







Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI07	Meeting community expectations	Scale of community interest in the potential for neighbourhood planning/ wider engagement in the planning process and corporate capacity/ funding availability to support community aspirations in current financial climate	4	4	16			Working with members to review current approach. Strategic Planning Team developed “toolkit” to enable communities to plan for themselves with minimum support from us. Learning being captured from early experiences. Clear communications essential which need to be owned by officers/members corporately.	Group Manager – Universal Customer Services	



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
								Current capacity issues in terms of managing scale of demand and level of expectation within some communities.	Group Manager – Universal Customer Services	
								Ensuring major planning applications are determined within Government set timeframes to support the national growth agenda but also respecting community expectations. Also risk Councils will not meet Government targets for major applications.	Group Manager – Universal Customer Services	



STRATEGIC RISK REPORT



APPENDIX A



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI09	Strategic Leisure Review to be completed by 2016 – Tendering for a leisure provider.	Formulating an affordable leisure offer that is fit for purpose in the medium to longer term.	4	4	16			Detailed report to Council on 17 February 2015	Member/ Officer Working Group	
CI17	Recycling of leaf sweeping - waste reclassification	Reclassification of this waste by the Environment Agency could see it become recoverable rather than recyclable material. This will reduce recycling rate by about 5% in West Devon and reduce income by around £20,000. The Waste Disposal Authority expects the change to be within this financial year.							Group Manager, Commercial Services	Devon County Council have directed West Devon's leaves into the county contract resulting in a loss of annual income of £20,000 from 1 April 2015. Reclassification is an on-going threat for both Councils.



Code	Title	Description	Impact	Likelihood	Risk Score	Status	Trend	Mitigating Actions	Ownership	Comments
CI18	Changes to Business Rates	The Business Rate Retention scheme was introduced on 1 April 2013. This new scheme allows the Councils to keep a share of business rates income. The amount of income received can be adversely affected by a fall in collection rates due to economic downturn and other factors such as the bankruptcy/liquidation of large ratepayers or any sizeable rateable value reductions achieved by business rated properties in the area.	4	3	12			<p>The possible effects of such a fall of income are mitigated by the Councils membership of the Devonwide pooling scheme, which significantly reduces the risk to income volatility.</p> <p>Prudent appeals provisions have been made in both Councils' Accounts for 2013-14.</p> <p>WDBC will remain in the Pool for 2015-16. SHDC has withdrawn from the Pooling arrangements for 2015-16 due to the risk of business rates appeals.</p>	S151 Officer	Work continues to be undertaken to financially model any implications for each quarter. Budget monitoring reports to the Resources Committee outline the latest position.





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FA03	Future major asset and service pressures	Major future cost pressures, particularly in terms of future Repairs and Maintenance. Key areas to address include leisure assets, operational bases and employment estates. Capacity issues to address major cost pressures.	4	3	12			Improved corporate focus on strategic asset management and a key element of the Transformation Programme. Regular meetings of the Asset Management Group.	SLT	Developed the Transformation Plan (T18)

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FA04	Robustness of medium term financial strategy and service blue-prints	Not achieving financial savings as anticipated. External change to the national economic environment which may impact on our funding expectations. Implications of changes to the funding of local government through locally collected Business Rates and Revenue Support Grant.	4	3	12			Corporate engagement in the development of the medium term financial strategy in the context of the Transformation Programme. Latest budget reports presented to both Councils in February 2015.	SLT S151 Officer	Developed the Transformation Plan (T18) with savings of £1.64 million for WDBC Transformation Challenge Award funding of £700,000 has been awarded from the Government to T18 (WDBC share is £266,000)
		Robust horizon scanning to monitor changes in Government policy.						Executive Directors		
		Monitoring of corporate income streams and revenue budgets.						S151 Officer		
		Income Generation Working Group established to explore further income generation. Reports to Members in 2014 (Council 7 October 2014).						SLT		
		Achieving anticipated income targets in the current financial climate.								

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FA06	Funding of future capital programme	Availability of capital resources and options of using funding streams, such as New Homes Bonus	4	4	16			<p>Review of potential opportunities to support further capital programme.</p> <p>One of the objectives of the Strategic Asset Review Transformation Project is to identify opportunities for the disposal of assets and the generation of capital receipts.</p> <p>Disposals will be progressed in line with the Disposal Programme of Works which was presented to the Resources Committee in WDBC in December 2013.</p>	<p>SLT</p> <p>SLT</p>	<p>Developed Transformation Plan (T18). Strategic Asset Reviews undertaken in 2013.</p> <p>Three year Capital Programme for 2015/16 to 2017/18 presented to Council on 17 February 2015 setting out Capital Projects and how they will be financed.</p>

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MT04	Reduction in customer satisfaction and/or drop in service standards	Scale of change may result in disruption/ reduction in service levels. Loss of Member and/or public support/ confidence in changes	5	2	10			<p>Locally relevant PIs developed and acknowledged need for greater corporate focus on performance management.</p> <p>Regular monitoring of service standards, delivery plans and transformation programme at both management and senior member level</p> <p>External and internal communication included within the Transformation Programme. Members and customers advised of service delivery issues that occur during change.</p> <p>Monitoring and learning from complaints, ombudsmen</p>	<p>SLT</p> <p>Executive Directors</p> <p>Executive Directors</p> <p>Executive Directors</p>	

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								outcomes and legal challenges.		
								Specific mitigation measures to address individual service standards/ performance concerns.	SLT	
MT05	Failure to realise benefits from change programmes	Transformation Programme or its constituent projects fail to deliver the projected benefits	5	2	10			Benefits have been identified in transformation programme and benefit realisation recorded and monitored. Risks associated with failure of any project within the programme will be mitigated as part of the corporate project management approach.	Executive Directors	Developed Transformation Plan (T18)
							Learn from best practice in other shared service authorities and Councils undertaking transformational	Executive Directors		

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								change		
								Project risks and issues identified and monitored through governance arrangements.	Executive Directors	
								2015 Transformation Programme was formally closed in September 2013	Executive Directors	
MT07	Management capacity	In the context of reduced management capacity as a response to financial pressures.	4	4	16			Executive Director Model introduced in 2014.	Executive Directors	Commissioned external support for key projects and service activities.
ST01	Officer Capacity to deliver Programmes and projects	Officer capacity to implement the Connect Strategy and associated delivery plans, and the T18 Transformation Programme, in tandem with service-based	5	4	20			Developed Transformation Programme and simplified connect strategy arrangements.	Executive Directors	Commissioned external support for key projects and service activities
								Refreshed service based 'blue prints' to align service activity with corporate	SLT	

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		policy development, project delivery and day-to-day delivery (service blueprints). Possible on-going reduction in capacity in response to budget pressure, at the same time as customer and community expectation increases.						activity.		
							Short-term injection of resources to address capacity concerns, where needed.	Executive Directors		
							In the context of financial pressures, SLT have introduced a presumption against filling vacant posts until assessed against risk management criteria that justifies expenditure.	Executive Directors		