

Risk Scorecard

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

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

Risk Matrix

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

Action Ratings

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

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Risk Register

Service:Regulatory

Key Objective: Ref. No. 1		Key Objective: Ref. No. 2		Key Objective: Ref. No. 3		Key Objective: Ref. No. 4	
One effective and efficient database system across the partners		Effective and efficient Business Continuity arrangements in place		Maintain our capacity to achieve service delivery		Effective and efficient contract arrangement for dog control	
Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)	
Delays in procuring new single WRS IT System		Major Power failures or other reasons that access to Wyatt House is not possible		Major staff sickness (e.g. flu pandemic)		Pest and Dog Control contractors cease operations	
Migration of the seven to one may be expensive. Could involve large scale data cleansing				Unable to recruit or retain suitably qualified staff		Lack of kennelling for stray dogs	
Significant training needs to enable staff to input information accurately							
Question whether there will be sufficient expertise within the new structure to support the migration							
Impact(s)		Impact(s)		Impact(s)		Impact(s)	
Disruption to Service Provision		Disruption to service		Disruption to service		Disruption to service	
Inability to produce records and data				Disruption to service provision		Negative media coverage	
Impact on work planning				Unable to meet service demands		Increased public health risks	
				Unable to fulfil statutory obligations			
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	H	Financial	L	Financial	M	Financial	L
Political	H	Political	L	Political	M	Political	M
Social	L	Social	M	Social	M	Social	M
Technical	H	Technical	L	Technical	L	Technical	L
Legal	L	Legal	L	Legal	L	Legal	L
Environmental	L	Environmental	L	Environmental	M	Environmental	L
Performance	M	Performance	L	Performance	M	Performance	L
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Low	Low	Low
Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		GREEN (1)	

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

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

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

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Low	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		GREEN (2)	

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
Outcomes of Systems Thinking fed into design of ICT spec	Staff are equipped for mobile/home working	Service priorities to be managed and partners informed of any changes to service	Budget available to use temporary staff or buy in use of other private sector providers in short term
Procurement is part of the project plan and timescales agreed by management Board.	Touchdown stations available in partner council locations	Short term contract workers can be brought in to cover any priority areas	Effective negotiation of new contracts during 2011/12
		Consultants can provide short term cover	
		Active within regional and sub regional groups to share resources if required	
		Effective training and development processes in place to ensure recruitment and retention of staff	

Action Ref.	Rating	Actions / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
1.1	High	Design specification correctly and on time	2.1	Low	Mobile / flexible working equipment for all staff	3.1	Low	Have business continuity plan in place	4.1	Medium	Design specifications contracts correctly and on time
1.2	High	Follow procurement process in timely fashion	2.2	Low	Have business continuity plan in place	3.2	Medium	Active participation regional, sub regional groups by team members	4.2	Medium	Follow procurement process in timely fashion
1.3	High	Ensure sufficient in-house support for system maintenance and	2.3			3.3			4.3	Medium	Restructure dog warden service
1.4			2.4			3.4			4.4		
1.5			2.5			3.5			4.5		
1.6			2.6			3.6			4.6		
1.7			2.7			3.7			4.7		
1.8			2.8			3.8			4.8		
1.9			2.9			3.9			4.9		
1.10			2.10			3.10			4.10		
1.11			2.11			3.11			4.11		
1.12			2.12			3.12			4.12		
1.13			2.13			3.13			4.13		
1.14			2.14			3.14			4.14		
1.15			2.15			3.15			4.15		

Completed by:	Wendy Martin
Job Title:	Business Manager
Date:	12/09/11

Key Objective: Ref. No. 5		Key Objective: Ref. No. 6		Key Objective: Ref. No. 7		Key Objective: Ref. No. 8	
Robust arrangements in place in relation to obtaining legal advice and monitoring legislative changes		Robust arrangements in place to respond to an environmental incident/disaster		Effective and efficient budgetary control		Service provision complies with Government requirements	
Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ	Responsibility:	SJ
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)	
Loss of Major Court Case		Major infectious disease, incident or animal disease outbreak		Failure to maintain effective budgetary control		Criticism or intervention by Government if they are unhappy with service provision	
Need to ensure the legal vires of the service doing what is required by constituent authorities, to							
There may be large on-going cases that could have significant impact on the finances of the new service if they are not won.							
Impact(s)		Impact(s)		Impact(s)		Impact(s)	
Negative media coverage		Negative media coverage if not handled well		Financial loss		Reputational damage	
Loss of confidence in the service		Impact on other service areas		Inability to pay staff/contractors			
Financial loss		Well-being of staff		Reputational damage			
		Impact on local communities (health, economic, etc)					
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	H	Financial	H	Financial	H	Financial	L
Political	H	Political	H	Political	H	Political	M
Social	L	Social	H	Social	M	Social	L
Technical	L	Technical	L	Technical	L	Technical	L
Legal	M	Legal	M	Legal	M	Legal	L
Environmental	L	Environmental	H	Environmental	L	Environmental	L
Performance	L	Performance	M	Performance	M	Performance	L
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L
Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
Medium	Low	Medium	Low	Medium	Low	Medium	Low
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
GREEN (2)		GREEN (2)		GREEN (2)		GREEN (1)	

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

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Low	High	Low
Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		AMBER (3)	

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

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

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Low	Low	Low	Low
Risk Colour (Score)		Risk Colour (Score)	
GREEN (1)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Low	Low	Low	Low
Risk Colour (Score)		Risk Colour (Score)	
GREEN (1)		GREEN (2)	

Current Key Controls	Current Key Controls	Current Key Controls	Current Key Controls
Use of competent staff to undertake investigations	Maintain robust emergency plans	Devolution of cost centres to managers	Keep key government stakeholders apprised of WRS plans and business transformation and address any concerns at an early stage
Proper scheme of delegation to ensure authority to take legal decision is clear	An arrangement in place for Managers to deploy staff to support other teams	Monthly reporting within WRS	
Clear enforcement of policy in place		Quarterly reporting to management board and Joint Committee	
Ensure compliance with legal procedures		Compliance with Bromsgrove's financial procedures	
Effective liaison with partner councils legal services departments			

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
5.1	Medium	Legal advice to be sought throughout the entire process using internal and external lawyers according to the information required.	6.1	Medium	Maintain emergency plans for foreseeable incidents	7.1	Medium	Monthly monitoring of budgets	8.1	Low	Ongoing liaison with Government stakeholders
5.2			6.2			7.2	Low	Regular report to Management Board	8.2		
5.3			6.3			7.3			8.3		
5.4			6.4			7.4			8.4		
5.5			6.5			7.5			8.5		
5.6			6.6			7.6			8.6		
5.7			6.7			7.7			8.7		
5.8			6.8			7.8			8.8		
5.9			6.9			7.9			8.9		
5.1			6.1			7.1			8.1		
5.11			6.11			7.11			8.11		
5.12			6.12			7.12			8.12		
5.13			6.13			7.13			8.13		
5.14			6.14			7.14			8.14		
5.15			6.15			7.15			8.15		

Key Objective: Ref. No. 9		Key Objective: Ref. No. 10		Key Objective: Ref. No. 11		Key Objective: Ref. No. 12	
Achieve stable levels of contribution from partner authorities,		Host provides high quality support services to ensure effective service provision		Minimise any perceived or real democratic deficit		Effective communication with internal partners	
Responsibility:	MB	Responsibility:	KD	Responsibility:	MB/JC	Responsibility:	SJ
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)	
Level of support from constituent authorities for Regulatory Services will vary due to variations in income		Failure of HR/ Finance support		Local Member / Citizen identifies or perceives lack of democratic accountability for new service		Communication / interface with other services	
Residual Costs		Failure of ICT support					
		Cost of hosting may increase and level of support required may not be met resulting in the service performance being affected.					
Impact(s)		Impact(s)		Impact(s)		Impact(s)	
Changes to partner contributions impact on service provision by WRS for all partners		Poor quality ICT provision and support leading to data loss and service disruption		Members may not buy into the Shared Service arrangement		Some elements of the new service have key links back to services within the authorities e.g. Planning. These cannot be lost otherwise processes will not work properly	
		Service suffers due to lack of capacity		Citizens may have concerns over loss of localised provision			
				Members and citizens may perceive that the joint service in not as good as the previous one.			
High Impact Areas		High Impact Areas		High Impact Areas		High Impact Areas	
Financial	H	Financial	H	Financial	L	Financial	M
Political	H	Political	M	Political	H	Political	M
Social	H	Social	M	Social	L	Social	L
Technical	L	Technical	H	Technical	L	Technical	L
Legal	L	Legal	L	Legal	L	Legal	L
Environmental	L	Environmental	L	Environmental	L	Environmental	L
Performance	M	Performance	M	Performance	L	Performance	L
Climate Change	L	Climate Change	L	Climate Change	L	Climate Change	L
Current		Acceptable		Current		Acceptable	
Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood
High	Low	Medium	Low	Low	Medium	Low	Low
Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		GREEN (2)		GREEN (2)		GREEN (1)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Low	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
AMBER (3)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
High	Low	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)	

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

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

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Low	Low	Low	Low
Risk Colour (Score)		Risk Colour (Score)	
GREEN (1)		GREEN (1)	

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
9.1	High	Partners conform with legal agreement on budgetary cost	10.1	Medium	Maintain ongoing liaison with host authority	11.1	Medium	Ensure good communications back to the constituent authorities	12.1	Medium	Ongoing liaison with relevant parts in partner councils (eg Planning)
9.2			10.2	Medium	Ensure Management Board informed of significant failings	11.2	Low	Ensure all publicity pushes the joint nature of services	12.2		
9.3			10.3	High	Host authority to deal with issues in a timely fashion	11.3	Low	Maintaining "localism" into the operational delivery	12.3		
9.4			10.4			11.4			12.4		
9.5			10.5			11.5			12.5		
9.6			10.6			11.6			12.6		
9.7			10.7			11.7			12.7		
9.8			10.8			11.8			12.8		
9.9			10.9			11.9			12.9		
9.10			10.10			11.10			12.10		
9.11			10.11			11.11			12.11		
9.12			10.12			11.12			12.12		
9.13			10.13			11.13			12.13		
9.14			10.14			11.14			12.14		
9.15			10.15			11.15			12.15		

Key Objective: Ref. No. 13		Key Objective: Ref. No. 14		Key Objective: Ref. No. 15	
Development where possible of harmonised approach to service delivery by partners		Business transformation to deliver required cost savings			
Responsibility:	MB	Responsibility:		Responsibility:	
Associated Key Risk(s)		Associated Key Risk(s)		Associated Key Risk(s)	
		service delivery problems			
		Cuts in front line services			
Impact(s)		Impact(s)		Impact(s)	
Post code lottery on provision and charges, makes things difficult for any front end (i.e. HUB) to advise as there will be different provisions in different areas.		Reduced service delivery			
Difficult conditions in different areas, Business customers operating in more than one area face different requirements from the same service					
Some fees may be open to challenge as a standard processing system will be in place but fees will be different.					
High Impact Areas		High Impact Areas		High Impact Areas	
Financial	L	Financial	H	Financial	✓
Political	M	Political	M	Political	✓
Social	L	Social	M	Social	✓
Technical	L	Technical	L	Technical	✓
Legal	L	Legal	L	Legal	✓
Environmental	L	Environmental	M	Environmental	✓
Performance	L	Performance	M	Performance	✓
Climate Change	L	Climate Change	L	Climate Change	✓

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

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Medium	High	Medium	Low
Risk Colour (Score)		Risk Colour (Score)	
RED (6)		GREEN (2)	

Current		Acceptable	
Impact	Likelihood	Impact	Likelihood
Risk Colour (Score)		Risk Colour (Score)	

Current Key Controls	Current Key Controls	Current Key Controls

Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements	Action Ref.	Rating	Action / Improvements
13.1	Medium	Have clear scripting for Customer Service staff so that they know the different provisions in each district	14.1	High	Clear timetable for application of systems thinking in all areas	15.1		
13.2	Medium	Gradually move towards a more standardised approach within the demands of individual local authorities	14.2	High	Implement changes in timetable	15.2		
13.3			14.3	Medium	Effective communication with staff around change procedures	15.3		
13.4			14.4	Medium	Regular reports to Management Board	15.4		
13.5			14.5	Low	Ensure all managers and senior practitioners have had change management training	15.5		
13.6			14.6			15.6		
13.7			14.7			15.7		
13.8			14.8			15.8		
13.9			14.9			15.9		
13.10			14.10			15.10		
13.11			14.11			15.11		
13.12			14.12			15.12		
13.13			14.13			15.13		
13.14			14.14			15.14		
13.15			14.15			15.15		

Risk Register

Service: Regulatory	Current Position Key:
	RED Behind Target
	GREEN On Target
	BLUE Completed

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
1	One effective and efficient database system across the partners	1.1	Design specification correctly and on time	SW	Business Manager	Oct-11	High		
		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							
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							
		2.12							
		2.13							
		2.14							
		2.15							

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							
		3.15							
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							

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
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							
		5.15							
6	Robust arrangements in place to respond to an environmental incident/disaster	6.1	Maintain emergency plans for foreseeable incidents	Team Manager	Team Managers	Ongoing	Medium		
		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							

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
7	Effective and efficient budgetary control	7.1	Monthly monitoring of budgets	Team Managers	Team manager	Ongoing	Medium		
		7.2	Regular report to Management Board	SJ	Head of Regulatory Services	Ongoing	Low		
		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							
8	Service provision complies with Government requirements	8.1	Ongoing liaison with Government stakeholders	SJ	Head of Regulatory Services	Ongoing	Low		
		8.2							
		8.3							
		8.4							
		8.5							
		8.6							
		8.7							
		8.8							
		8.9							
		8.10							
		8.11							
		8.12							
		8.13							
		8.14							
		8.15							

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	Achieve stable levels of contribution from partner authorities,	9.1	Partners conform with legal agreement on budgetary cost	Management Board	Management Board members	Ongoing	High		
		9.2							
		9.3							
		9.4							
		9.5							
		9.6							
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10	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	SJ	Head of Regulatory Services	Ongoing	Medium		
		10.3	Host authority to deal with issues in a timely fashion	KD	Chief Executive, Bromsgrove	Ongoing	High		
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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
11	Minimise any perceived or real democratic deficit	11.1	Ensure good communications back to the constituent authorities	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		11.2	Ensure all publicity pushes the joint nature of services	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Low		
		11.3	Maintaining "localism" into the operational delivery	Senior Management Team	Head of Regulatory Services, Business Managers,	Ongoing	Low		
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12	Effective communication with internal partners	12.1	Ongoing liaison with relevant parts in partner councils (eg Planning)	Team Manager	Team Managers	Ongoing	Medium		
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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
13	Development where possible of harmonised approach to service delivery by partners	13.1	Have clear scripting for Customer Service staff so that they know the different provisions in each district	Team Manager	Team Managers	Ongoing	Medium		
		13.2	Gradually move towards a more standardised approach within the demands of individual local authorities	Senior Management Team	Head of Regulatory Services, Business Managers	Ongoing	Medium		
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14	Business transformation to deliver required cost savings	14.1	Clear timetable for application of systems thinking in all areas	DM	Team manager Support Services	Sep-11	High		
		14.2	Implement changes in timetable	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Dec-11	High		
		14.3	Effective communication with staff around change procedures	Team Managers and Senior Management Team	Head of Regulatory Services, Business Managers, Team Managers	Ongoing	Medium		
		14.4	Regular reports to Management Board	SJ	Head of Regulatory Services,	Ongoing	Medium		
		14.5	Ensure all managers and senior practitioners have had change management training	Senior Management Team	Head of Regulatory Services, Business Managers,	30/09/11	Low		
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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
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Completed by:	Wendy Martin
Job Title:	Business Manager
Date:	40798