by staff		6B	J. Cook	Legal & Dems	Review counter - fraud policy, heighten awareness of need for vigilance and monitoring. Train staff on Financial Procedure Rules and monitor compliance	on-going
222	REVS	Failure to pay benefits on time		4B	J. Cook	Legal & Dems	Monitor payments	on-going
		Health & Safety						
223	PEOP	RSI		8A	J. Cook	Legal & Dems	Ensure managers are trained to identify staff at risk and to intervene by reallocating work or taking other appropriate action	
224	PEOP	Employing drivers with a criminal conviction or no licence		6B				

225	PEOP	Stress through overwork or failure to address issue.		9	J. Cook	Legal & Dems	Ensure managers are trained to identify staff at risk and to intervene by reallocating work or taking other appropriate action	31.8.06 and on-going
226		Failure to train Members		8A	J. Cook	Legal & Dems	Agree annual training programme for Members by 31st May each year and implement	on-going
227		Lack of equal opportunities		9	J. Cook	Legal & Dems		
228		Failure to manage sickness		9	J. Cook	Legal & Dems	Agree new sickness monitoring and action procedure and monitor	30.9.06
		Organisational Values						
229	PEOP	Information overload – difficulty in prioritising work		8A				
230	PEOP	Staff strike		8B	I. Lowrie	CMT		
231	PEOP	Failure to recognise human rights		9	J. Cook	Legal & Dems	Ensure that staff and Members are trained in relation to Human Rights and that all decisions consider Human Rights	31.10.06 and on-going
		Conduct /Discipline						
232	PEOP	Leak of confidential information	Reputational. Adverse press coverage	6A	J. Cook	Legal & Dems	Train staff. Code of Conduct. Disciplinary procedures	
233	PEOP	Inappropriate conduct	Reputational. Adverse press coverage	4A	J. Cook	Legal & Dems	Train staff. Code of Conduct. Disciplinary procedures	
		Cultural						
234	PEOP	Development of blame culture		6B				
235	PEOP	Uncontrolled flexi time		6A			Monitor. Educate staff.	
236	PEOP	Low staff morale/ frustration		4B			Staff survey. Consultation. Action Plan	
237	PEOP	Conflict between members/senior management/staff		4B	I. Lowrie	CMT	Continue to work in shared arena with Members. Clear lines of communication.	
238	ICT	Inadequate safeguards on software contracts	Reputational. Work flow, productivity issues	2	J. Beales	Bus Trans	Risk assessment. Seek credentials. Provide back ups. Contingency Planning	
		Effectiveness						
239	ICT	IT systems becoming out of date/obsolete		8A	J. Beales	Bus Trans	Continue to review/monitor	
		New developments						
240	ICT	Failure of switchboard		8B	J. Beales			
		Financial Management						
241	FIN	Loss of money due to corrupt elected Members		8B			Code of conduct. Train Members. Disciplinary action where necessary	
242	FIN	Illegal treatment of VAT		9			Train staff. Guidance notes. Code of conduct.	
243	FIN	Loss of major budgets due to web fraud/hacking		12				
244	FIN	Council capped		4B				
245	FIN	Introduction of Euro		8B				
246	REP	Poor CPA report	Reputational. Staff morale. Productivity. Press coverage.	12	I. Lowrie	CMT		

