

SHDC Strategic Risk Register – September 2015



Title	Description	Impact	Likelihood	Current Risk Score	Latest Note	
Business rate retention scheme	Business rate retention scheme leaves the Council exposed to changes in the council tax base and collection performance. Loss of rates through refund if decision to re-rate power stations is upheld.	5	4	20		No news on progress of legal case regarding the power station re-rating, council remains exposed to critical financial risk.
Transformation programme progress fails to close budget gap	The council's medium term financial strategy has identified a budget gap over the next 5 years. The transformation programme will need to make this level of saving for the organisation over that period to balance the budget.	4	3	12		The current progress of- and timetable for the Transformation Programme are unknown, thereby resulting in a Plausible (3) probability.
Uncertainty over future government funding settlement	Further Government cuts to unprotected public services indicated, exact impact on council unknown	4	3	12		Statement on local government settlement due shortly, some speculation that the government will not reduce spending by as much this parliament as last but no certainty is possible until the announcement.
Inter-authority communication regarding taxi licensing	Failure to put control measures and mitigation plans in place to strengthen communication between the authority and key partners (County Council and other LA's) with regard to taxi licensing. Risk primarily concerns public injury or loss of life, also includes undetected organised crime and serious reputational damage to the authority.	5	2	10		DBS checks on all licensed taxi drivers renewed every 3 years, compulsory training planned before approval. Joint County meetings have been organised and coordination with neighbouring districts outside the county is being considered.

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Staff recruitment and retention at all levels within both organisations	Staff recruitment and retention issues could undermine the effectiveness of the organisations though loss of experience and knowledge	3	3	9		Senior management restructure is largely complete, no further losses of senior staff anticipated. General turnover levels outside of the restructure are being monitored through the performance management system, backdated information indicates that staff recruitment and retention are stabilising. Strategy for staff retention in place. In light of these changes the risk has been downgraded from Red.
Failure to maximise trading opportunities	Failure to maximise trading opportunities could result in lack of commercial exploitation of assets or income from trading arms	3	2	6		Progress on the Transformation programme has reduced the likelihood of commercial opportunities being missed.
Failure to deliver the council's Corporate Priorities	Missed targets and failure to deliver objectives. May result in the Council suffering reputational damage and a failure to deliver priorities to residents.	2	2	4		Corporate priorities are being built across all areas of the new performance software currently being rolled out, linking progress on priorities to risk management, performance indicators and projects. Detailed team plans have linked to corporate priorities to clarify how services contribute towards delivery of the corporate plan.
Failure to effectively implement corporate business continuity plan	Inability to deliver core Council functions in the event of a critical operational event.	4	1	4		The council's business impact analysis, service continuity plans, out-of-hours procedures and mutual aid/support procedures with Breckland and other authorities are all in place. Business continuity plans are being reviewed regularly.