

Review of Strategic Risk Register
Report by Director of Corporate Services

Summary: This report appends the Authority's updated Strategic Risk Register for members' comments, incorporating issues raised at the Risk Management Workshop in October 2011.

Recommendation: That the updated Strategic Risk Register be noted and approved, subject to any amendments suggested by the Committee.

1 Introduction

1.1 The Authority's Risk Management Policy states that the Strategic Risk Register will be formally reviewed by both the Management Forum (the group of senior staff comprising the Management Team, Section Heads and the Volunteer Coordinator) and this Committee on an annual basis. The purpose of this review is:

- to consider whether the risks set out in the Register are still appropriate, and whether the vulnerabilities and impact are up to date and representative of the risk involved;
- to consider whether the actions and controls in place are still adequate and appropriate;
- to consider whether any further action is necessary to help mitigate the risk;
- to consider whether the risk tolerance level is still appropriate; and
- to consider whether any new risks should be added to the Register, in respect of new activities or existing activities for which the risk level has increased.

1.2 The Register was last reviewed by this Committee at its meeting on 12 July 2011. Subsequently Authority members and senior officers participated in a Risk Management Workshop, facilitated by Zurich Risk Engineers, on 18 October. The purpose of this workshop was to raise awareness of risk management within the Authority, and to identify and prioritise the key risks facing the Authority. A number of new risk areas were identified at the workshop, and the opportunity has therefore been taken to review and update the Register for consideration by the Committee.

1.3 A summary of the key findings of the workshop is set out at Appendix 1.

2 Strategic Risk Register

2.1 The updated Risk Register is set out at Appendix 2. Changes to the previous version are highlighted in red.

2.2 The Register now includes 15 key risks, whereas previously there were 13. This is because:

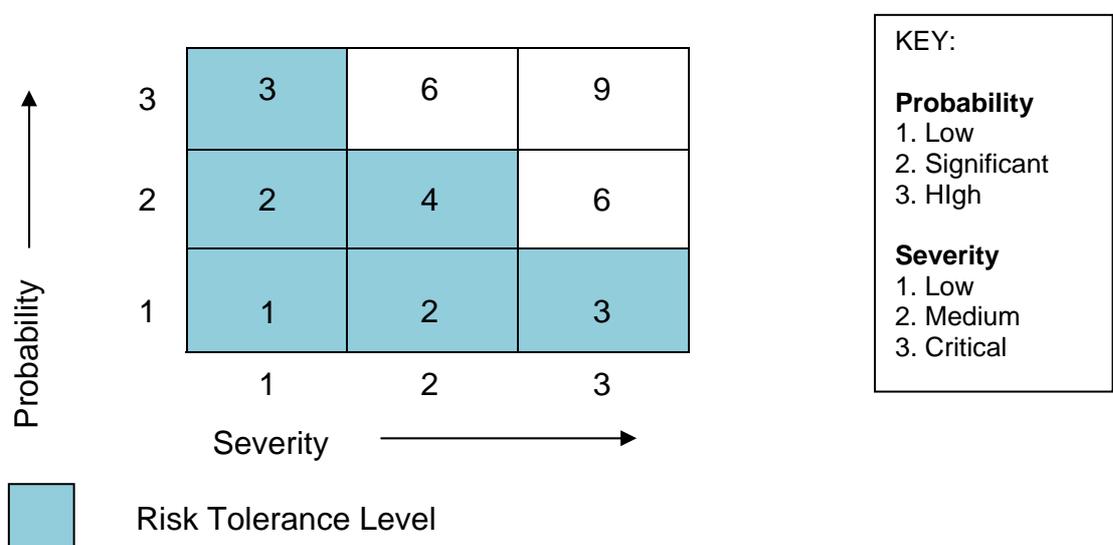
- the risk relating to Financial Overspend/Significant Loss of Income has been divided into two risks; and
- an additional risk has been added relating to Planning Decisions not made in accordance with the Development Plan or Regulations and Procedures.

2.3 In addition a new column has been added to denote whether the risk is short term (up to 2 years), medium term (up to five years) or long term (over five years). In practice the nature of the risks is that the majority are ongoing and relevant to all three. Changes have also been made to the Vulnerabilities, Impact, Actions Already in Place and Additional Actions Required columns.

2.4 Particular attention has been given to the following potential risk areas which were identified at the workshop:

- Management of Breydon Water and the Lower Bure.
- Dragonfly House costs.
- Potential further reduction in National Park Grant.
- Potential shortfall in EU funding schemes.
- Retirement of Treasurer and Financial Adviser/Director of Change Management and Resources.

2.5 The Authority's Risk Management Policy states that, in developing its Strategic Risk Register, the Authority will assess all strategic risks against the following grid:



2.6 The Policy also states that the Authority will accept a 'tolerance level' of not more than 4, as set out in the shaded squares, although the aim is to introduce mitigation measures to manage all risks to as low a level as reasonably practicable. With the mitigation measures in place, all of the risks identified are considered to fall within the accepted tolerance level.

2.7 Members views are sought on the updated Register.

3 Annual Risk Review Timetable

3.1 The following timetable is proposed to ensure that the Risk Register is regularly reviewed and refreshed as appropriate.

- March 2012. Review of updated Risk Register by Risk Owners.
- June 2012. Annual review of risk Register by Management Forum.
- September 2012. Six monthly review of ~risk Register by Risk Owners.
- October 2012. Annual Review of Risk Register by Financial Scrutiny and Audit Committee.

Background papers: Notes of Risk Management Workshop held on 18 October 2011

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Date of report: 31 January 2012

Appendices: APPENDIX 1 – Notes of Risk Management Workshop held on 18 October 2011
APPENDIX 2 – Updated Strategic Risk Register

**BROADS AUTHORITY
RISK MANAGEMENT WORKSHOP
Harnser, Dragonfly House, 2 Gilders Way, Norwich NR3 1UB**

Tuesday 18 October 2011 9.30am – 12.00pm

Purpose: To raise awareness of risk management and to identify and prioritise the key risks facing the Authority.

The Workshop covered:

- Introduction to the concept of risk management.
- Applying risk management principles to ensure objectives are met.
- Interactive risk identification.
- Prioritising those risks by probability and potential impacts.
- Awareness of risk mitigation.
- Discussion on the role of members.

The Workshop was facilitated by **Mr Tilden Watson from Zurich Risk Engineers.**

The development of members on this topic had the aim of allowing members to identify and prioritise key risks facing the Authority and to take appropriate risk mitigation actions to reduce these risks.

Those attending the workshop were provided with a handout covering Risk identification, Risk Analysis, Prioritisation, Normal Hierarchy, Risk Versus Issues, Root Cause Analysis, Consequence Mapping. They were given various exercises. This note concentrates on the identification of what were perceived to be the major risks facing the Authority and would be used to help produce the next update to the Strategic Risk Register.

Those attending were divided into four groups containing a mixture of both members and officers of the Authority. (List attached)

What are perceived to be the Major Risks facing the Authority:

Over the next two Years:

Group 1 (Bold given consideration as the major risks over 2 years)

- 1) Breydon Water Transfer
- 2) Loss of Tourism/Tolls Income
- 3) Loss of Defra National Park Grant
- 4) Further Restructuring S17/Director of CM&R**
- 5) Premises – Defra Dispute**
- 6) Partner problems – cutting back**
- 7) Government Policy
- 8) PRISMA /STEP projects – EU Funding**
- 9) Dockyard/Safety
- 10) Asset Liabilities**
- 11) Planning Decisions
- 12) DFH Disaster Flooding

<u>Probability</u> ^		4) Loss of S17+Director of CMR 6) Partner Loss of contributions	
		5) Premises dispute with Defra 10) Asset Liabilities	8) PRISMA/STEP Foreign Partners let us down
		2) Loss of Tourism Income 11) Planning Decisions 12) DFH Disaster-flooding	3) Loss of Defra NPG 7) Government Policy 9) Dockyard Safety
	<u>Severity</u> >		

Group 3

- (1) Loss of Key staff
 - Cause – Reorganisation (as a result of reduction in funds)
 - Consequence – failure to deliver, reputation, increased costs
- (2) Safety
 - Cause – Negligence
 - Consequence – Loss of Life/ Injury/Reputation/Cost
- (3) Finance
 - Cause Spending Review Part 2; Boat Numbers
 - Consequence – Inability to Deliver
- (4) Reputation
 - Cause 1,2,3,or 5
 - Consequence – loss of confidence

(5) Project Delivery

- Cause 1, and 3 Project Management
- Consequence 4 plus cost.
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Note: Interdependency of Risks

Probability ^			
High	3	6	9
Medium	2	4	6
Low	1	2	3
		3) Finance 1) Loss of Key Staff	2) Safety 4) Reputation
	Low	Medium	High
Severity - >			

Over the Next 10 years:

Group 2

- Railway Bridges – outside BA control but partner risk
- Flooding (BA) --- Flooding in the Broads
- Staff Changes
- Loss of Income – Reduction in Funding
- Society Changes- increases development pressure and need for Enforcement action
- Failure of Sea Defences

<u>Probability</u> ^	3	6	9
			Railway Bridges
	2	4	6
	Flooding (BA)	Flooding in	the Broads
	Staff Changes – re loss of key skills	Loss of Income	
	1	2	3
		Society Changes	Failure of Sea Defences
	<u>Severity</u> >		

Group 4

- Changes to partnership organisations
- Changes in Legislation
- Reduction in Funding
- Significant changes to area
- Loss of Reputation

<u>Risk</u>	<u>Causes</u>	<u>Consequences</u>
Significant change to Area	Climate Change Weather Erosion	Water Quality Land/Water Balance Ecological Change Different Priorities Skill Mix Programmes
Legislation	Loss of Political Support Local Pressure BA promoted	Change of Function Loss of Powers/ Additional Powers
Reduction in Funding	Stakeholder Revolt Government Policy Collapse of EU Economy	Reduction in Service Reconfiguration
Loss of Reputation	Political Failure Failure to manage a Risk Management/Operational failure	All of the Above
Changes to Partner Organisations	Government Action Policy Changes by others External Funding Decisions	Project Failure Gaps to fill Costs.

Ten Year Scenario

<u>Probability</u> [^]	3	6	9
	2	4 Reduction in Funding Changes to Partnership Organisations	6
	1	2 Significant Change to Area Loss of Reputation	3 Change in Legislation
	<u>Severity</u> >		

NB: Alteration of Timescales affects the probability and the severity of the risk

Conclusion:

The Main Risks for the Authority appeared to be identified as:

- Reduction/Changes in Funding from: National Park Grant, EU and Cuts in funding to partners
- Restructuring and the Loss of Key Personnel

These were similar for both two year and ten year scenarios

In addition, the Longer term Main Risks were identified as:

- Significant changes to the area - Flooding in the Broads, Failure of Sea defences,
- Changes in Legislation: and
- Changes to partnership organisations

Risk Mitigation

Each Group chose a Risk to concentrate on and identify how that risk could be mitigated:

Group 1: EU Funding (ie for STEP and PRISMA)

<u>Severity</u>	<u>Probability</u>
<ul style="list-style-type: none"> • Make provision in reserves • Prioritise expenditure • Less reliance but bring in other money • Insurance against currency charges • Exit Strategy 	<ul style="list-style-type: none"> • Good communication with Partners • On top of claims • Good Project Management • Promote to Euro MPs to generate support • Regular monitoring • Knowing the system well

Group 2: Railway Bridges (Was:9 Target:4)

<u>Reduce impact severity</u>	<u>Reduce Likelihood (Probability)</u>
<ul style="list-style-type: none"> • Legal undertaking • De-Masting Moorings • Signage • Prioritise key bridge > Focus Resources 	<ul style="list-style-type: none"> • Strategy/Partnership Working • Allowing Maintenance • Government Lobbying for <ul style="list-style-type: none"> ○ > Money ○ >Policy

Group 3: Loss of Key Staff

<u>Reduce Likelihood</u>	<u>Reduce Severity</u>
<ul style="list-style-type: none"> • Awareness of Markets • Proactive HR • Regular Appraisals/Review • Salary/Benefits/Package • Absence Monitoring • Values • Clear Leadership • Communication • Well Being 	<ul style="list-style-type: none"> • Succession Planning • Job Shadowing • SOPs • Extended Notice Period • Availability of Interim Resources • Record Keeping • Communication • Recruitment

Group 4: Loss of Funding

<u>Reduce Likelihood</u>	<u>Reduce Impact</u>
<ul style="list-style-type: none"> • Maintain Good relationship Defra/Other Partners Toll Payers • Delivery of Promises • Win/Wins (Share Success Communicate) • Comply with Statutory Requirements • Promotion of activities – tourism/boating etc 	<ul style="list-style-type: none"> • Explore/Achieve Alternative Funding streams • External Funding • Strong Business Plan and Financial Plans • Strong Risk Analysis • (Plan B!!) Flexibility/Similar

Risk Mitigation: Summary

What is required and points to be aware of:

- An Overall Strategy – Broads Plan (5 years) and Business Plan (2 years) – Need to be linked.
 - Risk Mitigation Costs Money – Need value for money.
 - Consider what measures are in place and consider what more is required to be done.
- There needs to be an “Owner of the Risk”.
- If there are a cluster of risks, one action might be able to reduce the risks for all.
- Consider what actions are required to reduce the Risk and/or likelihood of the event.
- Need to consider Risk Appetite versus Risk Tolerance
- Set the boundaries and communicate those boundaries.
- Gain an understanding of the Risks to partners as these could have a significant impact.
 - What are the skills/functions we rely on.
 - Who do we rely on:
 - Broadland District
 - Toll Payers
 - Natural England/Environment Agency
 - Fuel Supplies
 - Volunteers
 - Local Authorities generally
 - Printers
 - Vulnerability /Intrinsic goals – ask partners what are their risks.- Filter
 - Identify Roles and Responsibilities

Roles and Responsibilities

The role of the Board (ie Members) is very important. The main actions they have are:

ACTIONS

- 1. To CHALLENGE (in a nice way) – RISK IDENTIFICATION.**
- 2. RISK MITIGATION – Determine whether actions will move the risk.**
- 3. APPROVE THE APPROACH – in terms of both the Strategy and the result required.**

APPENDIX 2

Description of Risk	Vulnerabilities	Timescale (S/M/L)	Impact	Risk Probability/Severity	Actions Already in Place	Additional Actions Required	Risk Owner	Date last Reviewed
Loss/Non Availability of Key Staff	Key post or posts absence for a prolonged period	S/M/L	Loss of decision making ability	4 (P2xS2)	Sickness absence reporting and monitoring procedures in place	RGH to develop three year People Strategy by 31/3/12 to aid succession planning, to be incorporated into Business Plan RGH to arrange recruitment of new Head of Finance by 31/3/12	Head of Human Resources	Jan-12
	Sickness/outbreak of pandemic (eg Swine Flu)	S/M/L	Loss of knowledge and experience		Work Life Balance Policy			
	Over-reliance on key members of staff	S/M/L	Failure to deliver service		Scheme of Local Conditions of Service			
	Inability to compete in terms of pay	S/M/L	Reduced quality/less efficient service		Emergency Management and Reporting System			
	Inadequate succession planning	S/M/L	Increased workload/pressure for remaining staff		People Strategy, including identification of future staff requirements			
Loss of Offices including Field Bases	Loss of key personnel through organisational review, including loss of financial expertise	S	Failure to meet Government and other deadlines		Job Evaluation Scheme to ensure fair and appropriate remuneration of staff	JWO/SWPH to update Business Continuity Plan by 31/12/12 to reflect relocation from Ludham Field Base	Director of Change Management and Resources	Jan-12
			Loss of credibility/reputation with the public/stakeholders		Employee Assistance Programme			
			Potential cost of taking on additional staff		Monthly meetings between Head of HR and Directors to anticipate staff changes/requirements			
					Use of secondment arrangements where appropriate			
					Revised Finance Team structure agreed, with enhanced responsibilities for Head of Finance			
Loss of IT/ Communications Systems	Destruction through fire, explosion or release of hazardous substances	S/M/L	Temporary loss of communication with staff, public and stakeholders	3 (P1xS3)	Appropriate fire prevention measures in place, eg fire alarms, fire extinguishers	SWPH to update Disaster Recovery Plan by 31/7/12 to reflect virtualisation of servers/relocation from Ludham Field Base	Head of ICT and Collector of Tolls	Jan-12
	Flooding of site or loss of access to site through flooding (especially Dockyard)	S/M/L	Loss of information		Dragonfly House Emergency Management Plan, including bomb threat procedures			
	Loss of use or access to premises	S/M/L	Postponement of work Potential failure to achieve objectives/meet deadlines Damage to reputation/credibility		Business Continuity Plan Emergency Management and Reporting System Home working facility available for some members of staff Insurance Policies			
Loss of IT/ Communications Systems	Destruction of or serious damage to buildings	S/M/L	Temporary loss of communication with staff, public and stakeholders	3 (P1xS3)	Business Continuity Plan	SWPH to update Disaster Recovery Plan by 31/7/12 to reflect virtualisation of servers/relocation from Ludham Field Base	Head of ICT and Collector of Tolls	Jan-12
	Significant virus	S/M/L	Potential loss of data		Emergency Management and Reporting System			
	Loss of power	S/M/L	Postponement of work Potential failure to achieve objectives/meet deadlines		Short-term power back-up facility available Home working facility available for some members of staff			
			Potential loss of income (eg tolls)		Use of Firewall, anti-virus systems, password security policies and daily back-ups with data taken offsite			
			Reduced service delivery Loss of credibility/reputation with the public/stakeholders		Electronic Communications Policy Insurance Policies			

Description of Risk	Vulnerabilities	Timescale (S/M/L)	Impact	Risk Probability/Severity	Actions Already in Place	Additional Actions Required	Risk Owner	Date last Reviewed
					IT Disaster Recovery Plan Virtualisation of servers			
Financial Overspend	Large overspend of budget	S/M/L	Reduction in service	3 (P1xS3)	Budgetary control system including monthly reports to Budget Holders	MF to arrange training in financial management/monitoring for budget holders by 31/3/12	Director of Change Management and Resources	Jan-12
	Increase in Dragonfly House running costs	S	Inability to meet expenses including payment of salaries without external support		Regular reports to members	RGH to arrange for three year Business Plan to be developed and published by 31/5/12		
	Project overspend	S/M/L	Loss of credibility/reputation with the public/stakeholders		Financial regulations and Standing Orders Relating to Contracts	JWO/JP to resolve Dragonfly House costs by 31/3/12, through negotiation/liaison with Defra		
	Underestimation of costs of managing Breydon Water	M/L	Inability to meet commitments		Internal control systems eg separation of duties	JP/TW to provide more detailed analysis of costs of managing Breydon Water, including turntide Jetty, by 30/9/12		
			Potential redundancies		Regular auditing of financial systems and controls			
			Loss of reserves		Three year Business Plan 2010/11 - 2012/13			
					Regular and onngoing communication by Chief Executive to staff and trade unions to explain financial situation and its implications			
					Dragonfly House costs being challenged/discussed with Defra			
Significant Loss of Income	Significant reduction in core Government grant aid	S/M	Reduction in service	3 (P1xS3)	Budgetary control system including monthly reports to Budget Holders	MF to arrange training in financial management/monitoring for budget holders by 31/3/12	Director of Change Management and Resources	Jan-12
	Non receipt of other significant budgeted income, including EC funding, cuts in funding of partners and loss of tourism/tolls income.	S/M/L	Shortfall in income to meet commitments arising out of EC/other projects		Hedging of exchange risk is considered for significant contractual arrangements involving foreign currency	RGH to arrange for three year Business Plan to be developed and published by 31/5/12		
			Inability to meet expenses including payment of salaries Loss of credibility/reputation with the public/stakeholders Potential redundancies Loss of reserves		Regular auditing of financial systems and controls Three year Business Plan 2010/11 - 2012/13 Regular reports to members			
Death or Serious Injury to Member of Staff	Use of heavy plant and equipment	S/M/L	Loss of expertise	3 (P1xS3)	Health and Safety at Work Policy.	Site Managers to complete Public Risk Assessments for all BA sites by 31/3/11	Head of Safety Management	Jan-12
	Lone working	S/M/L	Lowering of staff morale		Generic, Site Specific and Public Risk Assessments			
	Danger of drowning through water based activity	S/M/L	HSE involvement		Codes of Practice eg for use of Lifejackets			
	Road traffic accident	S/M/L	Loss of credibility/reputation with the public/stakeholders		Safety Recording System for Lone Workers			
	Negligence (by Authority/manager/individual)	S/M/L	Potential legal action against the Authority/costs		Safety Committee and nominated Safety Reps Health and Safety/Fire Awareness Training for relevant staff First Aid trained staff and Defibrillator at Dragonfly House Insurance Policies			
Death or Serious Injury to Member of the Public	Danger of drowning through water based activity	S/M/L	Civil or criminal action against the Authority/costs	3 (P1xS3)	Port Marine Safety Code Safety Management System including regular Hazard Review	JP/TW to arrange transfer of navigational responsibility for Breydon Water and the Lower Bure by 31/3/13, subject to BA approval	Head of Safety Management	Jan-12
	Injury through embarkation/disembarkation	S/M/L	Potential closure of a facility		Boat Safety Management Group			

Description of Risk	Vulnerabilities	Timescale (S/M/L)	Impact	Risk Probability/Severity	Actions Already in Place	Additional Actions Required	Risk Owner	Date last Reviewed
	Death or accident through the Authority's negligence	S/M/L	HSE involvement Loss of credibility/reputation with the public/stakeholders		Safety leaflets and ongoing programme of education, including through Broad Sheet and the Broadcaster Regular surveying of trees Site Specific and Public Risk Assessments			
Denial of Public Access to the Broads	Major flooding incident/failure of sea defences	S/M/L	Closure of sites, footpaths, other public areas	3 (P1xS3)	Short to medium term coastal and flood defence provisions in place		Director of Operations	Jan-12
	Outbreak of disease, eg Foot and Mouth, Avian Flu	S/M/L	Closure of visitor attractions, negative impact on tourism and the local economy		Close working relationship with key EA and NE staff			
	Closure of bridges (by Network Rail)		Potential reduction in income for the Authority Closure of navigation/inability to navigate parts of Broads system Loss of credibility/reputation with the public/stakeholders Loss of or damage to property Loss of habitat Possible loss of life		Involvement in County Council emergency response procedures Emergency Communications Strategy Participation in major oil spill/pollution events Legal undertaking with Network Rail regarding maintenance of the bridge network			
Ineffective Project Management	Lack of adequately trained project management staff	S/M/L	Project not managed to time or within budget	2 (P1xS2)	Standing Orders Relating to Contracts	RR to arrange contract management training for selected staff by 31/3/12	Director of Change Management and Resources	Jan-12
	Lack of effective project management arrangements	S/M/L	Failure to meet project objectives Failure to meet commitment to partners Additional costs Loss of credibility/reputation with the public/stakeholders		PRINCE2/PRINCE Lite training provided for staff Acquisition of PRINCE Lite programme Approval/monitoring of key projects by Management Team			
Ineffective Management of Assets	Lack of Asset Management Plan	S/M/L	Ineffective control of costs/application of resources	2 (P2xS1)	Specialist property advice available from NPS Property Consultants	RGH/AML to migrate asset data from spreadsheet to database linked to GIS by 31/3/13	Asset Officer	Jan-12
	Lack of Corporate Capital Strategy	S/M/L	Inappropriate utilisation of Assets Asset devaluation Failure to properly maintain assets Loss of credibility/reputation with the public/stakeholders Potential negative impact on accounts and adverse audit opinion		All assets have been identified and recorded, with a record of all legal agreements maintained Asset Management Strategy Asset Management Steering Group formed	RGH/AML to identify further costs associated with BA assets for incorporation into capital programme by 31/3/12		
Ineffective Engagement with Key Partners/Stakeholders	Failure to identify key partners/stakeholders	S/M/L	Failure to deliver objectives	4 (P2xS2)	Broads Forum, Broads Tourism Forum, BLAF and other working groups	JP/AL to undertake review of governance and consultative arrangements by 31/7/12 SKH/AK to strengthen network of biodiversity relationships to build a greater understanding of the Authority's work by 31/12/12	Head of Communications	Jan-12
	Failure to consult and engage with partners/stakeholders on key issues	S/M/L	Lack of trust/support from partners/stakeholders		Service Level and Partnership Agreements	JP/Chairman to arrange series of regular meetings with the RYA/BMF by 29/2/12		
	Breakdown of relations with a key partner/stakeholder	S/M/L	Loss of credibility/reputation with the public/stakeholders		Parish Forums	JP to identify relationship managers for all key stakeholder organisations by 29/2/12		
	Changes to partner organisations	S/M/L	Loss of income		Communications Strategy			

Description of Risk	Vulnerabilities	Timescale (S/M/L)	Impact	Risk Probability/Severity	Actions Already in Place	Additional Actions Required	Risk Owner	Date last Reviewed
	Changes in policies of partner organisations	S/M/L	Loss of opportunities		Register of partnerships including operational risks for each partnership and Partnerships Governance Arrangements Action Plan Partnerships Protocol Annual review of partnerships by Management Forum/BA	RGH to carry out review of governance arrangements of STEP partnership by 31/3/12 JWO to carry out review of governance arrangements of PRISMA partnership by 31/3/12		
Failure to comply with Legal Requirements	Changes to legislation	S/M/L	Civil or criminal action against the Authority	3 (P1xS3)	Insurance Policies		Director of Change Management and Resources	Jan-12
	Failure to meet a key legislative requirement	S/M/L	HSE involvement		Solicitor and Monitoring Officer (Head of npLaw)			
	Lack of in-house expertise	S/M/L	Failure to deliver services		Additional specialist legal support available from npLaw			
	Failure of policies to comply with legislative requirements	S/M/L	Multiple complaints against the Authority Loss of credibility/reputation with the public/stakeholders Loss of political support		Annual review meeting held between Chief Executive/Solicitor and Monitoring Officer			
Death or Serious Injury to Volunteer	Lone working	S/M/L	Civil or criminal action against the Authority/costs	3 (P1xS3)	Health and Safety at Work Policy	BW to prepare Generic, Site Specific and Public Risk Assessments for volunteers by 30/6/12	Volunteer Coordinator	Jan-12
	Danger of drowning through water based activity	S/M/L	HSE involvement		Generic, Site Specific and Public Risk Assessments			
	Road traffic accident	S/M/L	Lowering of staff and volunteer morale		Codes of Practice eg for use of Lifejackets			
	Death or accident through the Authority's negligence	S/M/L	Loss of credibility/reputation with the public/stakeholders		Safety Recording System for Lone Workers First Aid training for volunteers Insurance Policies Volunteer Strategy			
Significant Loss of Volunteers	Loss of labour	S/M/L	Postponement of work	2 (P1xS2)	Absence reporting and monitoring procedures in place	BW to introduce satisfaction monitoring by 31/3/12	Volunteer Coordinator	Jan-12
	Loss of knowledge and expertise	S/M/L	Potential failure to achieve objectives/meet deadlines Reduced service delivery Loss of credibility/reputation with the public/stakeholders		Volunteer Strategy	CW to Update Communication Policy to more actively include volunteers by 31/3/12 BW to update Volunteer Codes of Conduct by 31/3/12 BW to implement Volunteer Strategy		
Planning Decisions not made in accordance with Development Plan or Regulations and Procedures	Unattractive development	S/M/L	Legal challenges to decisions/potential costs	2 (P1xS2)	National Guidance	AL/JC to arrange for LDF Site Specific Policies published in September 2012	Director of Planning and Strategy	Jan-12
	Decisions made which are not in accordance with policy	S/M/L	Bad publicity/loss of reputation		Local Development Framework	AL/CS to arrange for Planning Team to be given resources/training to keepup with professional competency, such as EIA Regulations		
	Development pressures due to society aspirations/government legislation	L	Complaints against the Authority		LDF Development Management Policies Appointment of appropriately qualified staff Training provided for Planning Committee members			

Description of Risk	Vulnerabilities	Timescale (S/M/L)	Impact	Risk Probability/ Severity	Actions Already in Place	Additional Actions Required	Risk Owner	Date last Reviewed
					<p data-bbox="1605 195 1911 247">Scheme of Delegated Powers in operation</p> <p data-bbox="1605 285 1926 310">Recourse to specialist legal advice</p> <p data-bbox="1605 323 1911 396">Continuing Professional Development (CPD) for Planning staff</p>			