

**Report by the Chief Executive**

**Adur District Council – Review of Council Risk Register - December 2006**

**1.0 Summary**

1.1 Attached to this report is a copy of this Council's Risk Register as up-dated by Managers in December 2006 for Members information and comment.

**2.0 Recommendations**

2.1 Members are asked to:

- (i) note the work undertaken to date in the review of the Risk Register
- (ii) to comment on any risks identified
- (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 Additional work was then undertaken by each of the Divisional Managers to include operational risks in each of the divisions and service areas.

3.3 Members subsequently agreed the Council's Risk Register on 4<sup>th</sup> April 2006.

3.4 The Corporate Performance Team, which is made up of the Leader of the Council, Chief Executive, Director of Resources, Director of Services and the Executive Office Manager, has formal responsibility for monitoring risks on a regular 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 as part of the existing and on-going performance management reporting process.

**4.0 Current Position**

4.1 The Corporate Performance Team and each of the Divisional managers have now undertaken a review of each of the risks in the Council's Risk Register.

4.2 The list now attached to this report :

- a) 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,
- b) outlines progress made - as at December 2006 - in reducing the risks previously identified and
- c) includes some "new" risks for the authority nos. 259-263 refer

## **5.0 Conclusion**

- 5.1 The Corporate Performance Team will continue to monitor all risks to the authority - some directly i.e. the top 19 Corporate risks and those identified as a high “red” risk. The remaining risks will be managed and monitored by the Divisional Managers.
- 5.2 Six monthly reports will come before this Committee following each review exercise undertaken by the Corporate Performance Team and Divisional Managers in addition to advising Members at the earliest opportunity of any significant increase and/or new major risks to the authority as and when they arise.
- 5.3 Members are now asked to :
- a) note the progress being made towards mitigating each of the identified risks
  - b) comment on any of the risks if they wish and
  - c) agree to a further progress report being brought before this Committee in 6 months time i.e. June 2007

## **Background documents**

Report form Zurich Municipal February 2005  
Risk Strategy 2005  
Approved Corporate Risk Register 4.4.2006

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## **Appendix**

### **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.

## **12.0 Procurement Strategy**

- 12.1 Matters considered and no separate issues identified.

## **13.0 Partnership working**

- 13.1 Matters considered and no separate issues identified.

	A	B	C	D	E	F	G	H	I
1	<b>ADC APPROVED RISK REGISTER - Up-dated January 2007</b>								
2	<b>Ref</b>	<b>Type</b>	<b>Hazard/Threat/Vulnerability</b>	<b>Likely consequence</b>	<b>Risk rating</b>	<b>Lead Officer</b>	<b>Division</b>	<b>Planned action - list individual actions</b>	<b>Progress to date Jan 2007</b>
3	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	I. Lowrie	CMT	Training. Promotion/publicity. Procedure notes. Monitoring	Included in staff induction process to raise awareness of corporate documents with new employees. On going responsibility lies with divisional managers for the education and compliance of their staff.
4	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	Continue to monitor. Subsume within final considerations of whether to create a single officer structure and merge services with WBC in report March 2007
5	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	P. Davies	CMT	Review regeneration strategy. Re-name "Revitalising Adur". Report to PSC Feb 2006	Employment study completed. AIF funded projects started. Enterprise gateway opened. Inward Investors in airport.
6	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		I. Lowrie	CMT	<b>DISCHARGED - Decision taken June 2004 not to proceed with merger</b>	
7	5A		Merger - recommendation 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		I. Lowrie	CMT	<b>DISCHARGED - Decision taken June 2004 not to proceed with merger</b>	

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8	5B		Internal communication of merger decision	Staff unhappy; misinformation; Councils fail to capitalise on opportunity; targets not achieved; funding missed; resources wasted; impact on staff morale; council does not move forward; lack of responsiveness; council fails to improve		I. Lowrie	CMT	<b>DISCHARGED - Decision taken June 2004 not to proceed with merger</b>	
9	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		I. Lowrie	CMT	<b>DISCHARGED - Decision taken June 2004 not to proceed with merger</b>	
10	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	P. Davies	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	Affordable housing target set. 5yrs supply will be allocated in LDF. Major sites likely to come forward in 2007
11	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	From 6	I. Lowrie	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	Questionnaire being undertaken by divisional managers on existing partnerships to ascertain VFM etc. Team adur dealing with.
12					To 12				
13	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.	Council priorities due for review 2007/08. Consider priorities alongside budget and resource allocation. Consider alongside work with Worthing BC post decision March 2007. Continue to monitor through Corporate plan/BVPP process.

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14	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.	Government White paper has plans to review barriers/ obstacles to people becoming an elected member. Continue to review Member allowances, training, implications of moving to a Cabinet structure etc.
15	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.	New data quality strategy to be approved by members early 2007. member training of DSC1/2 on performance management for implementation April 2007. Refresher training for manager for managers during 2007.
16	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. Staff Survey. Create and implement an action plan to address findings of survey. Links to risk 2.	Continue to monitor. Review situation in light of Council decision on whether to merge more services with WBC - March 2007 and take appropriate action. Continue to monitor through staff surveys.
17	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	Council achieved in excess of 90% compliance by Dec 2006. On-going commitment. See new risk re Business transformation.





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24				ownership; project planning called into question; officers feel demoralised/vulnerable	To 12			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	now has PID process applied. CPT consider each PID. ADG has responsibility for signing off each PID. New end project form introduced late 2006.
25	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.	Draft business continuity plan has been to Team adur for consultation. To go to members early 2007. ICT to be dealt with separately.
26	19	PEO	Impact/implementation of local pay and grading review	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; one or oterh authority (ADC/WBC) not implementing outcome.v. working with Worthing	From 16 To 12	A. Gardiner	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	Review on-going. To be completed early 2007. Members to consider outcome and determine how results can be accommodated financially.
27									
28	20	REP	Theft/loss of Chairman's regalia	Reputation risk. Adverse publicity.	4	J. Cook	Legal & Dems	Insure.	on-going
29	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 - on-going reminders
30	22	REP	Bad legal advice	Reputation risk. Adverse publicity. Potential legal costs for Council.	4	J. Cook	Legal & Dems	Training and appropriate levels to give advice	on-going
31	23	REP	Missed Court hearings	Reputation risk. Potential legal costs for Council	8	J. Cook	Legal & Dems	Maintain central Court diary	30.6.06
32	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

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33	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
34	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
35	27	REG	DDA non compliance	Breach of statutory requirements. Open to criticism. Potential fine.	12	J. Cook	Legal & Dems	Identify works necessary and prioritise. Agree necessary budget	31.3.07
36	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
37	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
38	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
39	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
40	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
41	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
42	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	Monitor economy and review rental positions accordingly	on-going
43	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;training/up-dates:develop data collection systems	Budget cycle on-going
44	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 - on-going
45	37	PEO	Change management - AWS	Increased stress/ levels of sickness	8	AWS Manage Board	Direct Services	Regular flow of information. Team brief	on-going
46	38	ICT	AWS fails to invest in new technology	Loss of productivity/efficiency		AWS Manage Board & all managers	Direct Services	Review of equipment/systems; programme of up-dating equipment	<b>discharged</b> now receiving ICT support from WBC

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47	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
48	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
49	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
50	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	New issue emerging re WSCC recycling payments - keep as a red risk and continue to monitor
51	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
52	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
53	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
54	46	PEO	Confrontation of staff	Injury/unhappy staff	9	All managers	Direct Services	Training; information; staff equipment	On-going
55	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
56	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)	Sept 07 - Apr 09
57	49	PEO	Changes in working practices	Increased costs	8	All managers	Direct Services	Monitor/review; keep up-to-date	On-going
58	50	REG	Adoption of new legislation	Fail to implement Act. Poor publicity resulting from poor practice	8	Members	Direct Services	Committee reports	On-going
59	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

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60	52	STRAT	Delays in procurement of new fleet	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
61	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
62	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
63	55	FIN	Loss of profit	Viability of AWS services. Streetscene. Events	9	All managers	Direct Services	Monitoring; marketing	On-going
64	56	ICT	Failure of IT systems	Increasing costs, wasted time, services affected, record keeping etc	9	J. Beales	Repro	AWS upgraded system and support	April 06
65	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
66	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
67	59	HOUS	Asbestos contamination	Depending on site - may need to re-locate occupants until dealt with. Potential health hazard to occupants, staff, contractors.	From 12	D. Pannell	Housing Man./Maint	Policy & procedure in place	Continue to monitor
68					To 8B				
69	60	HOUS	Carbon Monoxide poisoning	Potential fatalities. Potential legal action and/or claims.	12	D. Pannell	Housing Man./Maint	Policy & procedure in place	complete
70	61	ENVIR	Legion Ella disease	Potential fatalities. Potential legal action and/or claims.	9	D. Pannell	Housing Man./Maint	Cleaning contract in place	complete
71	62	HOUS	Failure of Housing Management System		6A	D. Pannell	Housing Management	Controls & back up in place	complete
72	63	HOUS	Failure of community alarm control centre	Reputational. Unable to contact vulnerable people. Duty of care	From 12	D. Pannell	Housing Man/Supp Hous	CA users would be vulnerable but no more so than others within the community with similar difficulties	Continue to monitor
73					To 9				
74	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	From 12	D. Pannell	Housing Management	Annual budget requirements considered	Continue to monitor
75					To 9				
76	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	no further action required

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77	66	HOUS	Cut in supporting people grant 30% over 5 years	Unable to provide current levels of service to people in supported accommodation	From 12 To 12	D. Pannell	Housing Man/Supp Hous	Working with parties to ensure effects are minimised, contingencies to be discussed at County and district level	report received from WSCC to be calculated. Cuts reducing year on year
78									
79	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	no action to date
80	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	no action to date
81	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	no action to date
82	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	no further action required
83	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	Deleted
84	72	BUILD	Fire or bomb incident at Civic Centre	Unable to access records.	4	D. Pannell	Corporate	"Corporate" plan required	Deleted
85	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	no further action required
86	74	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	no further action required
87	75	PEO	Violence to staff at work	Death or injury to staff. Insurance liability. Lone workers ?	6	D. Pannell	Housing Management	"Corporate" plan required	corporate plan required
88	76	FIN	Health & safety of staff, public, contractors	Death or injury. Insurance liability. Lone workers ?	6	D. Pannell	Housing Management	Corporate policies in place	no further action required
89	77		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	no further action required

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90	78	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	no further action required
91	79	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	complete
92	80	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	ICT to develop
93	81	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	no further action required
94	82	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	pay & grading review in progress
95	83	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	no further action required
96	84	ICT	Failure of other IT system software (Codeman)		9	D. Pannell	Hous Man/Surveyors	Software suppliers help line - poss. effects on ODPM, GOSE returns	no further action required
97	85	ICT	Failure of main corporate hardware	Inability to access records	9	D. Pannell	Hous Man/Surveyors	Solution by way of Business Contingency Plan	no further action required
98	86	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	no further action required
99	87	ICT	Communications failure		9	D. Pannell	Hous Man/Surveyors	Methods & processes identified, dependent on failure type's) impact	
100	88	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, emergency plans in place	Emergency plan reviewed
101	89	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)	Attendance of officers at emergency planning exercise
102	90	CIV C	Surcharge of drainage system after prolonged flooding	Danger to health, properties	6	P. Spedding	Hous Need & Env Serv	Emergency plans in place. Adurs drainage system fully computerised	Attendance of officers at emergency planning exercise

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103	91	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	Liaison with water company i.e. Southern Water	
104	92	CIV C	Cryptosporidiosis 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	Pro-active sampling of supplier	Sampling programme assessed (cost factors would appear to preclude action). However contact such as Labs listed in case of emergency
105	93	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 - liaison with FSA & others as necessary	
106	94	HOUS	Loss of Homelessness Act grant	Provides funding for HOO post	6	P. Spedding	Hous Need & Env Serv	Negotiations with ODPM - expected to continue for further 2 years	Appears not to be at risk
107	95	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	Report to HCS committee 21/11/06
108	96	HOUS	No repair grant assistance available	No grant given. Private properties in poorer condition. Vulnerable people at risk - longer term issues for all agencies	6	P. Spedding	Hous Need & Env Serv	Prioritised Capital bid - up to members to decide. Alternative funding methods via charities etc.	
109	97	HOUS	No affordable housing funding from Housing Corporation	Affordable housing is not built. Council have to spend more of own capital if necessary. Temporary accommodation target not met	12	P. Spedding	Hous Need & Env Serv	Alternative sources of funding e.g. using LA land resources being examined	on-going
110	98	PEO	Temporary accommodation target not met	Government cross. Possible sanction - loose grant funding, making it more difficult to achieve targets.	6	P. Spedding	Hous Need & Env Serv	Negotiations with ODPM on-going. Report ref possible closing Golden Sands to HCS committee 21/11/06. Also with changes to funding to employ additional options officer.	
111	99	PEO	Possible attack verbal or actual on unaccompanied visits	Lone worker.	6B	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	On-going

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112	100	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	Need to maintain regular meetings to allow discussion of work areas on a regular basis - on going
113	101	PEO	Cover to web media post	Inability to up-date Council information on a regular basis. More important in times of "emergency" situations	6A	C. Stephenson	Exec Office	One member of staff supports Media Manager post. Need to maintain training in this area.	Officers currently liaise on leave arrangements so as to provide cover. No issues/problems during 2006 but will keep under review. Additional support being considered within BT division
114	102	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	9	C. Stephenson	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	Second post has now received formal training for emergency situations. All posts can cover general media enquiries, press notices, press relations issues throughout the year
115	103	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. Stephenson	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.	Viewpoint database now held in 2 locations on g: and n: drives. Corporate business continuity and resilience currently being considered by BT division. Two officers now have mobile phones which would be used in an emergency. For public information purposes would seek to achieve back up ICT facilities asap-to be pursued with BT manager
116	104	REP	Inaccurate advice / Information given	Reputational risk. Open to negative media coverage. Potential for inconvenience to public, staff, services etc.	8B	C. Stephenson	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



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117	105	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.	4B	C. Stephenson	Exec Office	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
118	106	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	8B	C. Stephenson	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.	New performance management software purchased Mar 06 - Covalent. Data being loaded during 2006 and managers training - nearly complete. Anticipated going "live" April 2007. Back up systems provided by supplier in UK and USA
119	107	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.	6B	C. Stephenson	Exec Office	Have agreed to take copy of Viewpoint panel details and locate elsewhere on alternative drive as back up.	Viewpoint database now held in 2 locations no g; and n: drives
120	108	ICT	Consultation database held electronically	Inability to join up consultation across the organisation to avoid duplication and consultation over-load.	6A	C. Stephenson	Exec Office	Have agreed to take copy of consultation database and locate elsewhere on alternative drive as back up.	Consultation database now being held in locations on g; drive and n; drive
121	109	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	on-going
122	110	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	To be included in ICT Business Continuity Plan. Exploratory work to be undertaken via County Card joint arrangements pending introduction of national scheme Apr 2008
123	111	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	Joint arrangements with County card/ESCC to appoint replacement contractor

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124	112	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	on-going requirement to review expenditure against resources available
125	113	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	To be included in ICT Business Continuity Plan.
126	114	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	on-going
127	115	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	Monitored annually by internal and external audit
128	116	PEO	Staff	Loss of cover within section. Inability to calculate pay and process through normal channels	2	H. Loomes	Payroll	All staff in section can cross cover but small section needs to train extra staff	on-going
129	117	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	Monitored annually by internal and external audit
130	118	FIN	Robbery/assault.	Reputational. Possible injury to staff. Loss of funds to Council	6	H. Loomes	Payroll	Cash offices are locked & secure - banking collected by security courier - processes exist for secure transfer of banking - 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	Offices are secure. Staff not left on their own. Training, education and instructions have been given to staff
131	119	FIN	Theft	Out of hours break in. Damage to building. Loss of Council funds	4	H. Loomes	Payroll	Cash offices are locked an secure - daily banking collected at end of day - little money left on site overnight unless security courier run fails, in which case insurers are notified	Training, education and instructions have been given to staff

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132	120	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	To be included in ICT Business Continuity Plan.
133	121	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	on-going
134	122	FIN	Fraud	Cash/funds pocketed. Loss of funds to Council	4	H. Loomes	Payroll	Strict internal controls, authorisation and separation of duties- daily reconciliations	Monitored annually by internal and external audit
135	123	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	To be included in ICT Business Continuity Plan.
136	124	PEO	Staff	Insufficient staff to cover workload	9	H. Loomes	Account.	All staff in section can cross cover	on-going
137	125	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	Monitored annually by internal and external audit
138	126	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	on-going requirement to review expenditure against resources available
139	127	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	To be included in ICT Business Continuity Plan.
140	128	PEO	Staff	Insufficient staff to cover workload	9	H. Loomes	Sundry Debtors	All staff in section can cross cover	on-going
141	129	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	Monitored annually by internal and external audit
142	130	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	on-going discussions

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143	131	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	on-going discussions
144	132	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	in-hand
145	133	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	on-going discussions
146	134	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	on-going discussions
147	135	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	in-hand
148	136	PEO	All three reprographics staff absent	Unable to provide service to users	6	J. Cook	Repro	Provide another person to do basic work	
149	137	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	on-going
150	138	ICT	GIS managers cannot update GIS		4B	J. Beales	Bus Trans	work from home via remote access if more than 48 hours	Martin Pordage has access and broadband
151	139	ICT	SMART manager cannot update SMART		4B	J. Beales	Bus Trans		Risk can be deleted
152	140	ICT	Lose core Trinet Website so customers cannot get to it		4B	J. Beales	Bus Trans	Clarify our contract situation with them. Worst case would have to do a lash up onto a server here or CenSus.	
153	141	FIN	Lose Top Level Forms so customers cannot apply or pay for things		2	J. Beales	Bus Trans	If system goes - No action planned. If supplier goes bankrupt, we have an ESCROW	none needed
154	142	FIN	Lose GC Pay e-payments so customers cannot pay for things		2	J. Beales	Bus Trans	No action planned	
155	143	PEO	Both web editors off sick/absent so website cannot be updated		12	J. Beales	Bus Trans	need a third/4th editor nominated (also for flu pandemic)	
156	144	ICT	EDRMS system fails		8A	J. Beales	Bus Trans		
157	145	ICT	Programme Manager unavailable		4A	J. Beales	Bus Trans	No action planned	

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158	146	PEO	Senior ICT technical staff unable to work.		8B	J. Beales	Bus Trans		
159	147	ICT	Adur Network compromised by virus, hacking (malicious attack), faulty patch downloaded.		8B	J. Beales	Bus Trans	backups as normal, can roll back	
160	148	ICT	Failure of Voicemail.		4B	J. Beales	Bus Trans		
161	149	ICT	Computer Room equipment failure.		8B	J. Beales	Bus Trans	full kit list for replacement	half completed, being worked on
162	150	BUILD	Computer Room inaccessible. Denial of access could be through flood, destruction e.g. fire, power cut.		8B	J. Beales	Bus Trans	Kit can continue to work in many circumstances (but might prefer to close down) access possible from other places to start kit up	Proposals with J. Rodway. Wider issue of where feedback would be
163	151	ICT	Failure of DPNSS link to WSCC telephone network.		4B	J. Beales	Bus Trans	Switchboard (once moved) can fallback here as long as we maintain staff skills	
164	152	BUILD	Power cut to Civic Centre.		8B	J. Beales	Bus Trans	Unclear why this is my risk! Machines have UPS to ensure a clean shutdown, as nothing would work, we have no plans to keep IT working if everyone's terminals are down	
165	153	ICT	Failure of communications switch system.		8B	J. Beales	Bus Trans	normal maintenance contracts for kit	
166	154	ICT	Failure of incoming telecommunications carrier.		8B	J. Beales	Bus Trans	normal maintenance contracts for kit	some planning needed as might take some time for a major cable cut to be sorted out. Use mobile phones and work from home, CenSus, Commerce Way via WBC
167	155	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	AMR to be done by Dec, LDS revised. Consultants used. PDG allocated. Joint work with W underway.
168	156	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	SCI completed, unlikely to use consultants, more info on the web

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169	157	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	Sustainability officer appointed. Green travel plan still to do. Fair Trade handed over
170	158	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	Community planning co-ordinator appointed
171	159	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	merger talks started. Director chairs CDRP training carried out.
172	160	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	Case worker funded. Big lottery bid submitted
173	161	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	CP Co-ordinator appointed. LAA submitted BV review being implemented

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174	162	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	Now only involved in west Sussex AIF
175	163	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	S Renaissance strategy approved. AIF funded projects started to progress the strategy
176	164	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	EDF no longer interested, will complete new brief.
177	165	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)	Core strategy for LDF to be submitted to GOSE in Feb 07. Council sites identified and considered by members for affordable housing
178	166	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	Produce draft good practise guide. Altered LDS
179	167	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	Trust about to sign lease. Funding now available. Final phase awaiting for PA. No progress on arches.
180	168	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	Contributed to SEEDA/SPA study. Revised scheme for Lady Bee in Feb 07. Employment study complete. LDF policy drafted.
181	169	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	Site sold. Meeting new owners regularly. Regeneration committee set up
182	170	STRAT	Transport	Plan for Adur agreed, joint officer group set up, must improve blue book, little progress on major schemes, HA study on A27	From 16	P. Davies	Planning & Commun	Review Adur Transport Plan; joint officer group with WSCC to be set up; attend County Area Committees	Monitoring report done. New joint officers group, set up with WSCC. Attend CAC.
183					To 12				

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184	171	STRAT	EWAR	Study complete, likely political issue and impact on LDF	3	P. Davies	Planning & Commun	Carry out joint feasibility study with Worthing	Study completed
185	172	FIN	External funding	Very reliant on PDG, AIF, Home Office, etc.	16	CMT	CMT	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	Exit strategy done on some. Need to do it for PDG. CMT monitoring re concerns over LAA impact.
186	173	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	Review posts that come vacant using agency staff making them trainee posts in some cases.
187	174	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	Skills audit still to do
188	175	ICT	Information systems	Critical time for new IT – resource issue, EDRMS 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	CAPs installed
189	176	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	2006 external review completed still to train internal auditor.
190	177	REP	BC Competition	Quality service and marketing important	6	P. Davies	Planning & Commun	Participate in LABC Marketing	Limited marketing at moment
191	178	BUILD	Dangerous structures	Review of procedure needed	8	P. Davies	Planning & Commun	Consider payment scheme for key staff	Need to develop call out scheme with Worthing.
192	179	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	Improvement plan being implemented
193	180	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	Added to LDS little progress otherwise.
194	181	REP	Planning Committee	Publics' perception and behaviour, management of the meetings important, cost	From 16	P. Davies	Planning & Commun	Investigate ways of improving management of committee	Running training courses for members. Management of



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195				of appeals	To 12			meetings to improve public perception and reduce no. of decisions that result in appeals upheld and costs awarded against Council	meetings. Performance at appeals acceptable.
196	182	REG	High Hedges	New legislation, unknown demand	3	P. Davies	Planning & Commun	Monitor whether there is a need for specialist advice	Only dealt with 2 so far early days
197	183	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	Successful Festival 06. Focused on community based activities.
198	184	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	Need monitor progress on BV out comes and review action plans.
199	185	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	Still need to agree who does what with asset management. Progress as new accommodation with Vol. sector.
200	186	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		
201	187	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	
202	188	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	

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203	189	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	
204	190	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	I. Lowrie	CMT	Adhere to partnership protocol and guidelines. Compile exit strategies to protect the Council, the service and the community	Adhere to partnership protocol and guidelines. Evaluate outcome of partnership questionnaire being undertaken 2006/07 by divisional managers.
205	191	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.	On-going
206	192	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	Executive office manager has attended each divisions Divisional meetings with DM and relevant staff during 2006 and emphasised need for corporate approach. Also EOM now attends all staff corporate staff inductions.
207	193	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	Schools/colleges/ employers on AIP liaise with LSC
208	194	STRAT	Lack of solution to transport congestion: lack of Government recognition for A27 problem	Existing businesses leave Adur, new businesses do not move to Adur. Health issues. Will not attract new developments in Adur.	12	P. Davies	Planning & Commun	Continue to lobby WSCC, Govt etc at all opportunities.	New transport officers group set up meet regularly with WSCC
209	195	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		No progress but intend to produce information on website
210	196	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
211	197	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

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212	198	REG	Breaching licence regulations e.g. entertainment	Hearings of licensing committee & decisions on suspension of licence etc required. Inappropriate unlicensed use of premises.	4B	P. Spedding	Hous Needs & Env Health	Enforcement. Up-date procedures. Trained and experienced staff	on-going
213	199	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	Audit inspection of pest control service 10/06. Staff fully aware. Safety data sheets checked on regular basis. Information provided to public at time of visit.
214	200	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	Inspection of hostel etc. on regular basis. Staff aware of procedures.	Update risk assessments regularly
215	210	OPS	Insolvency of contractor	Legal implications. Reputational risk to Council. Potential costs to complete project. Loss of trust.	8A	J. Cook	Legal & Dems	Exit strategy. Alternative contractors. Ensure proper checking of references prior to appointment	on-going
216	202	OPS	Closure of significant supplier	Legal implications. Potential costs to continue supply with another supplier	8A	J. Cook	Legal & Dems	Exit strategy. Alternative suppliers. Ensure proper checking of references prior to appointment	on-going
217	203	OPS	Failure to deliver best value in any service	Audit/inspection comments. Complaints. Reputational risk	4B	CMT	CMT	Apply best value to all service provision/procurement etc. Consider customer satisfaction. Complaints etc	
218	204	OPS	Loss of industrial/commercial properties	Loss of income	9	P. Davies	Estates		
219	205	OPS	Plane/train crash	Council resources needed to assist in incident. Potential cost of assisting.	9	CMT	CMT	Emergency Plan	
220	206	OPS	Flooding – failure to respond	Legal implications. Reputational risk. Damage to homes/businesses. Poss. loss of life	12	J. Cook	Corporate & public safety	Train staff on a regular basis. Implement Contingency Plan	
221	207	OPS	Snow shuts A27 trapping motorists overnight	Possible loss of life. Reputational risk.	9	J. Cook	Corporate & public safety	Emergency Plan	
222	208	OPS	Infectious disease in district – extensive outbreak	Legal implications. Reputational risk. Possible loss of life. Potential costs. Disruption to services/ community	12	J. Cook	Corporate & public safety		
223	209	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	P. Spedding	Env Health	Emergency Plan. Train staff.	

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224	210	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	P. Spedding	Env Health	Properly qualified EH staff in place. Rest centre etc plans in place corporately. Train staff on this:- Corporate agreement on out of hours payment etc required.	
225	211	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	on-going
226	212	OPS	Supply chain lost because of fuel or transport problems	failure to operate services	8B	K. Green	Direct Services	own fuel supply	on-going
227	213	LEIS	Need for safe recreation facilities - leisure centres, parks etc	putting the public at risk	12	K. Green	Direct Services	investment programme for modernisation	on-going
228	214	LEIS	Sites used for external events	putting the public at risk	12	K. Green	Direct Services	Carry out risk assessment. Train staff.	on-going
229	215	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.	Management costs being looked at by joint ICT partnership. Concerns about risks and staffing costs for ADC. AG to assume financial advisory role in partnership in due course
230	216	REVS	Failure to collect council tax direct debits	Loss of revenue and excessive use of reserves. Reduction in level of services that can be provided across the Council	8B	J. Cook	Legal & Dems	Monitor collection	on-going
231	217	REVS	Fraud committed by staff	Loss of reputation, monies and other resources	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
232	218	REVS	Failure to pay benefits on time	Loss of reputation. Complaints to Ombudsman and findings against the Council. Payment of compensation.	4B	J. Cook	Legal & Dems	Monitor payments	on-going
233	219	PEOP	RSI	Loss of staff, insurance claims, possible other claims against the Council	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	on-going
234	220	PEOP	Employing drivers with a criminal conviction or no licence		6B	J. Cook	Legal & Dems		
235	221	PEOP	Stress through overwork or failure to address issue.	Loss of staff, insurance claims, possible other claims against the Council. Inability of Council to deliver services within budget	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

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236	222	PEOP	Failure to train Members	Councillors making wrong decisions or being unable to make decisions. Loss of reputation. Claims against the Council	8A	J. Cook	Legal & Dems	Agree annual training programme for Members by 31st May each year and implement	on-going
237	223	PEOP	Lack of equal opportunities	Loss of reputation. Claims against the Council	9	J. Cook	Legal & Dems	Train staff and monitor	on-going
238	224	PEOP	Failure to manage sickness	Inability of Council to deliver services within budget. Loss of reputation	9	J. Cook	Legal & Dems	Agree new sickness monitoring and action procedure and monitor	30.9.06
239	225	PEOP	Information overload – difficulty in prioritising work	Sickness/stress levels increase. Failure to meet deadlines. Missed opportunities	8A	I. Lowrie	CMT	Monitor sickness records. Staff survey. Consultation. Action Plan	
240	226	PEOP	Staff strike	Inability to provide adequate services. Reputational. Risk to some customers	8B	I. Lowrie	CMT	Recognise staff rights to strike. Make provisional arrangements for cover for use as and when necessary. Prioritise remaining workforce to ensure priority areas are covered.	on-going
241	227	PEOP	Failure to recognise human rights	Legal action against Council. Costs if found guilty. Reputational risk.(D261 Impact on members) of staff	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
242	228	PEOP	Leak of confidential information	Reputational. Adverse press coverage	6A	J. Cook	Legal & Dems	Train staff. Code of Conduct. Disciplinary procedures	
243	229	PEOP	Inappropriate conduct	Reputational. Adverse press coverage	4A	J. Cook	Legal & Dems	Train staff. Code of Conduct. Disciplinary procedures	
244	230	PEOP	Development of blame culture	Low morale. Low productivity. Inaction. Staff leave organisation	6B	I. Lowrie	CMT	Staff survey. Consultation. Action plan	
245	231	PEOP	Uncontrolled flexi time	Inability to provide adequate services and cover. Staff criticism by those following correct procedures	6A	Divisional managers	ALL	Monitor. Educate staff.	EOM agrees all flexitime prior to it being taken and being added to leave cards
246	232	PEOP	Low staff morale/ frustration	Low morale. Low productivity. Staff leave organisation	4B	I. Lowrie	CMT	Staff survey. Consultation. Action Plan	
247	233	PEOP	Conflict between members/senior management/staff		4B	I. Lowrie	CMT	Continue to work in shared arena with Members. Clear lines of communication.	
248	234	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	
249	235	ICT	IT systems becoming out of date/obsolete	Failure to maintain or make improvements to services. Non compliance issues. Reputational issues. Staff morale	8A	J. Beales	Bus Trans	Continue to review/monitor. Is considered to be a declining risk as we replace more systems.	

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250	236	ICT	Failure of switchboard transfer to WSCC	Reputational risk. Staff morale. Poor customer service. Potential significant cost to Council to address. Legal implications	4	J. Beales	Bus Trans	Not convinced that consequences are as serious as implied. Complete failure, simply move back. More difficult would be period where we are debating how much of a failure it is and service would deteriorate at this time.	WSCC will maintain performance stats. Their figs are well into the 90%
251	237	FIN	Loss of money due to corrupt elected Members	Loss of reputation	8B	J. Cook	Legal & Dems	Code of conduct. Train Members. Disciplinary action where necessary	on-going training
252	238	FIN	Illegal treatment of VAT	Cost implications to Council. Possible reputation risk. Audit criticism. Legal implications for member of staff involved (if applicable)	9	H. Looms	Financial Services	Train staff. Guidance notes. Code of conduct.	
253	239	FIN	Loss of funds due to web fraud/hacking	Most likely covered by insurance, if not, would impact on Council Tax	6	H. Looms	Financial Services	Only access to funds via Co-Operative Bank Financial Director - on-line secure system - heavily passworded - internal controls - separation of duties. Unauthorised access from outside the Council prevented by means of a firewall.	Risk reduced to Y6 by CPT 30.5.06
254	240	FIN	Council capped		4B	H. Loomes	Financial Services		
255	241	FIN	Introduction of Euro		8B	H. Loomes	Financial Services		
256	242	REP	Poor CPA report	Reputational. Staff morale. Productivity. Press coverage.	12	I. Lowrie	CMT		
257	243	REP	Improper behaviour by Member. Disqualification or suspension of Member(s)). Referral of Member to Standards Board.	Loss of reputation. Decisions being challenged through the Courts by way of Judicial Review incurring substantial costs for the Council	6A	J. Cook	Legal & Dems	Ensure that Members are trained in relation to the Code of Conduct and that advice is available	31.5.06 and on-going
258	244	REP	Failure of scrutiny role of Members	Loss of reputation. Members feeling disenfranchised. Reduced interest in local government	12	J. Cook	Legal & Dems	Ensure that D&S Cttees are appointed each year and that Members receive appropriate training	on-going
259	245	REP	Failure to manage corporate image (lack of cohesion)	Reputational. Complaints. Appear disjointed	6A	I. Lowrie	CMT	Reputational Management training. Adhere to Corporate standards, style etc	
260	246	REP	Poor relationship with media	Adverse press coverage. Reputational	9	C. Stephenson	Exec Office	Continue to develop strong working relationships with press and media	On-going
261	247	REP	Inadequate policy for travellers	Adverse press coverage. Reputational.	6B	J. Rodway	H&S	To comply with duty of care where relevant. Adhere to Policy.	

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262	248	REP	Failure to deliver high profile projects e.g. Help Point	Reputational. Staff morale. Productivity issues. Potential costs, legal implications	9	J. Beales	Business trans	Only really applies to EDRMS and switchboard at this point	
263	249	REP	Inability to convene meetings and record decisions of Committees	Loss of reputation. Challenges to decisions through the Courts or decisions not being made and the Council failing to meet targets. Council failing audits and CPA assessments	12	J. Cook	Legal & Dems	Ensure that there are sufficient trained staff and that there are appropriate delegations	30.11.06 and on-going
264	250	REP	Embarrassing errors in customer related data (sending bill to dead person)	Reputational. Distress to customers	6A	Divisional managers	ALL	Use of new CRM system will reduce risk - roll out across organisation 2006/07	Occasional occurrence when re-freshing Viewpoint panel. Hopefully CRM will reduce the possibility even further of this happening
265	251	REP	Death to member of the public or employee due to ADC activity	Reputational. Legal implications. Costs. Adverse press/media coverage	6A	J. Cook	Corporate & public safety	Adhere to H&S procedures. Train staff	On-going
266	252	REP	Death or injury to member of the public or employee during major civil emergency	Reputational. Legal implications. Costs. Adverse press/media coverage	8B	J. Cook	Corporate & public safety	Adhere to H&S procedures. Train staff	On-going
267	253	REP	Failure to carry out inspections (car parks, recreation grounds)	putting the public at risk, then the risk of litigation and claims	9	K. Green	Direct Services	Train staff. Implement rotas. Educate staff and public. Undertake risk assessment.	on-going
268	254	REP	Any failure of health and safety	Reputational. H&S issues. Potential danger. Legal implications. Costs	12	J. Cook	Legal & Dems	Ensure that all staff are trained on their H&S responsibilities. Ensure that appropriate records are maintained	on-going
269	255	REG	Non compliance of procurement issues	Legal implications. Financial implications. Missed opportunities. Not achieving best value	9	CPT	CPT	Educate and train staff. Procurement strategy and guidance notes	on-going
270	256	REG	Issues raised by District Audit	Reputational. Adverse press coverage. Legal implications	4B	CMT	CMT	Action plans to address issues. Monitor and review progress. Report to Members where necessary	on-going
271	257	REG	ADC as regulator being audited by outside bodies e.g. Planning Inspectorate	Reputational. Adverse press coverage. Legal implications	6A	CMT	CMT	Action plans to address issues. Monitor and review progress. Report to Members where necessary	on-going

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272	258	REP added 12.6.06	Failure of transfer of leisure management services to an outside organisation - Impulse Leisure	Reputational. Potential cost(s) to Council. Legal implications. Impact on customers/staff.	12	CMT	CMT	Draft exit strategy for use in the event of withdrawing from existing arrangement. Financial considerations to be factored in. Press and media coverage to be handled diplomatically to protect the Council's interests and reputation. Implications for staff transferred to Impulse Leisure to be considered and addressed where possible.	on-going
274	259	STRAT	Risk of not being able to undertake fire assessment: implement outcome of assessments	Reputational. Possible loss of life. Potential costs. Legal implications.	9	J. Cook	Corporate & public safety	Corporate and public safety staff to undertake initial assessments Jan/Feb 2007 and provide and new signage required as a result of assessments. Training to be provided to managers by Corporate & public safety. Responsibility then to pass to relevant manager.	New risk added Jan 2007
275	260	STRAT	Council budget - insufficient to meet national and local demands	Reputational. Disruption to services. Morale of staff and Members. Severe budget pressures to existing/new services.	16	CMT	CMT	On-going meetings with Members. Consider outcome of partnership business case to ascertain if any benefits have been identified if project were to be taken forward. Continue to monitor all budgets closely. Review Council priorities 2007/08 to ensure budgets follow priorities.	New risk added Jan 2007
276	261	ICT	Inability to deliver business transformation	Reputational. Morale. Inability to improve services, reduce costs. Capacity issues to deliver. Lack of willingness/ability for change	16	CMT	CMT	Being considered in partnership exploratory work with Worthing BC on ability to deliver. Costs implications, potential for savings in long term.	New risk added Jan 2007
277	262	REP	Lack of compliance with Data Quality Strategy	Reputational. Lack of trust by auditors, partners, Members. Potential for wrong decisions being made based on inaccurate information. Capacity to tighten/collect/input/manipulate data with limited resources.	12	C. Stephenson	CPT	Data Quality Strategy to Team Adur 9.1.07 then to PSC 30.1.07 for approval. Training of managers to follow.	New risk added Jan 2007



	A	B	C	D	E	F	G	H	I
1	<b>ADC APPROVED RISK REGISTER - Up-dated January 2007</b>								
2	<b>Ref</b>	<b>Type</b>	<b>Hazard/Threat/Vulnerability</b>	<b>Likely consequence</b>	<b>Risk rating</b>	<b>Lead Officer</b>	<b>Division</b>	<b>Planned action - list individual actions</b>	<b>Progress to date Jan 2007</b>
278	263	STRAT	Exploratory work into further partnership working/merging of services/single officer structure with Worthing BC	Costs too high. Risks too high. Member willingness to change/make a decision. Capacity issues to deliver project. Savings not materialising. Political administration changes. Morale. Recruitment issues. Redundancies. Loss of experience and expertise.	16	CMT	CMT	Business case to Consultants Feb 07 then to Council March 2007 for Member decision. Business case to highlight potential benefits, risks, costs, timescale etc.	New risk added Jan 2007