

BABERGH AND MID SUFFOLK SIGNIFICANT RISK REGISTER - MARCH 2019

RISK DETAILS	Risk owner	Cabinet Member Leads	Original scores (before any mitigation)			Mitigation to date	Current scores			Direction of Travel from previous Qtr (score)	Further Actions / Comments	Planned completion date(s)	Target scores (following completion of all further actions)			
			L	I	S		L	I	S				L	I	S	
1 - HOUSING DELIVERY																
RISK 1a	CAUSE: If we do not have the appropriate evidence base	Assistant Director - Planning and Communities	Cabinet Members for Planning	3	2	6	Having the right evidence base e.g. making use of Suffolk Housing Need Survey and existing Local Housing Need Surveys.	2	2	4	Stayed the same	Creating Joint Local Plan - next stage due for consultation. Support for Local Housing Needs Surveys (6 completed to date)	June 2019 Ongoing	2	2	4
	RISK: We may not have an up to date understanding of housing need and demand						Published the Strategic Housing Market Assessment as part of evidence base for Joint Local Plan. Assessment as part of evidence base for Joint Local Plan. Creating Joint Local Plan. Creating Housing Strategy.									
	CONSEQUENCE(S): We will not know if we are addressing and delivering the housing need and demand						Housing Strategy created and approved by Full Council.									
RISK 1b	CAUSE: If planning permissions are not granted for deliverable schemes	Assistant Director - Planning and Communities	Cabinet Members for Planning	3	3	9	Current local plans in place, call for sites undertaken.	2	3	6	Stayed the same	New Joint Local Plan with comprehensive site allocations currently being drafted - due for consultation. Continue to endeavour to unblock 'stalled sites'. Navigus Planning are engaged to help unblock stalled sites.	June 2019 May 2019	2	3	6
	RISK: We may not have a sufficient, appropriate supply of land available in the right locations						Current land supply for MSDC - 5.06 years, BDC - 6.7 years unblock 'stalled sites'. Navigus Planning are engaged to help unblock stalled sites. Current land supply for MSDC - 6.5 years, BDC - 6.7 years									
	CONSEQUENCE(S): We may be unable to meet housing needs in the district. The reputation of the Councils may be impacted															

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RISK 1c	CAUSE: If development does not come forward in a timely way or sites become stalled	Assistant Director - Planning and Communities	Cabinet Members for Planning	3	3	9	Have Infrastructure and Delivery Officer in post. Approach to unblocking stalled sites which has been agreed by Cabinet.	2	3	6	Stayed the same	Develop relationships with Developers e.g. client side panel hosted by Development Management. Working on Infrastructure Strategy and working Suffolk-wide to understand infrastructure funding and delivery. Additional resources provided in Mid Suffolk to bring forward delivery - Navigus Planning engaged to undertake this.	Winter 19/20 May 2019	2	3	6
	RISK: We may be unable to meet the Governments new Housing Delivery test															
	CONSEQUENCE(S): We may be unable to deliver the right housing in the right locations. Unable to unlock future housing growth. Housing targets not met, reputation of the Councils may be impacted															
RISK 1d	CAUSE: If we do not secure investment in infrastructure	Assistant Director - Planning and Communities	Cabinet Members for Planning	3	3	9	Adopted Community Infrastructure Levy (CIL) and CIL expenditure framework adopted by Council. Secured investment on infrastructure via planning process (e.g. S106). New Anglia LEP Economic Strategy, endorsed by Cabinet in October 2017. Suffolk Framework for Inclusive Growth endorsed by Cabinet in May 2018.	2	3	6	Stayed the same	Creating Local Plan Infrastructure Delivery Plan. Currently working closely with infrastructure providers to provide evidence to inform Local Plan allocations. Review of Community Infrastructure Levy (CIL)	June 2019 Ongoing June 2019	2	3	6
	RISK: Development may be stifled and/or unsustainable															
	CONSEQUENCE(S): Housing targets not met. Reputation of the Councils may be impacted. Quality of life for residents could be affected. Access to services may be restricted.															

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RISK 1e CAUSE: If consideration is not given to the demographics of the districts in relation to housing needs RISK: There may be an insufficient local supply of appropriate homes for the ageing population CONSEQUENCE(S): Housing targets not met. Our communities may experience a reduced quality of life. There will be cost implications to the public sector. There will be a reduced turnover in housing stock	Assistant Director - Housing	Cabinet Members for Planning	3	3	9	Creating BMSDC Housing Strategy, Creating Joint Local Plan, Health and Housing Charter, Suffolk Older Persons Housing Strategy, Housing strand being developed for Suffolk Growth Programme Board Housing Strategy signed off	2	3	6	Stayed the same	Implement of Homes and Housing Strategy Action Plan - including actions relevant to older person housing Development of Local Plan to be discussed at Cabinet Development of a Housing Action Plan led by the Suffolk Housing Board and agreed by Suffolk Chief Officer Group Development of a Babergh/Mid Suffolk Older Person Strategy	Mar 19 to April 2023	2	2	4
												June 2019			
												Ongoing			
2019/2021															
2 - BUSINESS GROWTH AND INCREASED PRODUCTIVITY															
RISK 2a CAUSE: Lack of engagement with businesses and failure to undertake data gathering and analysis RISK: We may not understand the needs and aspirations of our businesses CONSEQUENCE(S): We will be unable to focus our interventions and resources in a way which will provide the right support	Assistant Director - Economy and Regeneration	Cabinet Members for Planning	3	3	9	Implementing a two-tier method of Business Relationship Management /Linking our business data and intel into FAME CRM system facilitated by NALEP/ Increasing our direct business engagement with key sectors through our Chambers of Commerce, Growth Hub and other business support organisations/networking opportunities including joint lobbying on significant issues such as major infrastructure and national Industry Strategy / We have increased evidence based including Visitor Economy 'Volume and Value' studies and the draft NLP Ipswich Area Economic Sector needs data now in which is informing our Economic Development Strategy / Economic Open for Business Strategy has now been adopted and published / Central Suffolk Chamber of Commerce launched	2	3	6	Stayed the same	Develop close working relationships with new Central Suffolk Chamber of Commerce Board Members Establish Visitor Economy Sub Group of Board	Ongoing	2	3	6
												September 2019			

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RISK 2d CAUSE: Lack of engagement with land owners, developers, investors and businesses RISK: We may not identify and provide the right amount of employment land and property in the right places CONSEQUENCE(S): Our current businesses may not be able to remain in our districts and we may not attract new businesses	Assistant Director - Economy and Regeneration	Cabinet Members for Planning	4	3	12	1.) The development of our Joint Local Plan 2.) Delivery of the Economic Open for Business Strategy 3.) Provision of officer support and expertise to ensure Space to Innovate and Food Enterprise Zones are delivered within timescales 4.) Our Open for Business engagement approach including with investors, developers and businesses (existing and new) facilitating retention and growth within the district. 5.) Planning permission granted for Gateway 14 (Stowmarket) and for infrastructure and first occupier at Sproughton.	2	3	6	Stayed the same	Complete Stowmarket Technology Hub feasibility study	June 2019	2	3	6														
																3 - COMMUNITY CAPACITY BUILDING AND ENGAGEMENT													
																RISK 3a CAUSE: Lack of effective engagement with communities to understand their future needs RISK: We may not be able to help communities become more sustainable CONSEQUENCE(S): Increased demand on services Reduced quality of life Reduced access to services	Assistant Director - Planning and Communities	Cabinet Members for Communities	3	3	9	Officer capacity added to help communities deliver Neighbourhood Plans. Joint Scrutiny Committee review undertaken. Town and Parish Council Liaison meetings in place and frequency increased. Tenant involvement strategy creates a full menu of involvement options. Statement of Community Involvement: Planning Matters approved by Full Council. Community Strategy adopted by full Council.	3	3	9	Stayed the same	Formal mechanisms agreed to consult on the joint Local Plan - consultation due. Engagement with key Town Councils by Strategic Directors. Officer employed to engage directly with communities in the Council's own development. Create Delivery Plan in association with Community Strategy	June 2019 ongoing ongoing September 2019	2

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4 - ASSETS AND INVESTMENTS																
RISK 4a	CAUSE: If the Capital Investment Fund (CIF) does not generate forecast investment returns	Assistant Director - Assets and Investments	Cabinet Members for Assets and Investment	2	4	8	Phase 1 CIFCO has now invested 100% of the fund in line with its business plan.	2	3	6	Stayed the same	Revised business plan is being prepared for approval.	March 2021	2	3	6
	RISK: We may be unable to meet the income projections for the Councils															
	CONSEQUENCE(S): There may be a drain on General Fund resources															
RISK 4b	CAUSE: Lack of specialist advice in the fields of delivery, design and engagement with planners	Assistant Director - Assets and Investments	Cabinet Members for Housing	4	3	12	<ul style="list-style-type: none"> 1) Project team in place to ensure early liaison with planners and adequate pre-app advise is sought 2) Icenl engaged to act as development partner with strong track record / Judicious use of consultancy support resource 3) Development Partner and Project team in place including cost and viability consultants included in project team / A higher percentage of open market sale homes are included in the programme / Ability to 'couple' schemes within the programme resulting in a policy compliant position across all schemes even though individual schemes might fall short 4) Local authorities with revised indebtedness determinations will be able to draw down additional borrowing from April 2019 onwards. 5.) Mid Suffolk Growth and Babergh Growth Limited established to aid delivery of housing within our region. 	2	3	6	Stayed the same	Agree project plans for the development of the HQ sites	September 2019	2	3	6
	RISK: The affordable homes programme does not achieve the forecast returns on investment															
	CONSEQUENCE(S): There may be a drain on the Housing Revenue Account and General Fund resources															

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RISK 4c	CAUSE: Lack of understanding of the capabilities of our assets and how to operate them	Assistant Director - Assets and Investments	Cabinet Members for Assets and Investment	4	3	12	1.) Dedicated Strategic Asset expertise within the Councils staff teams to maximise opportunities 2.) Partnership with SCC and IBC in One Public Estate Board Programme	3	3	9	Stayed the same	Asset Management Plan is being prepared. Data project to cleanse data and sort into appropriate database. Staff recruitment exercise	September 2019	2	3	6
	RISK: We may not manage our asset portfolio effectively												December 2019			
	CONSEQUENCE(S): This may result in lost opportunity, loss of capital value, increased revenue costs and loss of public confidence												December 2019			
RISK 4d	CAUSE: Gateway 14 Ltd fails to bring forward the development of site	Assistant Director - Assets and Investments	Cabinet Members for Assets and Investment	3	4	12	Appropriate treasury management advice being applied. Gateway 14 Ltd has engaged a knowledgeable and experienced Board of Director to enable the delivery of the scheme and is being supported by market leading experts in preparing a delivery strategy for the site.	3	3	9	Stayed the same	Developing Delivery Model	July 2019	2	3	6
	RISK: Income and Capital projections and economic outcomes may not be delivered															
	CONSEQUENCE(S): Land remains under-utilised															

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5 - AN ENABLED AND EFFICIENT ORGANISATION																
RISK 5a	CAUSE: If we do not keep abreast of new information technology, developments and opportunities, and improve our skills.	Assistant Director - Customer Services	Cabinet Members for Organisational Delivery	3	3	9	A new IT Board has been set up to monitor a range of IT projects including some managed by SCC. Regular meetings take place between us and SCC to further develop relationships and deliver upon requirements. A refreshed Customer Access Strategy identified new technological developments. An IT review has been carried out by Foresight	3	3	9	Stayed the same	A training programme is being developed by HR which will include IT skills. Specific and focused training is underway for software applications and tools such as PowerBI. Working on plan to take forward actions from partnership review. In conjunction with SCC IT we are developing our ICT Strategy based on our needs of our Customer Access Strategy. Next phase is to work with our service areas to understand how we can develop and deliver our services more effectively in a digital age.	TBC	2	3	6
	RISK: We will not transform, and become more efficient using IT.												June 2019			
	CONSEQUENCE(S): We will be unable to provide the services people need in the most appropriate way.												November 2019			
													June 2019			

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RISK 5b	CAUSE: If we do not hold up to date, accurate and clean data.	Assistant Director - Customer Services	Cabinet Members for Organisational Delivery	3	3	9	We are setting clear data standards as part of General Data Protection Regulations and are currently undertaking a review to ensure that all staff have completed the GDPR training. The Information Asset Register has now been completed and provides a clear understanding of all the data sets we own, who the information asset owner is and their retention periods. This will be reviewed annually.	2	3	6	Stayed the same	We are continuing to cleanse the enforcement data and running approximate 2 months behind - this is due to two initial members of the 5 cleansing team members finding other jobs. We have decided to let the project slip by two months, rather than re-hire and spend time training new staff members up again (which balances out time wise). Power BI has enabled us to join up and reconciling various databases to enable us to make better decisions. For example: We are looking at sickness records, verify who has done the GDPR training, how often mobile phones are used, how many people use the office space on Gold and Lime, Printer usage, BT landline usage from external properties. Further plans in place to reconcile the HR database with the Payroll system to look for any potential errors.	August 2019	2	3	6
	RISK: Our data sources will not be reliable.															
	CONSEQUENCE(S): We will not have a strong evidence base to support organisational decisions and assumptions.															
RISK 5c	CAUSE: If there is no understanding, collective responsibility and ownership by the Housing Management Team of the HRA business plan	Assistant Director - Housing	Cabinet Members for Housing	3	4	12	Data quality issues to be addressed / HMT to undertake quarterly reviews of the HRA 30 year business plan to ensure it is realistic and relevant / Develop an understanding of the HRA Finance Modelling software within the HRA Finance Team and Corporate Managers through examination and training / Develop and maintain a set of scenario tests and stress tests / Review the structure and links between Asset Management, Property Services, Building Services and Finance / Corporate Finance Team taken on responsibility / New business model implemented / Quarterly budget monitoring with Corporate Managers taking responsibility	2	4	8	Stayed the same	Review of scenarios in light of the removal of the HRA borrowing cap Train Housing Management staff to embed new business model Modelling of Business Plan to incorporate additional borrowing/use of reserves to support council house build programme	September 2019 August 2019 August 2019	2	3	6
	RISK: We may not deliver a robust HRA business plan															
	CONSEQUENCE(S): We may be unable to meet our stated ambitions and responsibilities for our residents															

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RISK 5d	CAUSE: If we do not understand our financial position	Assistant Director - Corporate Resources	Cabinet Members for Finance	MSDC			Use of one-off funding to change the business model and support functions during change	MSDC			Stayed the same	Identifying options over next 4 years under 3 categories of; review, remodel and reinvent. Aim to have 4 year costed action plan rather than looking at just the next year.	MSDC			
	RISK: We may be unable to respond in a timely and effective way to financial demands			3	4	12		2	4	8			2	4	8	
	CONSEQUENCE(S): We may be unable to deliver the entirety of the Joint Strategic Plan			BDC				BDC					BDC			
				4	4	16	Modelling and analysis to understand impact (e.g. Capital Investment Fund), Identifying income generating activities to replace government grants (e.g. PV panels, rental income from properties) Engagement of councillors to understand options 19/20 budget set in February 19	3	4	12	Stayed the same		2	4	8	

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RISK 5e	CAUSE: If we don't provide effective public access arrangements	Assistant Director - Customer Services	Cabinet Members for Organisational Delivery	3	3	9	We have a refreshed Customer Access Strategy which will form the basis to scope a range of customer centred projects to improve our public access arrangements.	2	3	6	Stayed the same	<p>We are prototyping other forms of customer service to ensure geographical coverage i.e. using pop-up or self-service kiosks in libraries and we will be reviewing the aesthetics of our Stowmarket customer access point.</p> <p>We will undertake a lean review across all services to better understand the number of transactions we process, how long they take and how we process them either over the phone, face to face or online, so that we can make improvements where needed. We are seeking to understand our online user journeys on our website so as to ensure it is easy to use and transactions are clear and concise. Further work will be undertaken to encourage our customers to use our online services where possible.</p>	June 2019	2	2	4
	RISK: We will be unable to successfully target and provide our services.															
	CONSEQUENCE(S): Our customers will not receive the service and support that they need.															

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RISK 5f	CAUSE: If we do not maintain the trust of our stakeholders and promote our public image and reputation	Chief Executive	Cabinet Members for Assets & Investments	4	3	12	Further constitution reviews are underway of governance systems and processes to optimise openness, transparency and engagement in all our approaches .	3	3	9	Stayed the same	The Values and Behaviours Natural Work Team is ongoing and will overlap with the equivalent Rewards & Recognition work. The 4 year rolling Member Development Programme will roll out in full following elections in May 2019. Recruitment to the one remaining position within the Communications Team. The Councils approach to engagement will be finalised upon completion for the Communities Strategy consultation and adoption of that strategy.	June 2019	2	3	6
	RISK: The Councils may be perceived to be untrustworthy and have a poor reputation						Work has commenced to introduce a thorough and integrated Member Development, Senior Management and Leadership programmes.						May 2019			
	CONSEQUENCE(S): This may prevent us from entering into positive partnerships, secure funding and ultimately may affect our ability to work with partners, businesses and key stakeholders in achieving the strategic priorities.						To ensure more effective communication and engagement a dedicated Strategic Communications Lead Officer has been recruited, Communications Strategy is being put in place, which will include proactive engagement through all channels e.g. social media and dedicated training and support for media management. Strengthened Parish / Town Council relationships have been put in place through dedicated officer liaison links, regular clerks meetings and refreshed Parish Liaison Meetings. Council will adopted the constitutional amendments .						September 2019			

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RISK 5g	CAUSE: If we fail to protect our employees and other persons to whom we owe a duty of care	Chief Executive	Cabinet Members for Finance	4	4	16	<p>Development of a H&S Training programme: IOSH Managing Safely course has been rolled out for Managers and Team Leaders</p> <p>A comprehensive H&S Training Matrix has been developed and budgeted for all staff and is being implemented</p> <p>A lone working IT solution has been rolled out to relevant staff</p> <p>The creation of a Corporate Manager post for Health and Safety to ensure focus and a consistent approach throughout the organisation</p> <p>An organisational H&S action plan has been developed with status monitored by the H&S Board</p> <p>A H&S working group meets with representation from high risk services to discuss and develop focus and strategy</p> <p>Development of wellbeing resources, participation in the national Mental Health Awareness week (14-20 May) and introduction of Mental Health First Aiders</p> <p>The Stress Management Toolkit has been completed and was launched on the 1st of this month.</p>	3	4	12	Stayed the same	Annual Review of H&S Policy	April 2019	2	4	8
	RISK: The safety, health, welfare and wellbeing of individuals may be compromised											Generic Risk Assessments completed, Service areas to complete theirs as part of the Service Plan round for 2019/20.	March 2020			
												CONSEQUENCE(S): Injury or harm to employees. Fines from the HSE. Reputational impact to the Councils	H&S Training programme: matrix for Health and Safety and Loneworking created. Most managers having completed the IOSH Managing Safely training and remaining Corporate Managers will be scheduled to do this - this year. In addition there have been some Managing Personal Safety Courses and all managers with staff who work alone/remotely will complete this during this year.			
	Some trials of courses have been undertaken but not published; some managers have completed IOSH Managing Safely course, a review required at H&S Board	April 2019														
	Lone working IT solution to be rolled out to Members	May 2019														
	Review of H&S action plan	April 2019														
	Both Councils have committed to The Ending Violence at Work Charter and have 12 months to meet the standards.															

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RISK 5h	CAUSE: If tenants in receipt of Universal Credits do not utilise this benefit for payment of their housing rent	Assistant Director - Housing	Cabinet Members for Housing	4	3	12	Working with DWP and stakeholders to increase awareness / stakeholder events / Increased bad debt provision by 0.25% / Income Strategy / Income Management Policy / Forming relationships and partnerships - working with the Job Centre / Looking and learning best practice from others / Training and awareness for staff / Increasing the capacity of Tenancy Support Officers / Affordability assessment tools / Income Strategy review undertaken.	3	3	9	Stayed the same	Income Management Policy currently in development	June/July 2019	3	3	9
	RISK: Rent arrears will increase											Government slowed down Universal Credits (UC) roll out / Changes to UC benefit	Ongoing			
	CONSEQUENCE(S): Resulting in increased costs in rent collection, enforcement action and possible tenant evictions											CAB taking responsibility from UC Financial Advisor	April 2019			
												Affect monitoring of rent arrears cases by staff and effective performance monitoring by managers	Ongoing			
												Review of Income Management Strategy and its outcomes	May 2019			

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RISK 5i	CAUSE: If we experience challenges with staff recruitment and retention	Assistant Director - Corporate Resources	Cabinet Members for Finance	3	3	9	<p>Workforce Strategy in development, Suffolk-wide People Strategy in place, memorandum of understanding in place between partner agencies is standardising a new approach to appoint and retain skilled staff</p> <p>A report to Babergh Overview and Scrutiny Committee in January 2019 showed that the number of people leaving April-September 2018 was 20, compared to 122 in the whole of 2017/18.</p> <p>Key policies and toolkits have been developed or reviewed to give greater clarity around how staff will be managed. These are sickness absence, organisational change and mental health and wellbeing as well as a new behavioural framework linked to the Values.</p> <p>The Councils adopted the Violence at Work Charter in March 2019.</p>	2	3	6	Stayed the same	<p>In process of developing a People Strategy and action plan that will include elements aimed at improving recruitment and retention. Unable to give clear timescale until the new Corporate Manager HR & OD is recruited.</p> <p>Work is underway to revise the current recruitment policy and to develop a toolkit to sit alongside the policy to improve the recruitment experience.</p>	TBC (new post)	2	3	6
	RISK: There may be staff shortages within service areas															
	CONSEQUENCE(S): This may start to impact on performance, our income, the costs of potential legal challenge, government scrutiny, staff morale and public confidence.															
RISK 5j	CAUSE: If the Councils do not adopt a new delivery model	Assistant Director - Law & Governance	Leaders of the Councils	MSDC			<p>The Cabinets have committed to exploring alternative forms of council structure which could potentially generate financial savings and efficiencies / the councils have an integrated workforce and joint strategic plan / the councils have a joint medium term financial strategy</p>	MSDC			Stayed the same	Work on exploring alternative structural models for the Councils is currently on hold.	N/A	MSDC		
	RISK: The Councils may not be financially sustainable			2	4	8		1	4	4				1	4	4
	CONSEQUENCE(S): We may be unable to deliver key services in the future			BDC				BDC						BDC		
				3	4	12		2	4	8	Stayed the same			2	4	8

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RISK 5k	CAUSE: If we fail to take advantage of the benefits of working in an agile environment.	Assistant Director - Customer Services	Cabinet Members for Organisational Delivery	3	3	9	A People Strategy is under development underpinned by a significant piece of work with staff to develop our values and behaviours. Corporate managers will receive support from HR to manage staff remotely and a range of tools are available such as Skyguard. Staff now use a range of technologies such a Skype (voice, video technology and screen sharing)	2	3	6	Stayed the same	A recent staff survey identified a number of actions with regard to agile working and these are underway, with a repeat of the survey in the future. Other practices are in planned such as daily meetings, target setting, target tracking, rewards and recognition. Microsoft team sites, mobile phone technology etc all enabling remote working and regular communications.	June 2019	2	2	4
	RISK: We may not be as efficient as we need to be, including the use of new technologies.												December 2019			
	CONSEQUENCE(S): Valuable time and effort will be wasted with a de-motivated workforce.												June 2019			