## Risk Scorecard

		IMPACT	
Category	LOW	MEDIUM	HIGH
	< £150k	£150k - £300k	> £300k
Financial	Minor non-compliance with internal	Significant non-compliance with	Major non-compliance with internal
	financial procedures	internal financial procedures	financial procedures
	Minor issues identified by	Significant issues identified by	Major issues identified by
	assurance reviews	assurance reviews	assurance reviews
Political	Minor adverse Local media	Significant adverse Local media	Major adverse Local, Regional or
			National media
	Minor BVPI issues	Significant BVPI issues	Major BVPI issues
	Service delay	Service suspended	Service cancelled
Social	Stakeholders consulted and	Limited stakeholder consultation	Stakeholders not consulted and
	concerns considered	0: :::	concerns not considered
	Minor system problems	Significant system problems	Major system problems
Technical	Minor impact on resources (staff,	Significant impact on resources	Major impact on resources (staff,
	equipment, buildings, etc.)	(staff, equipment, buildings, etc.)	equipment, buildings, etc.)
	Minor non-compliance with	Significant non-compliance with	Major non-compliance with
Legal	legislation or statutory	legislation or statutory	legislation or statutory
Legai	requirements	requirements	requirements
	Minor penalty or warning	Significant penalty or warning	Major penalty or warning
	Minor District health or cleanliness	Significant District health or	Major District health or cleanliness
	issues	cleanliness issues	issues
Environmental	Minor schemes not consistent with	· ·	Major schemes not consistent with
	stakeholder expectations	with stakeholder expectations	stakeholder expectations
	Minor dip in	Significant dip in	Major dip in
Performance	productivity/performance as a	productivity/performance as a	productivity/performance as a
(WETT, Shared	result of shared service	result of shared service	result of shared service
Service)	implementation	implementation	implementation
	Minor service delay e.g. waste	Significant disruption to services	Major service delivery issues e.g.
Climate Change	collection cancelled as a result of	e.g. potential risk to health; lack of	leading to loss of life; major
(Severe Weather	snow; prolonged heat leading to	power.	damage to property, disruption to
Events)	melting roads; increased risk of		local economy.
Eventaj	fires.		

	LIKELIHOOD									
Category	LOW	MEDIUM	HIGH							
Occurrence	> 18 months	6 - 18 months	< 6 months							
Probability	< 30%	30% - 70%	> 70%							

## Risk Matrix

			Impact	
	Category	LOW	MEDIUM	HIGH
	HIGH	3	6	9
Likelihood	MEDIUM	2	4	6
	LOW	1	2	3

## **Action Ratings**

High	Actions that are <u>fundamental</u> to improve the control environment and progress towards an acceptable risk score.
Medium	Actions that are <u>important</u> to improve the control environment and progress towards an acceptable risk score.
Low	Actions that are <u>desirable</u> to improve the control environment and progress towards an acceptable risk score.

Service: Regulator

Key Objective: Ref. No. 10	Key Objective: Ref. No. 14		Key Objective: Ref. No. 15			Key				Key Objective: Ref. No. 4				Key Objective: Ref. No. 6			
Host provides high quality support service ensure effective service provision	Level of savings required ou business transformation and deliver efficiencies		Shunting of cost from other partners seek to off load a regulatory services fail to o	One effective across the p	ve and efficien partners	t database s	ystem	Effective and dog control	nd efficient con	ntract ar	rangement for		rrangements in ental incident/o		espond to an		
Responsibility: KD	Responsibility:		Responsibility:		Responsi bility:		SJ		Responsib	oility:	SJ		Respons	ibility:	SJ		
Associated Key Risk(s)	Associated Key Risk(s)		Associated Key Risk(s)	Associated Key Risk(s)					Associate	d Key Risk(s)			Associat	ed Key Risk(s	i)		
Failure of HR/ Finance support	service delivery problems		Service delivery has to foc areas which are high cost	Delays in achieving full implementation			1	Pest and Doperations	og Control con	ntractors	cease	Major infectious disease, incident or animal disease outbreak			or animal		
Failure of ICT support	Cuts in front line services					me from data r	nigration lead	ds to need	Lack of ker	nnelling for stra	ay dogs						
Cost of hosting may increase and level of required may not be met resulting in the s performance being affected.						training needs	to enable sta	aff to input									
Impact(s)	Impact(s)		Impact(s)		Impact(s)				Impact(s)				Impact(s	)			
Poor quality ICT provision and support leadata loss. Service disruption due to instate system architecture			Reduced breadth of service	ce delivery	Disruption to	o Service Prov	rision		Disruption	to service			Negative	media coveraç	e if not ha	ndled well	
Service suffers due to lack of capacity			Increased cost to partners	;	Inability to p	produce record	ls and data		Negative m	nedia coverage	)		Impact or	n other service	areas		
					Impact on w	vork planning			Increased	public health ris	sks		Well-bein	g of staff			
													Impact or etc)	n local commur	nities (healt	h, economic,	
Wat Investigation			U. a. Lancard A.						11'-4-1								
High Impact Areas	High Impact Areas		High Impact Areas	ш	High				High Impa	ct Areas				act Areas	lu .		
Financial H Political M	Financial Political		Financial Political	M	Financial Political		Н		Financial Political		M		Financia Political		H		
Social M	Social N		Social	M	Social				Social		M		Social		H		
Technical H	Technical L	"	Technical	IVI	Technical		Н		Technical		IVI		Technica	1			
Legal L	Legal L				Legal				Legal		i -		Legal		M		
Environmental L	Environmental N	1			Environm		L		Environme	ental	Ĺ		Environ	nental	H		
Performance M	Performance N		Performance	M	Performa		M		Performan		L		Performa		М		
Climate Change L	Climate Change L		Climate Change	L	Climate		Ĺ		Climate Cl		Ĺ		Climate		L		
<u> </u>			<u> </u>														
Current Acceptab	Current	Acceptable	Current	Acceptable	Current		Acceptab		Current		Accep	tab	Current		Accept	able	
	elihood Impact Likelihood Ir	mpact Likelihood	Impact Likelihood	Impact Likelihood		Likelihood		Likelihood		Likelihood	Impac		d Impact	Likelihood	Impact	Likelihood	
Medium High Medium Lov		Medium Low	Medium Medium	Medium Medium		Low		Low	Low	High	Mediu		High	Low	High	Low	
Risk Colour (Score)	Score) Risk Colour (Score) R	Risk Colour (Score)	Risk Colour (Score)	Risk Colour (Score)	Risk		Risk		Risk Color	ur (Score)		olour (Score)		our (Score)		olour (Score)	
AMBER (4) GREEN (2)	RED (6)	GREEN (2)	AMBER (4)	AMBER (4)	AMBER		GREEN		AMBER (3)		GREE	N (2)	AMBER	3)	AMBER	(3)	

Current Key Controls	Current Key Controls	Current Key Controls	Current	Current Key Controls	Current Key Controls
			Outcomes of Systems Thinking fed into design of ICT spec	Budget available to use temporary staff or buy in use of other private sector providers in short term	Maintain robust emergency plans
					An arrangement in place for Managers to deploy staff to support other teams

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Actions / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
10.1	Medium	Maintain ongoing liaison with host authority	14.1	High	Clear timetable for application of systems thinking in all areas	15.1			1.1	High	Design specification correctly and on time	4.1	Medium	Design specifications contracts correctly and on time	6.1	Medium	Maintain emergency plans for foreseeable incidents
10.2	Medium	Ensure Management Board informed of significant failings	14.2	High	Implement changes in timetable	15.2			1.2	High	Follow procurement process in timely fashion	4.2	Medium	Follow procurement process in timely fashion	6.2		
10.3	High	Host authority to deal with issues in a timely fashion	14.3	Medium	Effective communication with staff around change procedures	15.3			1.3	High	Ensure sufficient in-house support for system maintenance and	4.3	Medium	Restructure dog warden service	6.3		
10.4			14.4	Medium	Regular reports to Management Board	15.4			1.4			4.4			6.4		
10.5			14.5	Low	training	15.5			1.5			4.5			6.5		
10.6			14.6			15.6			1.6			4.6			6.6		
10.7			14.7			15.7			1.7			4.7			6.7		
10.8			14.8			15.8			1.8			4.8			6.8		
10.9			14.9			15.9			1.9			4.9			6.9		
10.10			14.10			15.10			1.10			4.10			6.1		
10.11	ļ		14.11			15.11			1.11			4.11			6.11		
10.12	ļ		14.12			15.12			1.12			4.12		ļ	6.12		
10.13	ļ		14.13			15.13			1.13			4.13			6.13	1	
10.14	ļ		14.14			15.14			1.14			4.14			6.14	1	
10.15	1	I	14.15	l		15.15	l	1	1.15		1 1 1	4.15	1	1	6.15		1

Receive of certification from part   Control (1997   199	Key Objective: Ref. No. 9	K	Key				Key Objective: Ref. No.	3	Key Objective: Ref. No. 5				Key Objective: Ref. No. 7				Key Objective: Ref. No. 8			
Subject   Subj	Achieve stable levels of contribution from par authorities,	tner e	and efficient				Maintain our capacity to a	achieve service delivery	ervice delivery obtaining legal advice and monitoring legislative Effective and efficient budgetary control											
And of Appoint form considerate and of Appoint form considerate and of Appoint form considerate and only delib or work on the consideration of the considera	Responsibility: MB				SJ		Responsibility:	Respons	sibility:	SJ		Responsil	oility:	sJ		Respons	ibility:	SJ		
Regulatory devices will vary due to variation in 1 Control regulation and control regulatio	Associated Key Risk(s)	Δ	Associated	d Key Risk(s)			Associated Key Risk(s)		Associated Key Risk(s)			Associate	d Key Risk(s)			Associated Key Risk(s)				
restance Loads  Interest or Ferral Autority Qualitation and Interest Service of Ferral Autority Qualitation and Interest Service of Ferral Autority Qualitation and Property of Ferral Autority Conference of the Property of Ferral Autority Conference of Property of Proper		cin IN				s that access	Major staff sickness (e.g. flu pandemic)			Loss of Major Court Case			Failure to maintain effective budgetary control							ent if they are
Thompset(s)   Impact(s)   Im	Residual Costs						Unable to recruit or retain	suitably qualified staff												
Disruption to service provision by WRS for all partners  Disruption to service provision  Disruption to service provision  Disruption to service provision  Disruption to service provision  Loss of confidence in the service  Inability to pay starficonfractors  Inability to pay starf									There ma	ay be large on-go nificant impact or	ing cases that co the finances of t	uld								
Disruption to service provision by WRS for all partners  Disruption to service provision  Disruption to service provision  Disruption to service provision  Disruption to service provision  Loss of confidence in the service  Inability to pay starficonfractors  Inability to pay starf																				
Disruption to service provision by WRS for all partners  Disruption to service provision  Disruption to service provision  Disruption to service provision  Disruption to service provision  Loss of confidence in the service  Inability to pay starficonfractors  Inability to pay starf	Impact(s)	lı	mpact(s)				Impact(s)		Impact(s	s)			Impact(s)				Impact(s			
Unable to meet service demands	Changes to partner contributions impact on service provision by WRS for all partners	C	Disruption t	to service			Disruption to service		Negative	e media coverage			Financial lo	oss			Reputatio	nal damage		
High Impact Areas  High Impact A							Disruption to service provision			Loss of confidence in the service			Inability to pay staff/contractors							
High Impact Areas  High mpact							Unable to meet service d	emands	Financial loss				Reputational damage							
Financial H Financial L Financial M Financial H Financial H Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial L Financial H Financial H Financial L Financial L Financial H Financ							Unable to fulfil statutory of	bbligations												
Financial H Financial L Financial M Financial H Financial H Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial L Financial H Financial H Financial L Financial L Financial H Financ																				
Financial H Financial L Financial M Financial H Financial H Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial L Financial H Financial H Financial L Financial L Financial H Financ																				
Financial H Financial L Financial M Financial H Financial H Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial H Financial L Financial H Financial L Financial H Financial H Financial L Financial L Financial H Financ																				
Political H Political L Political M Political H Political H Political M Social M Social M Social M Social M Social L Social M Social M Social M Social L Social M Social M Social L Social M Social L Social M Social L Social M Social M Social L Social M Soc	High Impact Areas					_								ct Areas						
Social   H					L			M			H				H				L	
Technical L Technical L Technical L Technical L Technical L Technical L Legal Legal M Legal M Legal M Legal M Legal M Legal Legal Legal M Lega					M			M							M				IVI	
Legal Legale					IVI			I		al					IVI			1		
Environmental L Environmental					ı			L		uı	M				M				i -	
Performance M Performa L Performance L Performance L Performance L Climate Change L Climate	Environmental L				L			M		mental	L			ental	L					
Climate Change L Climat	Performance M				L		Performance M				L				M				L	
mpact Likelihood   mpact Likelih	Climate Change L				L		Climate Change	L	Climate	Change	L		Climate Cl	hange	L		Climate (	Change	L	
mpact Likelihood   mpact Likelih																				
High Low Risk Colour (Score)  Medium Low Medium Low Medium Low Medium Low Risk Colour (Score)  Risk Colour (Score)  Medium Low Medium Low Medium Low Medium Low Risk Colour (Score)									1								_	1		
Risk Colour (Score) Risk C					•							lihood			_				_	
				Low		Low						orc)								
			Risk GREEN					GREEN (2)				ore)								

Current Key Controls	Current	Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
		Service priorities to be managed and partners informed of any changes to service	Use of competent staff to undertake investigations	Devolution of cost centres to managers	Keep key government stakeholders appraised of WRS plans and business transformation and address any concerns at an early stage
	•	Short term contract workers can be brought in to cover any priority areas	Proper scheme of delegation to ensure authority to take legal decision is clear	Monthly reporting within WRS	
		Consultants can provide short term cover	Clear enforcement of policy in place	Quarterly reporting to management board and Joint Committee	
		Active within regional and sub regional groups to share resources if required	Ensure compliance with legal procedures	Compliance with Bromsgrove's financial procedures	
		Effective training and development processes in place to ensure recruitment and retention of staff	Effective liaison with partner councils legal services departments		

Action Ref.	Rating		Action Ref.	Rating	Action / Imp		Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
9.1	High	Partners conform with legal agreement on budgetary cost	2.1		Mobile / flexit equipment fo		3.1	Low	Have business continuity plan in place	5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	7.1		Monthly monitoring of budgets	8.1	Low	Ongoing liaison with Government stakeholders
9.2			2.2	Low	Have busines plan in place	ss continuity	3.2	Medium	Active participation regional, sub regional groups by team members	5.2			7.2		Regular report to Management Board	8.2		
9.3			2.3				3.3			5.3			7.3			8.3		
9.4			2.4				3.4			5.4			7.4			8.4		
9.5			2.5				3.5			5.5			7.5			8.5		
9.6			2.6				3.6			5.6			7.6			8.6		
9.7			2.7				3.7			5.7			7.7			8.7		
9.8			2.8				3.8			5.8			7.8			8.8	1	
9.9	-		2.9		H		3.9			5.9			7.9	-		8.9	<b>.</b>	
9.10 9.11	1		2.10		H		3.10			5.1			7.1	1		8.1	1	
9.11 9.12	+		2.11 2.12		+		3.11 3.12			5.11 5.12			7.11 7.12	-		8.11 8.12	<del>                                     </del>	
9.12	-		2.12		$\vdash$		3.12			5.12			7.12	-		8.12	-	
9.13	1		2.13		<del>                                     </del>		3.13			5.14			7.13			8.14	1	
9.14	+		2.14	-	H		3.15	<del>                                     </del>		5.15	<del> </del>		7.14	1		8.15	†	1

Key Objective: Ref. No	o. 11	Key Objective: Ref. No.	12	Key Objective: Ref. No.	13	Key Objective: Ref. No. 16				
Minimise any perceived	or real democratic deficit	Effective communication	with internal partners	Development where poss approach to service delive		Taking on additional partners and commercial trading				
Responsibility:	MB/JC	Responsibility:	SJ	Responsibility:	МВ	Responsibility:				
Associated Key Risk(s	s)	Associated Key Risk(s)		Associated Key Risk(s)	•	Associated Key Risk(s)				
Local Member / Citizen of democratic accounta	identifies or perceives lack bility for new service	Communication / interfac	e with other services			Potential financial risk to partners in relation to trading activities				
						Delivering over a wider s reudced influence for inc				
Impact(s)		Impact(s)		Impact(s)		Impact(s)				
Members may not buy in arrangement	nto the Shared Service	Some elements of the ne back to services within the Planning. These cannot processes will not work p	e authorities e.g. be lost otherwise	Post code lottery on prov makes things difficult for a to advise as there will be different areas.	any front end (i.e. HUB)	Larger economies of scale may deliver potential further savings				
Citizens may have conc provision	erns over loss of localised			Difficult conditions in diffe customers operating in m different requirements fro	ore than one area face	If it goes wrong, potentia	I for higher costs			
Members and citizens n service in not as good a	nay perceive that the joint as the previous one.			Some fees may be open standard processing syst fees will be different.						
High Impact Areas	1	High Impact Areas	10.4	High Impact Areas		High Impact Areas	1.4			
Financial Political	L	Financial Political	IVI	Financial Political	M	Financial Political	M			
Social		Social	I	Social	I	Social	IVI			
Technical	L	Technical	L	Technical	L	Technical	L			
Legal	L	Legal	L	Legal	L	Legal	M			
Environmental	L	Environmental	L	Environmental	L	Environmental	L			
Performance	L	Performance	L	Performance	L	Performance	M			
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L			
0	A ( - b ) .	10	A ( - b ) -	10	A ( - b l -	10	A			
Current	Acceptable	Current	Acceptable	Current	Acceptable	Current	Acceptable			

Current								
Impact	Likelihood							
Low	Medium							
Risk Colour (Score)								
GREEN (2)								

Acceptabl	е	Current			
Impact	Likelihood	Impact	Likelihood		
Low	Medium	Low	Low		
Risk Color	ur (Score)	Risk Colour (Score)			
GREEN (2)	)	GREEN (1)			

е	Current			
Likelihood	Impact	Likelihood		
Low	Low	Medium		
ur (Score)	Risk Colour (Score)			
)	GREEN (2)			
	Likelihood Low ur (Score)	Low Low ur (Score) Risk Color		

Cha	inge	L		Climate (	Change	L			
	-			-					
		Acceptab	le	Current		Acceptable			
L	ikelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood		
M	1edium	Low	ow Medium		Low	Low	Low		
our	(Score)	Risk Cold	ur (Score)	Risk Col	our (Score)	Risk Colour (Score)			
2)		GREEN (2	2)	GREEN (	2)	GREEN (2)			
			,				,		

Acceptabl	Acceptable								
Impact	Likelihood								
Low	Low								
Risk Color	ur (Score)								
GREEN (2)	)								

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
11.1	Medium	Ensure good communications back to the constituent authorities	12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)	13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district	15.1		
11.2	Low	Ensure all publicity pushes the joint nature of services	12.2			13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities	15.2		
11.3	Low	Maintaining "localism" into the operational delivery	12.3			13.3			15.3		
11.4			12.4			13.4			15.4		
11.5			12.5			13.5			15.5		
11.6			12.6			13.6			15.6		
11.7			12.7			13.7			15.7		
11.8			12.8			13.8			15.8		
11.9			12.9			13.9			15.9		
11.10			12.10			13.10			15.10		
11.11			12.11			13.11			15.11		
11.12			12.12			13.12			15.12		
11.13			12.13			13.13			15.13		
11.14			12.14	ļ		13.14	ļ		15.14		
11.15			12.15			13.15			15.15		

2.12 2.13 2.14 2.15

Service: #REF!	1	Current Position Key:
	RED	Behind Target
	GREEN	On Target
	BLUE	Completed

				GREEN	On Target				
				BLUE	Completed				
Key Risk Ref. No.		Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
1	One effective and efficient database system across the partners	1.1	Design specification correctly and on time	sw	Business Manager	Oct-11			
		1.2	Follow procurement process in timely fashion	SW	Business Manager	Mar-12	High		
		1.3	Ensure sufficient in-house support for system maintenance and	SW	Business Manager	Mar-12	High		
		1.4							
		1.5							
		1.6							
		1.7							
		1.8							
		1.9							
		1.10							
		1.11							
		1.12							
		1.13							
		1.14							
		1.15							
	<u> </u>		1	1	1	1	1		_
2	Effective and efficient Business Continuity arrangements in place	2.1	Mobile / flexible working equipment for all staff	Team Managers	Team Managers	Dec-11	Low		
		2.2	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		2.3							
		2.4		-					
		2.5							
		2.6							
		2.7							
		2.8							
		2.9							
		2.10							
		2.11							

17									
Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
3	Maintain our capacity to achieve service delivery	3.1	Have business continuity plan in place	Level B	Business Manager	Mar-12	Low		
		3.2	Active participation regional, sub regional groups by team members	Team Managers	Team Managers	Ongoing	Medium		
		3.3							
		3.4 3.5							
		3.6							
		3.7							
		3.8							
		3.9							
		3.10							
		3.11							
		3.12							
		3.13 3.14							
		3.14							
		3.13							
4	Effective and efficient contract arrangement for dog control	4.1	Design specifications contracts correctly and on time	WM/AF	Business Manager/Team Manager (Central Operations)	Sep-11	Medium		
		4.2	Follow procurement process in timely fashion	WM/AF	Business Manager/Team Manager (Central Operations)	Dec-11	Medium		
		4.3	Restructure dog warden service	Level B/AF	Business Manager/Team Manager (Central Operations)	Mar-12	Medium		
		4.4							
		4.5							
		4.6							
		4.7 4.8							
		4.9							
		4.10							
		4.11							
		4.12							
		4.13							
		4.14							
		4.15							
5	Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes	5.1	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	Team Managers	Team Managers	Ongoing	Medium		
		5.2							
		5.3							
		5.4							
		5.5							
		5.6 5.7							
		5.8							
		5.9							
		5.10							
		5.11							
		5.12							
		5.13 5.14							
		5.14							
		0.10		1					

Key						Target			
Risk				Responsible		Completion		End of	
Ref.		Action		Officer	Responsible Officer	Date		Year	
	Key Risk		Actions / Improvements	(Name)	(Job Title)	(Month/Year)	Rating		Comments
NO.	Ney NISK	Nei.	Actions / improvements	(Name)	(Job Title)	(WOTILITY Teal)	Natiliy	FUSILIUII	Comments
6	Robust arrangements in	6.1	Maintain emergency plans for	Team Manager	Team Managers	Ongoing	Medium		
	place to respond to an	0.1	foreseeable incidents	r carri wanager	Team Managers	Origonia	Wediam		
	environmental		Toreseeable incidents						
	incident/disaster								
	incident disaster	6.2							
		6.3							
		6.4							
		6.5							
		6.6							
		6.7							
		6.8							
		6.9							
		6.10							
		6.11							
		6.12							
		6.13							
		6.14							
		6.15							
7	Effective and efficient	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	Medium		
	budgetary control								
		7.2	Regular report to Management	SJ	Head of Regulatory Services	Ongoing	Low		
			Board						
		7.3							
		7.4							
		7.5							
		7.6							
		7.7							
		7.8							
		7.9							
		7.10							
		7.11							
		7.12							
		7.13							
		7.14 7.15							
		7.15							
8	Contino provinion	8.1	Ongoing liaison with Government	SJ	Head of Regulatory Services	Ongoing	Law		1
8	Service provision complies with	8.1	stakeholders	53	Head of Regulatory Services	Ongoing	Low		
	Government		stakerioluers						
	requirements								
	requirements	8.2							
		8.3				+			
		8.4				<u> </u>			
		8.5				1			
		8.6				1			
		8.7		1		1			
		8.8		1		1			
		8.9							
		8.10							
		8.11							
		8.12							
		8.13							
		8.14							
		8.15							
9	Achieve stable levels of	9.1	Partners conform with legal	Management	Management Board members	Ongoing	High		
	contribution from partner		agreement on budgetary cost	Board	_				
	authorities,					<u> </u>			
		9.2							
		9.3							
		9.4							
		9.5		]					

Key Risk Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Responsible Officer (Name)	Responsible Officer (Job Title)	Target Completion Date (Month/Year)	Rating	End of Year Position	Comments
		9.6							
		9.7							
		9.8							
		9.9							
		9.10							
		9.11							
		9.12							
		9.13							
		9.14							
		9.15							

Key Risk				Responsible		Target Completion		End of	
Ref. No.	Key Risk	Action Ref.	Actions / Improvements	Officer (Name)	Responsible Officer (Job Title)	Date (Month/Year)	Rating	Year Position	Comments
	Host provides high quality support services to ensure effective service provision	10.1	Maintain ongoing liaison with host authority	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers and Team Managers	Ongoing	Medium		
		10.2	Ensure Management Board informed of significant failings		Head of Regulatory Services	Ongoing	Medium		
		10.3		KD	Chief Executive, Bromsgrove	Ongoing	High		
		10.4							
		10.5							
		10.6 10.7							
		10.7							
		10.9							
		10.10							
		10.11							
		10.12 10.13							
		10.13							
		10.15							
	Minimise any perceived or real democratic deficit		Ensure good communications back to the constituent authorities	Team Managers and Senior	Head of Regualtory Services, Business Managers, Team	Ongoing	Medium		
		11.1		Management Team	Managers				
			Ensure all publicity pushes the joint	Team Managers	Head of Regualtory Services,	Ongoing	Low		
			nature of services	and Senior Management	Business Managers, Team Managers				
		11.2		Team					
		44.0	Maintaining "localism" into the operational delivery	Senior Management	Head of Regualtory Services, Business Managers,	Ongoing	Low		
		11.3 11.4		Team					
		11.5							
		11.6							
		11.7							
		11.8							
		11.9 11.10							
		11.10							
		11.12							
		11.13							
		11.14							
		11.15							
	Effective communication with internal partners	42.4	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium		
		12.1 12.2							
		12.3							
		12.4							
		12.5							
		12.6							
		12.7 12.8							
		12.8							
		12.10							
		12.11							
		12.12							
		12.13				<u> </u>			
		12.14 12.15							
			1	l	1	1			1

Key						Target			
Risk				Responsible		Completion		End of	
Ref.		Action		Officer	Responsible Officer	Date		Year	
	Key Risk		Actions / Improvements	(Name)	(Job Title)	(Month/Year)	Rating		Comments
	Development where		Have clear scripting for Customer	Team Manager	Team Managers	Ongoing			
	possible of harmonised		Service staff so that they know the		· · · · · · · · · · · · · · · · · · ·				
	approach to service		different provisions in each district						
	delivery by partners	13.1							
	7 7 7		Gradually move towards a more	Senior	Head of Regulatory Services,	Ongoing	Medium		
			standardised approach within the	Management	Business Managers				
			demands of individual local	Team					
		13.2	authorities						
		13.3							
		13.4							
		13.5							
		13.6							
		13.7							
		13.8							
		13.9							
		13.10							
		13.11 13.12							
		13.12							
		13.13		+	1				
		13.14							
		13.13	l	1	1	l		l	1
14	Level of savings required	l	Clear timetable for application of	DM	Team manager Support Services	Sep-11	High		
	outstrips ability of		systems thinking in all areas	D.W.	Todan manager Support Services	ООРТТ	i iigii		
	business transformation		grand and an an account						
	and change processes								
	to deliver efficiencies								
		14.1							
			Implement changes in timetable	Team Managers	Head of Regulatory Services,	Dec-11	High		
				and Senior	Business Managers, Team		3		
				Management	Managers				
		14.2		Team					
			Effective communication with staff	Team Managers	Head of Regulatory Services,	Ongoing	Medium		
			around change procedures	and Senior	Business Managers, Team				
				Management	Managers				
		14.3		Team					
			Regular reports to Management	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.4	Board						
			Ensure all managers and senior	Senior	Head of Regulatory Services,	30/09/11	Low		
		44.5	practitioners have had change	Management	Business Managers,				
		14.5	management training	Team					
		14.6 14.7							
		14.7							
		14.9		+	1				
		14.10							
		14.11							
		14.12							
		14.13							
		14.14							
		14.15							
			•	•	•				•
15	#REF!	15.1							
		15.2							
		15.3							
		15.4							
		15.5							
		15.6							
		15.7							
		15.8							
		15.9							
		15.10							
		15.11							
		15.12							

Key						Target			
Risk				Responsible		Completion		End of	
Ref.		Action		Officer	Responsible Officer	Date		Year	
No.	Key Risk	Ref.	Actions / Improvements	(Name)	(Job Title)	(Month/Year)	Rating	Position	Comments
		15.13							
		15.14							

Completed by:	#REF!
Job Title:	#REF!
Date:	#REF!