

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

To: Joint Audit and Standards Committee	Report Number: JAC28
From: Head of Corporate Organisation	Date of meeting: 30 June 2014

END OF YEAR INTEGRATED SIGNIFICANT BUSINESS RISKS POSITION STATEMENT

1. Purpose of Report

1.1 The report details movements of Significant Business Risks up to 31 March 2014.

2. Recommendations

2.1 Members are asked to review the contents of the Integrated Significant Business Risk Register and actions being taken.

3. Financial Implications

3.1 As detailed in the report.

4. Risk Management

4.1 This report is linked to all Strategic Business Risks. See Appendix A.

5. Consultations

5.1 None.

6. Equality Analysis

6.1 There are no equality and diversity implications associated with this report,

7. Shared Service / Partnership Implications

7.1 There are no shared service/partnership implications, however the overall approach has been to develop a single shared model for risk management for both Councils.

8. Key Information

8.1 The Significant Business Risk Register is the tool used to identify, assess, manage and review all pertinent risks to the Councils. This report details risks as at 31 March 2014 and progress/movement of all risks since April 2013.

8.2 Due to the completion of many elements of the integration programme in the last year between the two Councils including the development of new Operational Delivery Teams and systems, there have been many developments in task progress and therefore many of the integration risks have been archived from the register.

8.3 Since April 2013, 14 risks have been removed from the risk register. Examples include:

- O14 – New systems were procured for HR and Finance following the end of the CSD contract. Both are now in place and training delivered to staff. Public Access staff in the contact centre will be back in-house from 1st June. The new joint Finance team is also complete.
- SIT9 – All integration related redundancies have now come to an end.
- SIT15 – Following the implementation of the Operational Delivery Teams, joint procurement and commissioning opportunities are now being explored as part of normal working practice.
- PL2 and PL3 – Due to the downturn of the economic climate, regeneration of Ipswich Street, Stowmarket has not progressed. Developer interest has diminished and it is not likely to go ahead in the foreseeable future.

8.4 No new risks have been added to the register.

8.5 Due to the completion of many of the integration related risks and the approval of each Council's vision, aims and outcomes, we feel that this is now a good opportunity to consider a refresh and re focus the approach to risk management and the associated risk monitoring and management models.

8.6 The Councils currently have available to them, credit offered by our insurers Zurich which can be used to help facilitate a risk workshop. This workshop would enable all current risks to be reviewed in addition to identifying any new relevant risks from the developing Strategic Plan and associated Delivery Programme.

8.7 In combination with The Corporate Manager – Internal Audit and the lead officer for Risk Management, it is intended to work with the Heads of Service on the approach to risk management, concentrating on the Delivery programme in developing the model and to also consider new and emerging risks based on the insurers sector expertise. The workshop will run in the near future.

9. Appendices

Title	Location
(A) Integrated Significant Business Risk Register	Attached

10. Background Documents

10.1 None.

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APPENDIX A
INTEGRATED SIGNIFICANT BUSINESS RISK REGISTER
BDC / MSDC / BMI



Key
Red = progress is significantly off track, the action will be significantly delayed or won't be completed
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Tolerated = risk accepted
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Risk scoring:
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S/M/B	Risk Reference and Description	Risk Score	DoT (Direction of Travel) of Risk Score since previous quarter	Risk Owner	Associated task(s)	Task owner	Task Target Date	Qtr 1 June 2013 Performance against task progress	Comments	Qtr 2 September 2013 Performance against task progress	Comments	Qtr 3 December 2013 Performance against task progress	Comments	Qtr 4 March 2014 Performance against task progress	Comments	Link to Strategic Priority
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PLACE

B	PL1. Lost opportunity for investment in the Regeneration of Sudbury.	9 (high) (Impact = 3 Probability = 3)	→	Lindsay Barker/ Peter Burrows	1. Work with developer and investors to achieve investment in the regeneration of Hamilton Road	Dave Benham (Corporate Manager - Economic Development & Tourism)	Ongoing	Green	The purchase of Navigation House is complete and there is now a requirement for the Council to follow the public procurement process to secure a developer. Discussions with other land owners also needs to take place. A developer has approached the Councils with an attractive proposal but the procurement process must be followed. This process needs to be carried out promptly.	Amber	The procurement process has not yet been initiated. There is a meeting to be held on 13th November to discuss an Action Plan.	Green	The viability of the scheme is dependent on the ability to re-locate the bus station. Liaising with SCC.	Green	No change	E
M	PL2. Objections from Ipswich Street organisations subject to compulsory purchase orders, could have implications on the Stowmarket Regeneration plan	8 (high) (Impact = 4 Probability = 2)	→	Lindsay Barker/ Peter Burrows	1. Continue to work with URC to come to an agreement to resolve their objections	Dave Benham (Corporate Manager - Economic Development & Tourism)	Ongoing	Tolerated	Task remains on hold - regular liaison with the developer is continuing.	Tolerated	Task remains on hold - regular liaison with the developer is continuing.	Since the downturn of the economic climate there has been a loss of developer interest and is not likely that the scheme will go ahead in the foreseeable future. <u>Risk archived quarter 3</u>			E	
M	PL3. Lost opportunity for £12m investment in the regeneration of Stowmarket following issues raised by the planning inspector and the Secretary of State's subsequent decision not to confirm the compulsory purchase order for the redevelopment of Ipswich Street, Stowmarket.	12 (very high) (Impact = 4 Probability = 3)	→	Lindsay Barker/ Peter Burrows	1. Work with developer and investors to address outstanding issues from the Inspectors report 2. Resubmit the Compulsory Purchase Order 3. Actively seek anchor tenant through the developers agents.	Dave Benham (Corporate Manager - Economic Development & Tourism) Dave Benham (Corporate Manager - Economic Development & Tourism) Dave Benham (Corporate Manager - Economic Development & Tourism)	Ongoing N/A ongoing	Tolerated	The project continues to be on hold. Due to the current depression of the retail markets, the cost of the development does not justify the rents achievable.	Tolerated	The project continues to be on hold. Due to the current depression of the retail markets, the cost of the development does not justify the rents achievable.	Since the downturn of the economic climate there has been a loss of developer interest and is not likely that the scheme will go ahead in the foreseeable future. <u>Risk archived quarter 3</u>			E	
M	PL5. Failure to achieve the proposed sports facility at SnOasis could lead to lost opportunity for jobs, lost revenue and possible reputational damage	9 (high) (Impact = 3 Probability = 3)	→	Lindsay Barker/ Peter Burrows	Tolerated	N/A	N/A	Tolerated	There has been no change. Planning permission still stands and instruction is awaited from the client.	Tolerated	There has been no change. Planning permission still stands and instruction is awaited from the client.	Tolerated	There has been no change. Planning permission still stands and instruction is awaited from the client.	There are still 2 years remaining of the planning consent but there has been no further progress. No officer time is currently being invested in the case. <u>Remove and archive risk</u>		E

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ORGANISATION

S	Q1. Failure to meet KPI targets and strategic objectives could lead to deterioration of performance for service users and bad reputation for the Authorities	4 (medium) <small>(Impact = 2 Probability = 2)</small>		Peter Quirk	1. Monitor progress against joint delivery plan	Karen Coll (Corporate Manager - Business Improvement)	Ongoing through 2013/14		End of year reports have been through both Councils committee systems and good progress reported. Now need to devise a new performance management framework that meet the aspirations of the Councils, develops with the TEGs measures against which outcomes can be managed and monitored and is in line with the new organisational culture being developed.						Risk no longer relevant as KPIs are now obsolete. New risk will be identified as part of the risk refresh exercise. <u>Risk archived Qtr 2</u>	All			
S	Q3. Failure to act upon the requirements of the Welfare reform Act 2012 and Funding Reforms could lead to unpreparedness for changes due to come into effect in April 2013 and beyond	6 Medium <small>(Impact = 3 Probability = 2)</small>		Andrew Hunkin	1. Manage the impact of the introduction of Universal Credits	Katherine Steel	Immediate and ongoing over the next 3-4 years	Green	The SRP has introduced the necessary processes and resources required and the SRP Board is monitoring progress. No significant issues to report	Green					Regular updates are provided to the Joint Committee for SRP bi-monthly. Mechanisms are in place which reduce the level of risk to a point where is can now be removed from the register. <u>Risk archived Qtr 2</u>				
S	Q4. Non-compliance with the Public Sector Equality Duty could lead to challenges from the Equality and Human Rights Commission (EHRC) and possibly reputational and/or financial implications.	8 (high) <small>(Impact = 4 Probability = 2)</small>		Peter Quirk	1. Review the programme of work to reflect arrangements in place following integration	Karen Coll/Jill Pearmain (Policy Officer)	Jun-14	Amber	Second phase of ODT recruitment necessary before this can be taken forward.			Amber			The Strategic Planning process will include a review of the councils' Equality and Diversity function. <u>Extend target date to June 2014</u>	Green	The review of the programme of works has been completed. <u>Remove and archive risk</u>	All	
S	Q5. Inaccurate prediction of liabilities/costs associated with the end of the current CSD contract.	8 (high) <small>(Impact - 4 Probability = 2)</small>		Andrew Hunkin	1. CSD Exit Board to monitor	K Steel / R Hobson-Gibbons	Aug-13	Green	Work is ongoing through the CSD Exit Board to ensure all liabilities and costs are identified and dealt with or transferred.	Green					There are no significant issues relating to liabilities/costs associated with the end of the contract. <u>Risk archived Qtr 2</u>	All			
S	Q6. Failure to adequately prepare for the ICT delivery options	6 (medium) <small>(Impact = 3 Probability = 2)</small>		Katherine Steel	1. Implement an Action Plan with key activities designed to achieve identified desired outcomes. This includes work around: • 'Trusted Network' relationship between BDC and MSDC • Exchange collaboration – joined-up e-mail for all BDC and MSDC officers • Analysis/appraisal of current service delivery arrangements in conjunction with external consultants	Carl Reeder (Corporate Manager - Information Management & ICT)	Need to actively work on delivery model 2 years before June 2014	Green	A series of workshops have been completed and have established a potential working model with SCC - currently costing up value and quality of offer for evaluation. BT are currently making a separate offer to SCC/MSDC to extend the contract which does not include BDC. This could derail the desire to integrate with SCC. Currently negotiating an operating/cost model with SCC ignoring the BT offer.	Green				BT offer turned down by SCC. Have evaluated the options, which resulted in a decision to provide ICT services with SCC. Have negotiated an operating/cost model with SCC which will be reviewed six months into the new arrangements.	Green	ICT implementation plan being delivered and aligning systems with SCC. Monitored by the FBOR Group.	Green	Babergh desktop computers are currently being integrated onto the Suffolk County Council Network. All machines are being converted to Windows 7 machines and will shortly be on the same email system.	All

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S	Q14. Failure to adequately prepare for the HR, Finance and Public Access provision, post CSD contract.	8 (high) (Impact = 4 Probability = 2)	N/A	Andrew Hunkin	1. Prepare plans and contingency plans for these services	Peter Quirk/ Katherine Steel/ Rachel Hodson-Gibbons	May-14	Green	An in-house option has been agreed and plans are in place to deliver this. Good progress is being made.	Green	Systems have been procured for both HR and Finance and implementation plans are in place with project teams making good progress.	Green	Systems have been procured for both HR and Finance. Monitored by the FBOR Officer Group.	Green	Finance and IT systems are now in place. The Public Access contact centre will be back in-house from 1st June. <u>Remove and archive risk</u>	All
S	Q9. Successful outcome of legal claims for reimbursement of search fees by Personal Search Agents could result in costs incurred by both Authorities	6 (medium) (Impact = 3 Probability = 2)	→	Andrew Hunkin / Peter Quirk	1. Work with Solicitors to work towards a successful conclusion	Jonathan Reed (Legal Services Manager)	Ongoing	Green	Case is ongoing. Large number of Local Authorities being represented by Solicitors.	Green	It is hoped that part of the case will be settled very shortly.	Green	Large proportion of claims have now been settled although legal costs are still outstanding - these will be shared between 175 Local Authorities. Could be March 2015 before all claims settled. Provision has been made in the budget should claims be successful. <u>Risk impact reduced - risk archived qtr 3</u>		All	
S	Q11. Data management issues as highlighted in the Data Protection (DP) and Freedom of Information (FoI) Audit 2010/11 could lead to personal fines, breaches of the FoI and DP Acts and poor Council reputation	6 (medium) (Impact = 3 probability = 2)	→	Andrew Hunkin/ Katherine Steel	1. Implement recommendations as detailed in audit report	Carl Reeder (Corporate Manager - Information Management & ICT)	Dec-13	Amber	FoI requests have increased sharply and the lack of resources due to the restructure, in particular ODT and the officers who are dealing with FOIs in those areas, is causing some concerns in terms of responding to Fols. A full complement of staff should be in place to achieve the task by October. <u>Extend target date to October 2013</u>	Red	Still an issue due to resource shortages. A full time person has been recruited and is due to start early November and will deal with FoI requests for both Mid Suffolk and Babergh. <u>Extend target date to December 2013</u>	Red	Now have an additional apprentice and converting the second apprentice post to be an Admin and Technical role. Admin and Technical roles will rotate to build resilience and cover FoI and DP.	Red	Additional resource is enabling us to cope with the level of Fols although numbers are still increasing.	All
S	Q12. Failure to have an aligned, embedded, owned and understood Business Continuity Plan could lead to the Authorities being unable to respond effectively to a business continuity incident Joint risk for BDC & MSDC	4 (medium) (Impact = 4 Probability = 1)	→	Mike Evans/ Peter Quirk/ John Snell	1. Ensure Business Continuity Plans are aligned to the new structure and are in place for new service delivery units	Lilli Siemerling/ Steve Pinion	Jun-14	Amber	Business Continuity Plans will be aligned now that the new ODT is in place. <u>Extend target date to September 2013</u>	Amber	Draft Business Contuity Policy awaiting approval at Executive level. Integration of the plans is underway and threat cards are being updated to reflect new ODTs. <u>Extend target date to June 14</u>	Green	Draft Business Continuity Policy to go to Executive Committee early February. Integration of the plans continues.	Green	Draft Business Continuity Policy being updated, revise date to July 2014	All
S	Q13. Failure to plan early and identify options to meet the medium term (3 year) and 2014-15 budget gap of both councils to minimise or avoid reductions in service provision	6 (medium) (Impact = 3 Probability = 2)	→	B Hunter & K Steel	1. Early and rigorous discussions to agree how savings and additional income are to be achieved for the next 3 years and the draft budget proposals for 2014-15	Katherine Steel/ Barry Hunter (Head of Corporate Resources/ Corporate Manager - Financial Services)	Ongoing	Green	Over the next few months, the Transformation Enquiry Groups will identify savings to be fed into the 14/15 budget. The groups are currently at the Orientation/Creative stages.	Green	Dialogue with Members and MB re 14/15 is underway. Draft proposals will be presented to Executive Committee in January. TEGs are working to identify savings for the medium term and priority based budgeting will also help with the medium term.	Green	2014/15 Budget and MTFs continue to be developed in line with the agreed timetable. Draft proposals were presented to Executive Committee in January and final will be presented to Executive and Council in February. <u>Change to ongoing</u>	Green	2014-15 budget has now been agreed. The 15/16 priority based resourcing project has now commenced. <u>Amend risk to reflect 2015-16</u>	All

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SERVICE INTEGRATION & TRANSFORMATION

S	SIT1. Conflicting decisions being made by each Council or stalemate due to balance of power resulting in significant delays in resolving issues.	4 (medium) (Impact = 2 Probability = 2)	→	Andrew Hunkin	1. Governance Review to be undertaken	Peter Quirk	Mar-14	Amber	Corporate Manager - Governance post has been filled and terms of reference will be established by September. All elements of the governance review including recommendation will be completed by the end of the financial year. <u>Extend target date to end March 2014.</u>	Green	An aligned corporate work plan and associated committee meeting schedule has been introduced. Corporate Manager - Governance is the project manager responsible for completing the remaining elements of the Governance review working with the Joint Constitutional Working Group members. Work to be completed by Annual Council's 2014.	Green	The Joint Constitutional Working Group is continuing to work in accordance with its work programme and is on schedule.	Green	Both Councils have adopted new streamlined constitutional arrangements, as proposed by The Joint Constitutional Working Group. <u>Remove and archive risk</u>	All
S	SIT2. Failure to integrate services and staff leads to full benefits of joint service delivery not being achieved.	6 (medium) (Impact = 3 Probability = 2)	→	Andrew Hunkin	1. Manage and monitor progress by regular reports to MB/JMIB/Scrutiny Committee	M Hammond supported by Heads of Service	Ongoing			Green	Regular reports continue to be made, especially to portfolio holder meetings, Planning and JMIB.	Green	The Joint Constitutional Working Group is continuing to work in accordance with its work programme and is on schedule.	Green	Regular reports continue to be submitted	All
					2. Involvement of Members through the Joint HR Panel	A Hunkin & J Bray	Ongoing	Green	Terms and conditions have been endorsed by both Councils. Union ballots currently being held.	Green	Terms and conditions agreed and changes are now being implemented.			Green	Both Councils have agreed Membership of the Joint HR Panel and 1st meeting to be set up	
					3. Develop an OD programme that will set out the key relationships and culture that managers will strive to deliver	A Hunkin & J Bray	Dec-13	Green	Draft OD Strategy devised and some elements are being developed. Needs the engagement of staff and this will begin now that the majority of the ODTs are in place.	Amber	OD Strategy continues to be developed and the Leadership in Mind and Political Relationship programmes are being delivered. <u>Extend target date to December 2013</u>	Amber	Building on the design principles for the organisation and linking in to the strategic vision and aims, work has been underway on an OD programme focussing on key skills development including leadership. Good progress is being made on the development of an OD Strategy; that will define the vision and behaviours needed to support the delivery of the strategic plan and move the organisation forward.	Amber	Work continues on the design principles for the organisation and linking in to the strategic vision and aims. Progress continues to be made on the development of an OD Strategy that will define the vision and behaviours needed to support the delivery of the strategic plan and move the organisation forward. <u>Extend target date to August 2014</u>	
S	SIT5. Lack of buy in to Integration and Transformation from key stakeholders including actual or perceived deterioration of performance leading to reduced customer satisfaction	6 (medium) (Impact = 3 Probability = 2)	→	C Adan	1. Ensure that stakeholders comms sets realistic expectations. Ongoing review and update and Key actions as per comms engagement plan	Paul Simon (Corporate Manager - Communications)	Ongoing	Green	Transformation Enquiry Groups have been established with representation from all key stakeholders.	Green	Transformation Enquiry Groups have been established with representation from all key stakeholders.	Green	Member agreement has been given to the development of a single strategic plan based on the TEG outcomes. Expected to be completed by June 2014.	Green	Member agreement has been given to the development of a single strategic plan based on the TEG outcomes. Expected to be completed by June 2014.	All
S	SIT7. Failure to implement a single finance service and system across the 2 Authorities resulting in poor budgetary control and ineffective reporting.	6 (medium) (Impact = 3 Probability = 2)	→	B Hunter & K Steel	2. Implement a single finance service and system for both Councils	Katherine Steel/Barry Hunter (Head of Corporate Resources/ Corporate Manager - Financial Services)	May-14	Green	The decision has been made to bring the finance service in-house from June 2014. Currently out to tender for a new finance system. Implementation plans for a single service have been drawn up.	Green	As per Q14 - a new finance system has been procured and implementation is on time	Green	New Finance system procured, implementation being monitored by FBOR Group.	Green	The new finance system went live from 1st April and the joint team is now complete. <u>Remove and archive risk</u>	All

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S	SIT8. Failure to implement cost sharing protocol results in inaccurate/unfair allocation of shared costs and income.	6 (medium) (Impact = 3 Probability = 2)	→	B Hunter & K Steel	1. Establish protocol for cost sharing.	Katherine Steel/ Barry Hunter (Head of Corporate Resources/ Corporate Manager - Financial Services)	May-14	Amber	Cost sharing split for 12/13 accounts has been done based on partial integration and will be audited by September. The Auditor opinion will influence the protocol for the 13/14 accounts. <u>Extend target date to December 2013.</u>	Green	Cost sharing split for 12/13 has been signed off and work is being undertaken to agree the 13/14 protocol which is to be completed by March 2014 - <u>extend target date.</u>	Amber	Cost sharing split for 12/13 has been signed off and work is being undertaken to agree the 13/14 protocol which is to be completed by April 2014. Approach also need to be developed on a clear way of splitting costs re strategic priority projects in 2014/15. <u>Extend target date</u>	Green	13/14 model has been agreed. Awaiting sign off from external audit which may not be until Jul-Sep. <u>Extend target date</u>	All
S	SIT9. Levels of redundancy and capital pension costs exceed the estimated costs in the business case resulting in reduced short term savings.	8 (medium) (Impact = 4 Probability = 2)	→	B Hunter & K Steel	1. Manage redundancies so that redeployment is maximised and redundancy costs are minimised.	Jeanette Bray	Ongoing	Green	Being address as part of ODT proposals.	Green	Recent reports show that all costs are within the calculations set out in the business case. Main recruitment process is coming to an end so the majority of voluntary redundancies will also come to an end. <u>Change target date to ongoing</u>	Green	Recent reports show that all costs are within the calculations set out in the business case. Main recruitment process has come to an end and voluntary redundancies relating to integration is complete. <u>Risk archived Qtr 3</u>			All
S	SIT10. BMI Financial milestones are not achieved leading to savings not being realised.	6 (medium) (Impact = 3 Probability = 2)	→	Mike Hammond	1. Set and Review project budget and financial targets alongside both Councils' normal financial governance mechanisms.	Katherine Steel/ Barry Hunter (Head of Corporate Resources/ Corporate Manager - Financial Services)	Quarterly	Green	Predicted savings for 12/13 have been exceeded and further savings have been put into 13/14 budget. A majority of the appointments in the new ODTs have now been made and spending predictions can therefore be refined.	Green	Report to Joint Scrutiny confirms 12/13 savings were exceeded and 13/14 savings are also likely to be exceeded. Medium term financial challenges are faced due to government funding reductions.	Green	13/14 savings are likely to be exceeded. Medium term financial challenges are faced due to government funding reductions but are being dealt with through the development of the MTFS.	Green	13/14 savings likely to be exceeded. Medium term financial challenges are faced due to government funding reductions but are being dealt with through the development of the Medium Term Financial Strategy and the Priority Based Resourcing process.	All
S	SIT11. ICT costs exceed the estimated costs e.g. from delays in joining software applications resulting in reduced savings and efficiencies not being realised as early as possible.	8 (high) (Impact = 2 Probability = 4)	→	Andrew Hunkin	1. Clarify the ICT programme including identification of potential risks so that controls can be put in place as early as possible and resource requirements including external support.	Katherine Steel	Sep-13	Green	Future delivery model is still being discussed with SCC	Green	Delivery model now agreed with SCC. District Council applications will be delivered in-house. Staffing structure to deliver this has now been worked up and agreed by MB. <u>Task archived Qtr 2</u>					All
				Katherine Steel	2. Provide enough resource to migrate data/information to the new IT/systems.	Carl Reeder	Dec-13	Green	Two new Project Managers are now in post to implement new systems. This includes Finance, HR, GIS and Planning system. We will still need to hire short term staff to do data migration for these projects once planned out in detail	Amber	Resources for Finance and HR have been identified. Discussion ongoing with regard to GIS and Planning. <u>Extend target date to December 2013</u>	Amber	HR and Finance progressing well. Bringing in consultants to deliver this. Aim to have an implementation plan by end of February. <u>Extend target date</u>	Green	HR and Finance systems have been implemented on time and are now being developed to full potential. <u>Remove and archive risk</u>	
				Andrew Hunkin	3. Key decision as to where software will be installed. This is dependent on whether BDC/MSDC decide to align with SCC	Carl Reeder	May-14	Green	As O6.	Green	Delivery model has been agreed. <u>Task archived Qtr 2</u>					
S	SIT12. Failure to identify the best location for particular services resulting in deterioration to the services provided	6 (medium) (Impact = 2 Probability = 3)	→	Andrew Hunkin/ Katherine Steel	1. The Delivery Stream has produced an Action Plan with key activities designed to achieve identified desired outcomes	Ryan Jones/ Chris Edwards	Dec-13	Green	Being picked up through the public access TEG	Amber	Both Councils have now authorised a review of accommodation needs and assets. First stage to be completed by December. <u>Extend target date to Dec 13</u>	Amber	Brief has been written and first stage will not be completed by the end of Jan 2014.	Amber	Lambert Smith Hampton are undertaking the accommodation review and will report their initial findings to Executive and Strategy in July. <u>Extend target date to July</u>	All

APPENDIX A
INTEGRATED
SIGNIFICANT
BUSINESS RISK
REGISTER

BDC / MSDC / BMI



= progress is significantly off track, the action will be significantly delayed or won't be completed
 = progress is slightly off track, the action will be completed but after the date agreed
 = on track to complete action on time or ahead of time
 = decision taken not to continue with this action
 = risk accepted

= risk scoring has increased
 = risk scoring has remained the same
 = risk scoring has decreased

Risk scoring:
 Impact: 1=Minimal 2=Noticeable 3=Bad 4=Disaster
 Probability: 1= Highly unlikely 2= Unlikely 3= Probable 4= Highly probable

Impact x Probability = Risk score

1-3 = Low Controls to be put in place if/when have resources
 4-6 = Medium Controls must be put in place as quickly as possible
 7-9 = High Controls must be in place as a priority
 10-16 = Very High Controls must be put in place immediately

S = Shared risk between Babergh and Mid Suffolk
 M = Mid Suffolk specific risk
 B = Babergh specific risk

S/M/B	Risk Reference and Description	Risk Score	DoT (Direction of Travel) of Risk Score since previous quarter	Risk Owner	Associated task(s)	Task owner	Task Target Date	Qtr 1 June 2013 Performance against task progress	Comments	Qtr 2 September 2013 Performance against task progress	Comments	Qtr 3 December 2013 Performance against task progress	Comments	Qtr 4 March 2014 Performance against task progress	Comments	Link to Strategic Priority
S	SIT13. Failure to let vacant office space in retained headquarters could lead to loss of revenue and failure to support Strategic Priorities (supporting local businesses)	6 (medium) (Impact = 2 Probability = 3)	→	Andrew Hunkin/ Katherine Steel	1. Accommodation Working Group to identify and let vacant spaces ASAP	Chris Edwards (Corporate Manager - Asset Utilisation)	Nov-13	Green	The space letting has been placed on hold due to internal reorganisation and timing issues from potential tenants. There is an emerging requirement for re-providing existing tenants and also a need to offer space to new business start up groups. Short-term office relocation and re-provision is being managed to enable ODTs to restructure. Once these three elements have been dealt with, the position will be reviewed and the report will be brought forward.	Amber	We have been unable to let the space on a commercial basis but the business start up group may still go ahead. Outcomes from the accommodation review (see SIT12) will also have an impact on this risk.	Amber	The business start up group will not go ahead. Outcomes from the accommodation review (see SIT12) will have an impact on this risk.	Amber	As above <u>Extend target date to July</u>	All
S	SIT15. Failure to optimise early opportunities for joint procurement resulting in loss of financial benefits to both councils	6 (medium) (Impact = 3 Probability = 2)	→	Katherine Steel	1. Joint procurement to be considered by all Corporate Managers	Rachel Hodson Gibbons Corporate Manager - Commissioning / All Corporate Managers	Dec-13	Amber	Guidance has not yet been issued <u>Extend target date to October 2013</u>	Amber	Guidance has not yet been issued <u>Extend target date to December 2013</u>	Green	Operational Delivery Teams are now integrated and procurement and commissioning joint opportunities are now explored as part of normal working process. <u>Risk archived qtr 3</u>		All	