

CORPORATE RISK REGISTER

1 Purpose

- 1.1 To brief the committee on the updated Corporate Risk Register.

2 Recommendations/for decision

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| 2.1 | To review the Corporate Risk Register and associated actions (Appendix 2) and identify any issues for further consideration |
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3 Corporate Risk Register - Supporting information

- 3.1 The Audit Committee has a role to monitor the effectiveness of risk management and internal control across the Council. As part of discharging this role the committee is asked to review the Corporate Risk Register.
- 3.2 The Corporate Risk Register provides evidence of a risk aware and risk managed organisation. It reflects the risks that are on the current radar for Strategic Board. Some of them are not dissimilar to those faced across other local authorities.
- 3.3 The risk register is reviewed regularly by Strategic Board and reported to the Audit Committee and Cabinet.

4 Reasons for Recommendation

- 4.1 To allow members of the Audit Committee to review the Corporate Risk Register.

5 Resource implications

- 5.1 None

Contact Officer

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Background Documents

None

Corporate Risk Register Update

The Corporate Risk Register (CRR) shows the key risks to the Council and the actions that are being taken to respond to these risks.

The Corporate Risk Register was fully updated in January 2019 to reflect the impact of the Secretary of State's decision to implement a single unitary authority for Buckinghamshire. The risk register was last reviewed by Strategic Board on 6 March 2019. No changes were made to the nature or magnitude of the risks, but actions were updated as required.

The table below shows the changing risk profile over time.

	Total	Low	Moderate	High	Extreme	Not yet assessed
March 2019	23	3	8	7	4	1
January 2019	23	3	8	7	4	1
October 2018	26	2	13	7	1	3
June 2018	25	2	12	9	1	1
March 2018	22	2	12	6	1	1
Direction of Travel		↔	↓	↔	↑	-

Risks associated with “No-deal Brexit”

In line with advice from MHCLG, we have for some time been monitoring the potential risks associated with Brexit. Risk #15 on the CRR reflects the overall level of risk to AVDC. In recent months, we have focused on risks associated with a “no deal Brexit”. The risks are regularly updated as more information is released from Central Government.

Attached to this report is a summary of the identified key risks that AVDC may face should the UK exit the EU on 29 March 2019 without a deal. This provides a level of assurance to the Audit Committee that, as far as possible, appropriate planning and/or contingencies are in place should the UK exit the EU without a deal.

There are **23 risks** on the corporate risk register. The residual risk rating is summarised as follows:

Residual Risk Rating			
Low risk 3	Moderate risk 8	High Risk 7	Extreme risk 4
<p>1) Fail to achieve the Medium Term Financial Plan. Annual sector budgets are not delivered.</p> <p>22) Fraud, corruption, malpractice by internal or external threats.</p> <p>23) Equalities is not considered in decisions resulting in Judicial Review and other litigation.</p>	<p>10) Fail to manage and deliver major capital projects on budget and to time - The Exchange</p> <p>12) Aylesbury Vale Estates (AVE) does not deliver capital receipts and objectives of business plan.</p> <p>13) Fail to deliver a sound Vale of Aylesbury Local Plan before the transition to new unitary council.</p> <p>16) Deterioration of quality of planning service delivery, decisions and timeliness of response to applications in the face of increasing growth demand; compounded by vacancies in the planning team (although reducing), reliance on consultants and the rate of growth within the Vale</p> <p>17) Health & Safety - Non-compliance with Fire and Health and Safety legislation. Failure to provide a safe place for staff and visitors on AVDC property and/or events.</p> <p>19) Business interruption affecting the Council's resources and its ability to deliver critical services.</p> <p>20) Information Governance - A significant data breach, Inappropriate access, corruption or loss of data</p> <p>21) Safeguarding arrangements, internal policies and processes are not adequate to address concerns about /protect vulnerable adults & children.</p>	<p>5) Failure to deliver the Connected Knowledge Strategy and achieve the Council's Digital objectives within AVDC lifetime. Lack of alignment to wider strategic / unitary authority objectives. New and existing systems/processes are not fully integrated.</p> <p>8) In-housing of Street and Horticulture service (Streetscene) is not completed by the end of the current contracts (January 2020), and in line with AVDC Council decision.</p> <p>9) Fail to manage and deliver major capital projects on budget and to time - Pembroke Road redevelopment</p> <p>11) Decline in retail sector reduces ongoing viability of AVDCs Town Centre assets and limits success of regeneration programme</p> <p>14) Inadequate working with stakeholders to ensure safety of residential buildings following Grenfell.</p> <p>15) Impact of BREXIT - financial (eg fuel costs), procurement, employment, regulatory, environmental, major projects//partnering arrangements</p> <p>18) Fail to plan for a major or large scale incident. Risk to safety of public & staff.</p>	<p>2) Unknown impact of the influence of the Shadow Authority on AVDCs ability to deliver strategic goals and priorities in line with agreed objectives and the current business model. Focus on priority projects and planned transformation diminishes with competing demands of unitary authority.</p> <p>3) Deterioration in core service delivery due to loss of key staff & inability to recruit or retain high performing staff. Poor morale, or lack of foreseeable opportunity leads to "the best" seeking alternative employment, or not being willing to join AVDC.</p> <p>4) Lack of clarity and/or political engagement with partners hinders ability to engage in & influence next round of growth including consideration of CaMKOx Corridor, HS2, housing need targets. A Bucks wide plan could result in even more housing in the Vale geography.</p> <p>7) Depot Transformation Programme fails to deliver commercial, customer, H&S, Environmental objectives.</p>

Notes:

The following risk has not yet been fully assessed and rated:

- 6) Fail to deliver the Commercial Property Investment strategy and achieve planned return on investment – the Strategy has not been progressed pending unitary.

Risk Matrix

Impact	5	Catastrophic	5	10	15	20	25	
	4	Major	4	8	12	16	20	
	3	Moderate	3	6	9	12	15	
	2	Minor	2	4	6	8	10	
	1	Negligible	1	2	3	4	5	
Score		Rare	Unlikely	Possible	Likely	Very Likely		
		1	2	3	4	5		
		Likelihood						

1-3	Low	Acceptable risk; No further action or additional controls are required; Risk at this level should be monitored and reassessed at appropriate intervals
4 - 6	Moderate	A risk at this level may be acceptable; If not acceptable, existing controls should be monitored or adjusted; No further action or additional controls are required.
8 – 12	High	Not normally acceptable; Efforts should be made to reduce the risk, provided this is not disproportionate; Determine the need for improved control measures.
15 - 25	Extreme	Unacceptable; Immediate action must be taken to manage the risk; A number of control measures may be required.

Risk Rating – Likelihood

	Likelihood	Likelihood Descriptors	Numerical likelihood
1	Rare	May occur only in exceptional circumstances	Less than 10%
2	Unlikely	Do not expect it to happen/recur but it is possible it may do so	Less than 25%
3	Possible	Might happen or recur occasionally	Less than 50%
4	Likely	Will probably happen/recur but it is not a persisting issue	50% or more
5	Very Likely	Will undoubtedly happen/recur, possibly frequently	75% or more

Risk Rating - Impact

Score	Descriptor	Compliance	Finance	Health and safety	Internal Control	Political	Reputational	Staffing & Culture
1	Negligible	No or minimal impact or breach of guidance/ statutory duty	Small loss risk of claim remote	Minor injury; Cuts, bruises, etc.; Unlikely to result in sick leave	Control is in place with strong evidence to support	Parties work positively together with occasional differences; Members & executive work co-operatively	Rumours; Potential for public concern	Short-term low staffing level that temporarily reduces service quality (<1 day)
2	Minor	Breach of statutory legislation; Reduced performance rating from external/internal inspector	Loss of 0.1-0.25 per cent of budget; Claim less than £20k	Moderate injuries; Likely to result in 1-7 days sick leave	Control in place with tentative evidence	Parties have minor differences of opinion on key policies; Members and executive have minor issues	Local media coverage short term reduction in public confidence; Elements of public expectation not met	Low staffing level that reduces the service quality
3	Moderate	Single breach in statutory duty; Challenging external or internal recommendations or improvement notice	Loss of 0.25-0.5 per cent of budget; Claims between £20k - £150k.	Major injuries; More than 7 days sick leave – notifiable to HSE	Control in place with no evidence to support	Members begin to be ineffective in role; Members and Executive at times do not work positively together	Local media coverage – long term reduction in public confidence	Late delivery of key objective/service due to the lack of staff; Low staff morale; Poor staff attendance for mandatory/key training
4	Major	Enforcement action; Multiple breaches of statutory duty; Improvement notices; Low performance ratings	Uncertain delivery of key objectives/loss of 0.5 – 1.0 percent of budget; Claims between £150k to £1m	Death; Single fatality	Partial control in place with no evidence	Members raise questions to officers over and above that amount tolerable; Strained relationships between Executive and Members	National media coverage with key directorates performing well below reasonable public expectation	Uncertain delivery of key objective/service due to lack of staff; Unsafe staffing level or competence; Loss of key staff; Very low staff morale; No staff attending training
5	Catastrophic	Multiple breaches in statutory duty; Prosecution; Complete system changes required; Zero performance against key priorities and targets	Non delivery of key objective/loss of >1 percent of budget; Failure to meet specification/slippage; Loss of major income contract	Multiple deaths; More than one Fatality	No control in place	Internal issues within parties which prevent collaborative working; Que from members shift resources away from corporate priorities	National media coverage, public confidence eroded; Member intervention/action	Non-delivery of key objective/service due to lack of staff; Ongoing unsafe staffing levels or competence; Loss of several key staff; Staff not attending training on ongoing basis

Capacity to Manage

Capacity to Manage	Description
Full	All reasonable steps have been taken to mitigate the risk and are operating effectively. The cost / benefit considerations on implementing additional controls have been considered and no additional actions are proposed.
Substantial	There are sound arrangements to manage the risk with some scope for improvement. Arrangements have had a demonstrable impact in reducing either the likelihood or consequence of the risk.
Moderate	There are a number of areas for improvement in arrangements that would help to demonstrate effective and consistent management of the risk.
Limited	There are significant areas for improvement in arrangements that would help to demonstrate effective and consistent management of the risk.
None	There is a lack of clear arrangements in mitigation of the risk.

AVDC Corporate Risk Register

Last review date: 6 March 2019

Ref	Risk Owner	Delegated Manager	Risk	Potential Consequences	Inherent Risk Rating			Capacity to Manage Risk	Existing Controls & Mitigation	Residual Risk Rating			DoT (up = increasing risk)	Proposed Actions/Comment	Completion Date	AVDC Priority
					Likelihood	Impact	Overall Risk Rating			Likelihood	Impact	Overall Risk Rating				
1	Andrew Small	Strategic Board	Fail to achieve the Medium Term Financial Plan. Annual sector budgets are not delivered.	Failure to meet statutory obligations and business objectives; Pressure on budgets increase; Inefficient and ineffective use of resources; Poor publicity and reputation damage; Inability to meet the demands of the future and ensure continuous improvement of services.	4	5	20	Substantial	Longer term view, still maintain 4 years balanced budget, but working towards March 2020. Strategic Board monitoring the budget; regular reporting through Cabinet. Quarterly financial digest. Budget managers review cost centre reports.	1	3	3		Draft 19/20 budget and MTFP to 2023 to Cabinet in December, scrutiny in January and Full Council in Feb 2019. Balanced budget for the timeframe of AVDC.		Financially Fit
2	Andrew Grant	Strategic Board	Unknown impact of the influence of the Shadow Authority on AVDCs ability to deliver strategic goals and priorities in line with agreed objectives and the current business model. Focus on priority projects and planned transformation diminishes with competing demands of unitary authority.	Uncertainty over future direction impacts all areas of activity; inability to deliver objectives and vision of AVDC; continued improvement of customer service delivery ceases, deflection of resource and focus has adverse impact on service delivery; AVDC reputation for innovation and forward thinking is diminished.	4	4	16	Moderate	Ongoing monitoring of KPIs and metrics established to support AVDC updated "vision"	4	4	16	New	Clear process for assessing priorities - finish/continue to progress/stop		All
3	Andrew Grant	Strategic Board	Deterioration in core service delivery due to loss of key staff & inability to recruit or retain high performing staff. Poor morale, or lack of foreseeable opportunity leads to "the best" seeking alternative employment, or not being willing to join AVDC.	Loss of key staff; inability to attract staff during time of uncertainty; Deterioration of service delivery; failure to achieve strategy, lack of staff commitment, poor morale & performance; Increase in staff stress levels; financial cost of agency staff; improvement projects are delayed/cancelled.	4	5	20	Moderate	Unitary HR protocols in place - recruitment aligned across all 5 councils. Behavioural Framework used for candidate selection and case studies being refreshed and new "cloud" introduced REACH performance development becoming embedded and REACH toolkit produced. This includes building behaviours more formally into the REACH process. Employee Relations - Collaboration and healthy challenge with trade union and staff representatives and challenges addressed in partnership. New E'ee reps added to current group Wellbeing - Outplacement scheme implemented. Coaching programme in place. Connected Working programme linked with other projects to support CK and IT Strategy. Regular staff comms from Directors to engage on corporate vision and direction. Recruitment ongoing with a range of strategies - new roles updated to reflect Unitary decision. Use of contractors to cover permanent vacancies. Contractor (Agency) costs are monitored monthly.	4	4	16	New	Budget pressure to be recognised for foreseeable increase in agency costs. Regular internal comms needed. Ongoing focus on staff development. Review all sector risk registers to reflect impact of unitary and highlight key pressure points - approx 90 staff over 55yrs, 60% current employees <2yrs.		All
4	Tracey Aldworth	Will Rysdale	Lack of clarity and/or political engagement with partners hinders ability to engage in & influence next round of growth including consideration of CaMKOx Corridor, HS2, housing need targets. A Bucks wide plan could result in even more housing in the Vale geography.	Lack of engagement in planning issues impacting the Vale geography; expose district to "planning by appeal"; developer challenge; Government sanctions; lack of ability to secure strategic infrastructure; additional housing growth absorbed by Aylesbury Vale.	4	4	16	Moderate	AVDC and other Bucks DCs are part of Central Area Growth Board . Close working with other neighbouring LA's.	4	4	16		Need to start thinking about the process for preparing a Bucks wide plan for growth. Need engagement with Parishes AVDC and other Bucks DC's agreed to join Central Area growth Board but BCC is not part of this. Need focus on delivering local plans as a priority (refer risk #13). Uncertainty over influence of Shadow Authority on AVDC planning process - secure legal opinion on impact on Development Management. Clarity on comms with external partners and key stakeholders. Visibility of AVDC and "seat at the table" important to maintain.		Partners, Community & Environment
5	Andrew Grant	Maryvonne Hassall	Failure to deliver the Connected Knowledge Strategy and achieve the Council's Digital objectives within AVDC lifetime. Lack of alignment to wider strategic / unitary authority objectives. New and existing systems/processes are not fully integrated.	Unitary - AVDC achievements and plans for digitisation of services is not pursued. Operational - New systems lack robust business processes and controls; poor integration between systems; failure to comply with GDPR and other legislative requirements exposing the Council to potential breaches; Data sharing of personal & sensitive information, cyber risk. Financial - VFM & unbudgeted costs Reputational - damage to reputation and standing as a "Digital Council", relationship with suppliers, disengage community through lack of access to digital services. Staff - capacity issues to implement changes whilst still delivering "day job" - flight risk of key people.	3	4	12	Moderate	CK Strategic Board set up to ensure alignment and oversight (Sept 17). Funding agreed for 2019/20 Programme governance arrangements, steering group, regular reporting to CAVDC Board	3	4	12		Currently half way through Phase 2 of programme. Phase 3 plans have been agreed. Focus on completing what we have started and need to consider impact of Unitary on new activities. AVDC Digital programme lead engaged with Unitary Programme Planning Group.		Customer & Innovation
6	Andrew Small	Teresa Lane	Fail to deliver the Commercial Property Investment strategy and achieve planned return on investment.	Pressure on budgets increase; Inefficient and ineffective use of resources; Poor publicity and reputation damage; Inability to meet the demands of the future and ensure continuous improvement of services.	4	4	16	Limited	Property Investment Strategy approved by Cabinet Sept 17. Board in place to oversee governance arrangements. Financial strategy does not depend on investment income. Delivery of strategy deferred to take account of consultation and subsequent revised Prudential Code. Meeting held with Montague Evans to review strategy in light of the new Code and strengthen governance arrangements. Proposed that most roles and tasks relating to delivery will be outsourced for at least the first year.			TBA		Strategy has not been progressed pending unitary.	Postponed	Financially Fit
7	Tracey Aldworth	Will Rysdale	Depot Transformation Programme fails to deliver commercial, customer, H&S, Environmental objectives.	Inability to deliver services to public; death or injury to public or staff; regulatory fines; criminal prosecution or civil litigation; reputational damage; financial cost.	3	4	12	Moderate	Programme of works to March 2019 mapped out. Dedicated programme manager. Operations H&S officer in post. Monthly Programme Board oversight; quarterly updates to Strategic Board	4	4	16		Review of EA requirements for new site, particularly wrt Fire Prevention Plans is in progress. An assessment of additional works and potential cost impact is required. Process in place to move to Competent Authority status to remove need for reliance on key individuals to ensure compliance with operating licence requirements. Also staff capacity review and wider training programme in progress. Original business plan for ATF lane to be reviewed as no more licences are being granted.	Mar-19	Customer & Innovation

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					Likelihood	Impact	Overall Risk Rating			Likelihood	Impact	Overall Risk Rating				
8	Tracey Aldworth	Will Rysdale	Inhousing of Street and Horticulture service (Streetscene) is not completed by the end of the current contracts (January 2020), and in line with AVDC Council decision.	Failure to deliver services, financial costs, damage to AVDC reputation.	4	4	16	Substantial	Full Council approval, Project Manager, Operations Board for oversight & governance, budget approved	3	3	9	New	Project plan developed and work has commenced. Need to ensure continued focus and relevant priority given to project given tight timescale and potential for delays.	Jan-20	Financially Fit
9	Andrew Small	Teresa Lane /Will Rysdale	Fail to manage and deliver major capital projects on budget and to time - Pembroke Road redevelopment	Costs exceed budget; inability to expand services and generate commercial income (e.g. HGV MOTs); damage relationships with future/existing tenants; Reputation damage	3	4	12	Substantial	Major Capital Projects Member group – Highlight reports, challenge from legal, finance and risk; Project teams with external contractors in place with established governance processes.	3	3	9		Delays to workshop (2020) due to discharge of 2 reserve planning matters (archaeological & contamination) with requirements for additional surveys.		Financially Fit
10	Andrew Small	Teresa Lane	Fail to manage and deliver major capital projects on budget and to time - The Exchange	Costs exceed budget; damage relationships with future/existing tenants; Reputation damage; impact on wider Town Centre Regeneration programme and ability to enhance existing assets.	3	3	9	Substantial	Major Capital Projects Member group – Highlight reports, challenge from legal, finance and risk; Project teams with external contractors in place with established governance processes.	2	3	6		3/4 of the F&B units have been let with interest in fourth. More positive outcomes of recent negotiations with potential tenants. Commercial units let on Long Lion. Financial impact (2019/20) being monitored through budget pressures		Leading & Shaping of Place
11	Andrew Small	Teresa Lane	Decline in retail sector reduces ongoing viability of AVDCs Town Centre assets and limits success of regeneration programme	Decline in town centre investment, vacant property, reduced return on investment, increasing unemployment, reduction in business rates income.	4	4	16	Moderate	Aylesbury Town Centre plan and regeneration programme; joint Officer Steering Group (AVDC, BCC, ATC) monitors progress against action plan and receives new ideas/challenges. AGT Board and Project Team is overseeing & reviewing the masterplan for the Garden Town which includes the town centre.	3	3	9	New	AVDC investment in The Exchange will deliver new public space, restaurants, businesses, helping to change the town centre offering. AGT status is enabling bids for funding to support the town centre. Bids for the new £675m High Street fund are currently being considered. AVDC&BCC mtg to discuss future strategy for Ayl Town Centre.		Leading & Shaping of Place
12	Andrew Small	Teresa Lane	Aylesbury Vale Estates (AVE) does not deliver capital receipts and objectives of business plan.	Inability to achieve expected distribution from the partnerships and grow AVDC's investments; security of loans. Satisfaction/relationship with existing customers/community deteriorates; Reputational damage to Council and Members if high profile ventures fail; negative impact of "commercial" decisions on Council's wider strategic & community objectives.	4	4	16	Moderate	Information included in Qly Digest to reflect investments & performance. AVE business plan went to Scrutiny & Cabinet Jan18. Robust challenge and stretch targets to deliver. Held Risk Workshop with AVE (Jan17) and developed risk register. Partnership Agreement in place, business plan process in place and plan subject to scrutiny and cabinet approval. AVDC representatives on AVE abreast of issues. On-going monitoring and monthly meetings taking place. Asset Managers have been directly advised of performance concerns.	2	3	6		Private sector uncertainty. Unclear about working with new authority. Internal audit review of AVE governance arrangements in early 2019	Mar-19	Financially Fit
13	Tracey Aldworth	Will Rysdale	Fail to deliver a sound Vale of Aylesbury Local Plan before the transition to new unitary council.	Opportunistic planning applications; Loss of local control; Government send in own planning team; Loss of New Homes Bonus.	3	3	9	Moderate	VALP approved by Council 18 October. Project manager in place. Weekly action plans and progress monitoring. Regular engagement and communication with CLG to discuss timeframes. Early engagement of QC. Support from the Planning Officers Society; Advice from Planning Inspectorate; Working with the Bucks Planning Officers Group.	2	3	6		Examination held. Awaiting Planning Inspectors response to our comments (refer risk #4).	TBA	Leading & Shaping of Place
14	Andrew Grant	Will Rysdale	Inadequate working with stakeholders to ensure safety of residential buildings following Grenfell.	Death or injury to public; loss of public trust; damage to reputation	2	5	10	Substantial	Liaising with MHCLG, working with leaseholder and housing association	2	4	8		Friars House in Aylesbury is over 18 meters tall and is fitted with ACM cladding. We are working closely with Moreland Estate Management, the Vale of Aylesbury Housing Trust (VAHT), Bucks Fire and Rescue and MHCLG to ensure the safety of residents. New government guidance and powers issued January 2019. AVDC to take next steps accordingly.	TBA	Partners, Community & Environment
15	Andrew Small	Andy Barton	Impact of BREXIT - financial (eg fuel costs), procurement, employment, regulatory, environmental, major projects/partnering arrangements	Impacts all areas of Council activities	4	4	16	Substantial	Detail risk register and action plan, working group monitoring	3	3	9		Brexit risk register updated to reflect possibility of "no-deal"	Mar-19	Financially Fit
16	Tracey Aldworth	Jeff Membery	Deterioration of quality of planning service delivery, decisions and timeliness of response to applications in the face of increasing growth demand; compounded by vacancies in the planning team (although reducing), reliance on consultants and the rate of growth within the Vale	Damage to reputation, customer complaints/appeals, status as Planning Authority.	4	3	12	Substantial	Planning performance report to Audit Committee October 18; customer journey analysis, member case load, planning updates & communications etc.	2	3	6		2 new roles approved November 18 - ongoing focus on recruitment and retention		Leading & Shaping of Place

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					Likelihood	Impact	Overall Risk Rating			Likelihood	Impact	Overall Risk Rating				
17	Andrew Small	Andy Barton	Health & Safety - Non compliance with Fire and Health and Safety legislation. Failure to provide a safe place for staff and visitors on AVDC property and/or events.	Death or injury to public or staff; criminal prosecution or civil litigation; Service stopped; Loss of public trust; Action by Health and Safety Executive or Bucks Fire and rescue, e.g. fine up to £4m, corporate manslaughter charges; Insurance claims/ financial loss	2	4	8	Moderate	Revised H&S policy & strategy approved Sept 17. Fully started. Corporate H&S Manager, part-time H&S Advisor, Operations H&S Officer at Pembroke Road. Fire Risk Assessments performed for all property (Apr17) and reviewed (Dec17). Strategic Health and Safety Board monitor risk and performance. H&S Committee meets every 3 mnths. Management of contractors procedure in place and training provided. Ongoing training planned throughout 2018. New M&E service provider selected (Apr18) which will see a more uniformed and monitored approach to pre-planned maintenance and reactive work	2	3	6	→	1. Management of asbestos & legionella currently being reviewed in line with new M&S service contract. Statutory programme to be followed - ongoing. 2. Sector risk assessments and risk profiling to be reviewed 3. Action plan developed following assessment visit in April from Counter Terrorism Prevention Advisor (CTPA) about the new CSC, safety of staff and general security of the building. 4. Resource/capacity challenges - recruitment of full time H&S manager early 2019.	May-19	
18	Andrew Small	Will Rysdale	Fail to plan for a major or large scale incident (accident, natural hazard, riot or act of terrorism). Risk to safety of public & staff	Public safety. Service delivery disruption and impact on the Council's ability to deliver critical services. Reputational damage to the council.	2	4	8	Moderate	Community safety manager appointed (Apr17) with responsibility for Emergency Plan and Community Resilience. Table top exercise run Dec2018. Public Events Management steering group set up & Duty holders established. EP & BC Steering Group established to ensure coordination. Resilience workshop with Local Resilience Forum to focus on long term response planning. Thames Valley Local Resilience Plan in place, with AVDC representation at District level	2	4	8	→	Events Safety Management Framework to be agreed to ensure consistent approach and accountability. To reflect learnings from Whizzfizz, Waterside, Christmas. Crowd Safety consultancy to be arranged prior to WhizzFizz.	Mar-19	
19	Andrew Small	Andy Barton	Business interruption affecting the Council's resources and its ability to deliver critical services. Loss of IT due to failure or cyber attack.	Service delivery disruption and impact on the Council's ability to deliver critical services. Reputational damage to the council.	2	4	8	Moderate	EP & BC Steering Group established to ensure coordination. Increased use of cloud technology, less paper documents.	2	3	6	↓	All the BCPs being reviewed and updated to ensure fit for purpose.	Apr-19	
20	Andrew Small	Andy Barton	Information Governance - Non compliance with legislation, a significant data breach, inappropriate access, corruption or loss of data.	Exposure of confidential information or corruption of data; Prosecution or fine for statutory breach; Loss of public trust	3	4	12	Substantial	Data Governance Officer with responsibility for DP and info governance. IGG monitors specific risks and has its own action plan. Information Management Strategy has been revised in readiness for GDPR. Mandatory training; Investigations into data breaches. Periodic data sweep. HB Law supporting. Information Asset Registers, identified Information Asset Owners, retention schedules in place. Privacy Impact Assessments for all projects	2	3	6	↓	GDPR programme targets achieved for compliance by May2018. Post GDPR programme to complete remaining tasks, including full policy review and breach procedures. Dual factor sign in roll-out in progress, almost finished. Programme for Member email usage compliance completed.	Mar-19	
21	Andrew Grant	Will Rysdale	Safeguarding arrangements are not adequate to effectively address concerns about vulnerable adults & children who may be at risk of significant harm. Requirements of "Prevent" are not implemented and applied. Internal processes and controls are inadequate to effectively prevent dangerous individuals from gaining access to opportunities where that may place vulnerable adults and children at harm (e.g. Taxi licensing).	Failure to refer concerns to the appropriate agency for investigation; Damage to reputation; Harm to vulnerable adult or child as a result of failure to refer. Reputational damage to the council should perpetrator of terrorism be living or radicalised within the borough. A known sex offender is not prevented from having access to vulnerable adults and children.	2	4	8	Moderate	Internal AVDC safeguarding board with membership across all sectors. Mandatory training rolled out to all staff. Use self reporting template/ RAG framework (S11); Meeting with Chair of Bucks safeguarding board – questions asked about current safeguarding arrangement and recommendations made; AVDC Chairs Community Safety Partnership (Prevent). Check applications for taxi licenses with disclosure Scotland. Whistleblowing policy in place and Managing volunteers policy in place. Members training on Prevent (WRAP) (Oct17). Internal audit (May17). Member training on Safeguarding 2018.	2	3	6	→	Training needs assessment for different roles to be completed New starter mandatory induction training - IT solution to monitor & enforce completion	Mar-19	
22	Andrew Small	Andy Barton	Fraud, financial impropriety or improper business practices. Potential for fraud, corruption, malpractice or error, by internal or external threats.	Immediate financial loss; reputational harm; inquiry costs and penalties.	2	3	6	Substantial	Compliance team focus on CT liability, Housing Benefit, Tax Reduction entitlement, exemptions and discounts. New Fin Regs & Procedures update financial controls. Internal audit reviews and oversight of fraud action plan. Fraud Awareness session provided at Manager Training.	1	3	3	→			
23	Andrew Small	Andy Barton	Equalities - Decisions taken by the Council do not consider equalities resulting in Judicial Review and other litigation	Reputational risk to the authority and inability to progress with strategic objectives of the organisation; potential cost to the Council if decisions made against the authority.	2	3	6	Moderate	Equalities steering group. Equality Impact Assessments performed. Annual Equalities report to Cabinet Jan18Post restructure, AVDC profile has been reviewed and is broadly consistent.	1	2	2	→	Equalities report Jan 2019		

Corporate compliance/safety risks:

BREXIT Risk Register - Risks associated with "No Deal" Brexit

Last review date: 6 March 2019

Ref	Risk Owner	Delegated Manager	Risk	Potential Consequences	Inherent Risk Rating			Existing Controls	Proposed Actions/Comment	Completion Date
					Likelihood	Impact	Overall Risk Rating			
1	Andrew Small	Jill Symes	Staff & Agency workers - reliance on EU workers to deliver core services	Inability to deliver services,	3	2	6	Analysis of Non UK, EU Nationals undertaken in November, Right to Work review.	March - revised assessment of number of staff. 29 Non UK EU Nationals, majority working at Pembroke Road. Planning staff Comms in response to Govt Guidance	Mar-19
2	Andrew Small	Andy Barton / Teresa Lane	Contracts - existing contracts may become inoperable, reduced service, increased cost, construction industry fails; inability to deliver major capital projects	Financial costs, service deliver, regeneration & redevelopment plans delayed/no longer viable	2	3	6		Review of major contracts. Engage with those identified as high risk to understand contingencies. (See separate risk for Waste Ops)	Mar-19
3	Tracey Aldworth	Will Rysdale	Operations - reduced ability to collect waste and ship recycling material; fuel shortages to operate waste vehicles.	Inability to collect and ship waste materials, increased costs, waste piles up at homes & businesses/depot	2	3	6	Engaging with EA, contacted recycling contractors	Engage with BCC to put some contingency plans in place on how much recycling we could send to the EfW	Mar-19
4	Andrew Small	Andy Barton	Procurement - changes to government procurement, which is currently subject to EU law.		1	2	2	If the UK leaves the EU without a deal, the public procurement regulations will remain broadly unchanged after EU exit at 11pm on 29 March 2019.	On 13 December the Cabinet Office laid a draft Statutory Instrument before both Houses of Parliament. After the laying date, it may be viewed at the Statutory Instrument pages on GOV.UK. The SI is subject to change until it is made. Only once it is made will the contents of the new regulations be settled.	
5	Andrew Small	Nuala Donnelly	Financial/Funding - unbudgeted additional costs, credit risk, uncertainty over interest rates.	Financial cost, failure to achieve budget	3	2	6		Continue to monitor	
6	Andrew Small	Nuala Donnelly	Business rates - impact on vulnerability of businesses, increased debt/non recoverability.	Reduced revenues, impact on service delivery	3	2	6		Continue to monitor	
7	Andrew Small	Jill Symes	HR - changes to UK employment law (e.g. Working Time Regulations 1998, Agency Worker Regulations 2010)	Non Compliance with employment law	3	2	6		Continue to monitor	
8	Andrew Small	Andy Barton	Legal/Data - changes to UK Data Protection Law - impact on data flows with EU countries, and about EU nationals	Data breach	3	2	6	Review of data locations; regular update on ICO guidance	Greater risk for businesses that operate in European Economic Area (the EEA), which includes the EU; or send personal data outside the UK; or receive personal data from the EEA. AS per MHCLG Guidance, review/update the IT application register and identify the geographic location for all applications/cloud that process personal data - for any in EEA need to review supplier arrangements.	Mar-19
9	Andrew Small	Bill Ashton	Elections - European election and impact on BAU	Impact on democratic services resource	3	2	6		If extend beyond June means the UK taking part in the European parliament elections 23-26 May.	
10	Strategic Board	Will Rysdale	Civil unrest, disruption to transport network, fuel shortages, food shortages.	Staff ability to work, inability to deliver core services, increased vulnerability in population	2	4	8	Close working with LRF	Farage "Brexit Betrayal" March through Aylesbury March 23	

Ref	Risk Owner	Delegated Manager	Risk	Potential Consequences	Inherent Risk Rating			Existing Controls	Proposed Actions/Comment	Completion Date
					Likelihood	Impact	Overall Risk Rating			
11	Tracey Aldworth	Jeff Mambery	Vulnerability of residents increases - Individuals/families with small disposable incomes will be hit much harder by any shortages of food or necessary goods (and consequential price rises)	Increases in rent arrears and/or Council Tax; homelessness; greater demand for services	2	2	6		Continue to monitor	
12	Andrew Grant	Tracey Aldworth	Impact on Unitary decision - lack of parliamentary time; increased period of uncertainty		2	4	8			
13	Tracey Aldworth	Jeff Mambery	Environment Health - potential changes on EU Tariffs impact on local livestock farmers	Environmental health impact, increased demand for services	1	2	2		Continue to monitor	