

Kettering Borough Council - Risk Management Summary

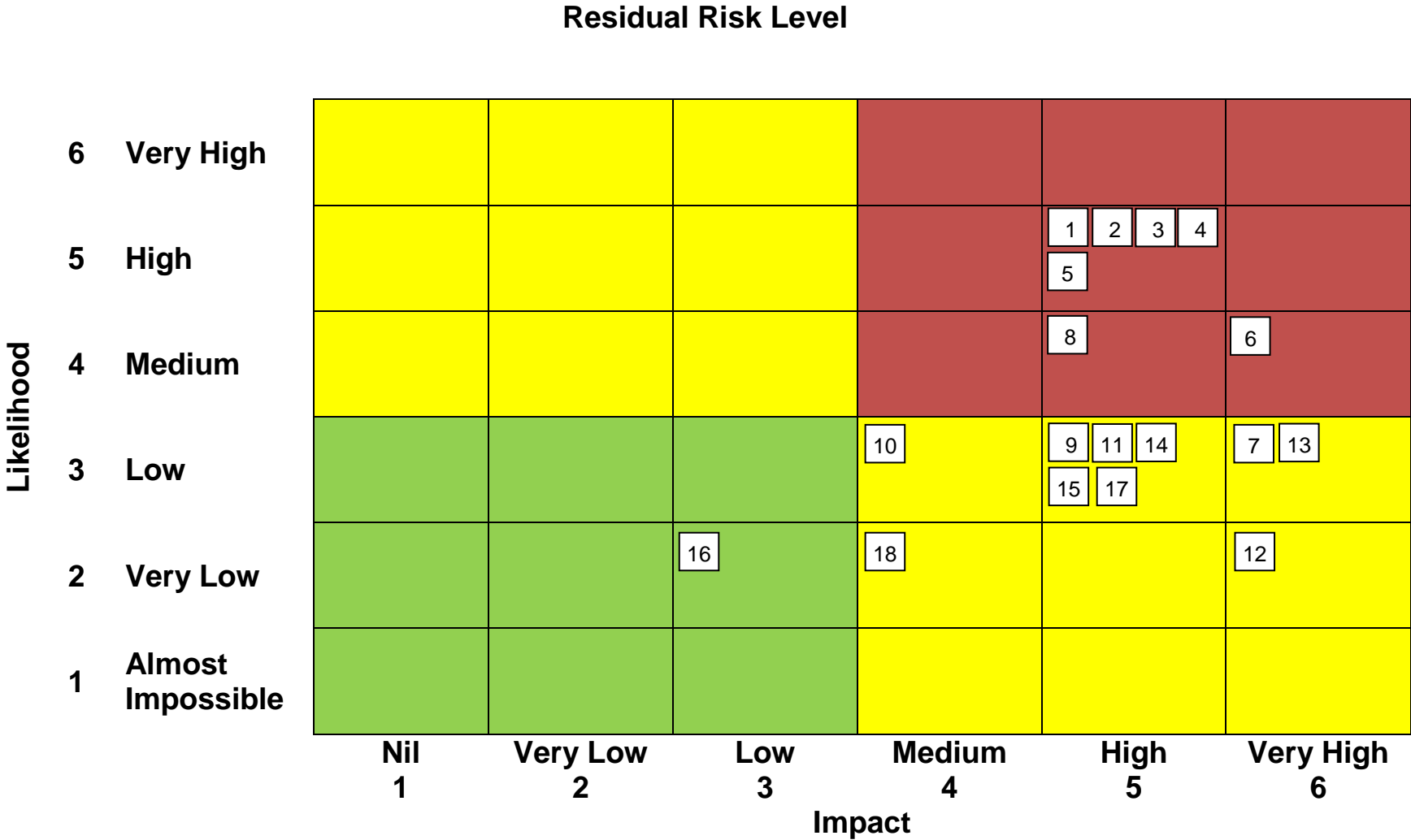
Corporate Risk Profile

Date refreshed November 2017

Gross Risk Level

		Likelihood					
		6 Very High	5 High	4 Medium	3 Low	2 Very Low	1 Almost Impossible
Impact	Nil 1						
	Very Low 2						
	Low 3				16		
	Medium 4			10			
	High 5			18			
	Very High 6						12

		Gross Risk Level					
		1	2	3	4	5	6
6 Very High						1 2 3	7
						4 5 8 11	
5 High				10		9 14 15	6 13
						17	
4 Medium				18			
3 Low							12
2 Very Low							
1 Almost Impossible							



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KBC STRATEGIC RISK REGISTER

Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
			Gross	Residual		
1	Delivery of a balanced budget	<p>The Council continues to see reductions in central government funding and has also opted to freeze Council Tax levels over the past six years.</p> <p>As a consequence, the council has had to use increasingly innovative means to balance its budget and consider alternative strategies such as commercial investments in order to deliver a balanced budget.</p> <p>There is still much financial uncertainty facing the Council regarding its main funding sources such as New Homes Bonus and Business Rates Retention particularly from 2020 – when it is anticipated 100% Business Rates Retention will be introduced which will bring even greater volatility to one of the Council’s main funding streams.</p>	6	5	5	Further review of Delivery Frameworks
2	External legislation changes particularly those arising from unforeseen or rapid changes in national policies	<p>a. Impact of the localisation of council tax benefit</p> <p>b. Potential impact of other changes due to welfare reform (Universal Credit, 2018)</p> <p>c. Impact of employment legislation on policies</p> <p>d. Impact of the Living Wage</p> <p>e. Business Rates reform</p> <p>f. Housing and Planning Act</p> <p>g. Impact of reductions in Council Rents</p> <p>h. Apprenticeships</p> <p>i. Homelessness Reduction Act</p>	6	5	5	N/A

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Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
			Gross	Residual		
3	Unexpected budget pressures (funding reductions elsewhere)	The challenging economic conditions have / are likely to result in other public sector providers cutting service budgets which could lead to pressure for the council to fill the funding gap that is left.	6	5 Mitigation factors include; ♦ MTFS ♦ Budget Containment Strategy ♦ Closer Joint Working ♦ Understanding the wider issues ♦ Exploring Opportunities	5	N/A
4	Minimising risks of partnership working	Proper arrangements are required to safeguard the council when it delivers services through joint / partnership arrangements to ensure that costs / liabilities and risks are understood and agreed from the outset. The cumulative impact of austerity measures over time increase the risks of partner organisations failing.	6	5 Mitigation factors include; ♦ Partnership audit ♦ SLA's and agreements ♦ Risk assessment of partners at the inception of the arrangement. ♦ Reviewing partnership arrangements ♦ Review of notice periods in SLA's ♦ Robust exit strategy in the event of partnership dissolution	5	Central Register of all SLA's that are reviewed annually
5	Delivery of major projects	The council has a very ambitious programme of corporate projects for example the Streetscene partnership with Corby, which are both aspirational and challenging to deliver. They are stretching to deliver during normal economic conditions, extremely stretching in the current market conditions.	6	5 Mitigation factors include; ♦ Strong project management ♦ Use of technical / professional advisers ♦ Dedicated performance clinics ♦ Strategic approach ♦ Joint working protocols based on a shared vision ♦ Identification of key milestones and critical success factors	5	N/A

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Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
			Gross	Residual		
6	Ensuring corporate capacity	The council has ambitious objectives, projects and has developed a unique budget delivery framework that is currently standing the authority in good stead. To remain 'ahead of the curve' the council needs to ensure that it maintains corporate capacity to protect the council's position and to continue to deliver its priorities.	5	4 Mitigation factors include; ♦ Proper budget and service planning ♦ Budget Delivery Framework ♦ Maintaining corporate resources and capacity ♦ Strategic approach ♦ Reviewing efficiency to enable smarter working	6	N/A
7	Maintaining political focus and stability	To ensure that resources are properly deployed and used effectively and efficiently, maintaining political focus is very important. Being clear from the outset about what KBC is trying to achieve, how we achieve it, and continuing to maintain the focus in these areas.	6	3 Mitigation factors include; ♦ Clear corporate objectives and agreed priorities ♦ Service and budget planning process ♦ Council constitution ♦ Focussing on Borough responsibilities ♦ Making difficult decisions, with the medium term impact in mind	6	N/A
8	Ensuring effective governance arrangements	Good governance is at the heart of the correct and effective working of the council. This applies to compliance with legislation, member and officer behaviour and having a robust constitution.	6	4 Mitigation factors include; ♦ Council Constitution ♦ Clear protocol's ♦ Statutory Officer roles ♦ Standard Committee arrangements ♦ Track record of dealing with issues	5	N/A

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Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
			Gross	Residual		
9	Maintaining staff morale	<p>Staff are at the heart of our organisation and the council holds the belief that staff can provide the answer to the challenges that we face. Staff morale is vital to keep;</p> <ul style="list-style-type: none"> ◆ Services running ◆ Deliver efficiency savings ◆ Improve the councils reputation 	5	<p>3</p> <p>Mitigation factors include;</p> <ul style="list-style-type: none"> ◆ Continuous full staff involvement ◆ Relevant staff communication ◆ Investors in People ◆ Culture/One Team Ethos ◆ Staff Recognition ◆ Staff empowerment, being part of the solution 	5	N/A
10	Reputation Management	<p>Ensuring that the reputation of the council is monitored and managed is important for any large organisation. Failure to do so could result in negative publicity and more importantly spending resources correcting the issue when it could have been avoided. Also includes the risk posed by comments on social media.</p>	5	<p>3</p> <p>Mitigation factors include;</p> <ul style="list-style-type: none"> ◆ Clear protocols ◆ Media strategy and protocols ◆ Monitoring arrangements ◆ Pro-active media approach ◆ Monitoring social media ◆ Targetted and factual responses within the media 	4	N/A
11	Effective business continuity arrangements	<p>The council needs to ensure that robust arrangements are in place for business continuity – especially in relation to IT systems / data / buildings.</p>	5	<p>3</p> <p>Mitigation factors include;</p> <ul style="list-style-type: none"> ◆ Business Continuity Plans ◆ Partnership arrangements with neighbouring local authorities ◆ Work with external insurers ◆ Staff communication 	5	Continued Development of the Business Continuity Disaster Recovery Plans

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Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
			Gross	Residual		
12	Effective emergency planning arrangements	The council needs to ensure that robust arrangements are in place for emergency planning purposes	3	2 Mitigation factors include; ♦ Emergency Plan ♦ Partnership arrangements with neighbouring local authorities ♦ Participation in mock exercises	6	Monitoring of Emergency Planning Partnership arrangements
13	Health and Safety compliance	Keeping pace with the latest H&S requirements and practices is an important cornerstone of the councils work, particularly in light of the recent fire at Grenfell Tower.	5	3 Mitigation factors include; ♦ H&S Committee ♦ Dedicated H&S Team ♦ Working relationships with regulatory agencies and meetings ♦ Policies regularly reviewed and updated ♦ Utilising technical expertise ♦ Ensuring statutory compliance	6	Monitoring of Emergency Planning Partnership arrangements
14	Robust and effective HR policies	Staff are the councils main resource, as such the council needs to ensure that it has up to date, flexible yet robust policies in place to deal with all aspects of employee management and relations.	5	3 Mitigation factors include; ♦ HR expertise, tools and processes ♦ Regular policy review ♦ Employment committee ♦ Constructive union relations ♦ Ongoing dialogue with staff	5	N/A

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Risk No.	Strategic Risk	Details	Risk Likelihood		Risk Impact	Actions to Improve Mitigation
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15	Keeping pace with the demographic, social and economic changes	Keeping pace with the demographic and social changes and the impact this and decisions by other public sector bodies has on the Council. Understanding and reacting to the changing needs of the community.	5	3 Mitigation factors include; ♦ MTFS ♦ Policy Reviews ♦ Consultations ♦ Housing Market Review ♦ Service Review & Design ♦ Developing the capacity to be proactive	5	N/A
16	Physical Asset Risks ensuring KBC assets are maximised and well maintained	The Council needs to ensure that all its physical assets usage is being maximised	3	2 Mitigation factors include; ♦ Stock Condition Survey ♦ Security	3	Ongoing review of Asset Utilisation
17	Commercial Strategy	This includes seeking commercial investment opportunities, reviewing our fees and charges policy and being more commercially minded in our everyday processes to drive efficiencies.	5	3 Mitigation factors include; ♦ Technical expertise ♦ Robust due diligence ♦ Shared strategic vision ♦ Staff engagement ♦ Process reviews	5	
18	Procurement	The appropriate and compliant purchase of goods and services is integral to all areas of the Council.	4	2 Mitigation factors include; ♦ Technical expertise ♦ Statutory compliance ♦ Contract Standing Orders ♦ Staff knowledge	4	