STRATEGIC RISK

Strategic Risk scoring matrix and key:

Score out of 5 for both likelihood and impact (example 4 x 2 = 8 = Amber):

RED (R): Risk x Impact = 15 to 25

AMBER (A): Risk x Impact = 8 to 15

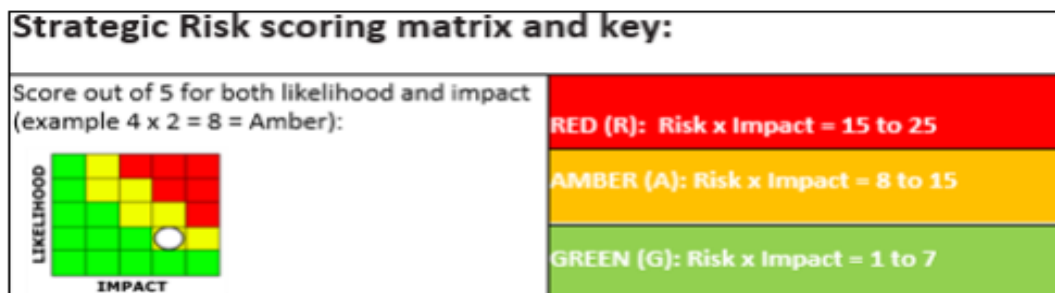GREEN (G): Risk x Impact = 1 to 7

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/internal control Q4.
The focus of our resources is not planned or prioritised effectively.	Resources are not organised effectively to deliver against the Council's priorities.	Workforce development does not meet priorities and challenges Failure to recruit and/or retain	Services not provided at the correct level and standard Residents' needs not met	1	4	4	Resource Planning and Prioritisation (RPP) is in place to prioritise and focus on available resources. Risks continued to be monitored at a strategic level through regular check of key issues and priorities, weekly ELT meetings allow a continuous and dynamic check of these issues. If issues escalate appropriate teams are engaged to find solutions. The wider leadership team have plans in place to ensure that resources can be directed to areas of need in emergencies. Integrated reporting in place covering finance, performance, and risk. Ongoing communication with staff groups (Wider ELT, Team meetings). Staff surveys undertaken.

		Workforce planning and succession planning are not in place	Competing priorities are not managed

Failure to recruit/retain business critical posts which will impact on service delivery | | | | The Council's Workforce Development Strategy reflects current local and national drivers that are influencing our workforce development challenges and priorities.

The new strategy sets out three broad areas of focus

- Values based leadership
- Attracting and retaining the best talent
- Continuing our ways of working journey

The strategy has been informed by external industry data and consultation with our services and workforce to ensure it includes a range of short- and longer-term measures to ensure the Council has appropriate recruitment pipelines, skills development/training plans, succession plans, employer of choice strategies, employee reward/benefit packages and strong partnership plans with recruitment bodies, education providers, schools, and businesses. We have launched a range of new recruitment incentive pilots, a recruitment and onboarding system

Our workforce development plans will continue to support and maximise our ways of working combining technology, virtual working, and the Community Hub. However further continuing professional development will also strengthen our arrangements around being a learning organisation, being data led and community engagement to build on our Locality + Model.

Employment trends data profiling our workforce is regularly produced and used to inform workforce planning, RPP and succession planning. |

							We have an established apprenticeship scheme and there are currently 12 apprentices studying a levy approved qualification. We are working in partnership with South Staffordshire College to support our apprentice scheme and we are also collaborating with local schools to promote the Council as an employer of choice We are working with West Midland Employers and have participated in the new local government regional career guide for job seekers. We continue to offer our annual talent management programme ASPIRE which has so far delivered strong outcomes where 1/3 delegates have gone on to progress their development whether that be educational achievement or career advancement. Our 2023 ASPIRE programme is currently being delivered to continue the development of our staff.

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/internal control Q4.
Budget pressures, increased income volatility and uncertainty as to the future of local government finance.	The budget, the MTFS and the financial stability of the Council is severely impacted by reductions and/or changes in the way in which local government is financed.\n\nIndications are at this stage that the Fair Funding Review will redistribute funding away from District Councils to councils with Adult, Social Care and	Impact of major national and/or international factors on income streams and finances (e.g., recession, inflation, Brexit.\n\nUncertainty re future of LG financial framework\n\nCosts passed on by other public authorities\n\nThe fair funding review and funding baseline reset (both of which have been delayed) could	The Council's projected financial position is worse than anticipated.\n\nOur financial position becomes unsustainable\n\nThe Council's reserves position becomes inadequate\n\nResidents' needs not met\n\nServices levels and / or quality are reduced	2	4	8	The authority has in place a transformation programme which has delivered significant savings to date.\n\nThe 22/23 Budget and MTFS models general fund balances remaining above minimum levels for 4 years. Earmarked reserves increased to mitigate collection rate risks also.\n\nThe Council is part of the Staffordshire and Stoke-on-Trent business rates pool which mitigate some of the financial risk associated with appeals and revaluations.\n\nCapital Strategy and Commercial Asset Strategy in place, supported by due diligence which balances risk/reward.\n\nResource Planning and Prioritisation in place to focus available resources and integrated reporting in place which considers Finance, performance, and risk.\n\nThe wider leadership team are looking to ensure that impacts from the Environment Bill and Waste pressures can be identified and mitigated as the implications become clear. Taking stock of finances to take place at each quarter. Income receipt at Hilton Cross to provide opportunity for investment.

| | Children's duties | significantly impact on the Council's finances.

Collection rates (council tax, business rates, sundry debt, rental incomes) reduce as a result of an economic downturn. | | | | | |

Theme/Short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/Internal control Q4.
Failure to deliver against the change, transformation, efficiency and savings agenda.	Plans to deliver further Efficiencies and Income and associated change programmes, transformation plans, commercial targets	Workforce not equipped/lack of capacity. Project management failures. Digital shift fails to reduce cost base.	Savings not achieved Resident, Community and Business needs not met Project timetables	2	3	6	Transformation Programme in place focussed on digital, flexible working and IT infrastructure. Resource Planning and Prioritisation process in place to identify savings and efficiency opportunities. Commercial Asset Strategy in place supported by robust due diligence arrangements to balance risk and reward. Workforce development strategy and programme in place. Work ongoing with the County and parishes to develop options for stronger three tier working.

Theme/Short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/Internal Control Q4.
and/or other large projects are not delivered.	Inflexible work arrangements.

Over optimistic projections within business cases

Assets Strategy is not delivered / costs are higher than anticipated / income is lower than anticipated | not achieved

Outcomes not delivered

Poor staff morale

Our financial position becomes unsustainable

The Council's reserves position becomes inadequate | | | | | The next phase of digital transformation focusses on transforming the customer experience, enhancing customer journeys and refining and improving council processes to reflect efficient and effective service delivery. Intuitive online forms and informative website content will support digital customer journeys. |
| Cyber security attack | Cyber Security – risk of cyber security attack and | Failure to maintain a high level of cyber security | May result in theft or loss of confidential data | 3 | 5 | 15 | In recognition of the success of agile working (but also the additional associated risk) investment has been made (from earmarked reserves) into an additional data security and compliance package from the Council's software suppliers. This is part of the second |

| | ransomware type attacks | (technology, processes and awareness) throughout the Council

Ways of working

Phishing attacks, scam emails and texts pretending to provide information from authorities re Covid 19

Increased use of Home Wi-Fi networks / connected devices and more staff registering with cloud service providers. | May lead to denial of service and inability to access key systems for some time both for the Council, its partners and its communities. In turn may lead to financial penalties, reputational damage and a loss in public confidence

May lead to loss of all digital services for weeks (specialist resources from the National Cyber Security Centre unlikely to be available).

Home working severely disrupted

Software suppliers' security compromised | | | | phase of the Agile Working Project which is focused on the:
• classification and labelling of council documents and emails
• effective threat management and defensive mechanisms (layered to protect valuable data and information through "Defence in Depth")
• creation of a "zero-trust architecture" to ensure that data and access across our technology environment remain secure.

Clear policies on ICT security. Enforcing of policies on ICT security including implementing latest software updates/virus protection and firewalls. Staff training and communications are also being issued frequently to maintain and increase awareness.

Council has in place specialist insurance to cover the impact in the unlikely event that an attack does succeed.

Positive Internal Audit reports on Cyber Security, Agile & Mobile arrangements, and Office 365 have both provided positive assurance of the controls in place.

Monitor national and regional notification/alerting mechanisms for new cyber scams and attacks.

Council data backed-up to the Cloud using 'write once, read many times' approach to facilitate complete recovery of the Council's data following a potential successful Ransomware attack. |
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		Supply chain attacks bypassing traditional cyber security defences	facilitating the distribution and installation of dormant viruses as part of regular software maintenance update cycles				Divergence of hosting arrangements (on-premise and Cloud) for council business applications reduces the impact of a successful cyber-attack on council services. Digital communication channels, website, telephony, social media, contact centre all Cloud hosted by different providers and accessible by staff and the public in the event of a cyber-attack to the Council's network. Provision of Disaster Recovery as a Service (DRaaS) during 2023/2024 will provide further resilience for business applications and council services from a cyber-attack.

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/Internal Control Q4.
Partner volatility	Partner volatility results in service delivery failure	Financial failure/pressures on key partner National / International economic factors (including Covid 19 pandemic outbreak)	Negative impact on service provision Failure to meet legal duties Residents needs not met Risk of reputational and legal liability to the Council	3	4	12	The Extended Leadership Team meets regularly. Business and Service delivery (including key partner contracts) are standing agenda items. Monitoring of delivery of existing contracts in place. Appropriate financial due diligence takes place in entering long term contracts for key service delivery. Effective Business Continuity Plans are regularly updated and reviewed.

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Information Governance Failure	Failure to comply with Information Governance requirements – in particular Data Protection	Failing to put in place appropriate policies, procedures and technologies to ensure that the handling and protection of its data is undertaken in compliance with the General Data Protection Regulations	May result in regulatory action including financial penalties May also lead to reputational damage and the loss of confidential information May also lead to legal liabilities as result of breaches	2	4	8	Data protection policy reviewed and refreshed and notified to all staff. Members oversight of this by Standards and Resources Committee Information Governance audit undertaken giving substantial assurance rating. A rolling programme of mandatory training for all staff is in place with focused training on key areas of risk including development management, customer services and management of Revenues and Benefits. Training for all elected members taking place post May 2023 elections, with refreshed training for staff also taking place.

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/Internal Control Q4.
Planning	Unsustainable development taking place contrary to existing Core	Lack of a 5 Year Housing Land Supply – harder to establish a 5YR HLS as a	Unsustainable and unplanned development	2	4	8	The Council's Core Strategy was adopted in 2012. Adoption of Site Allocations Document took place in September 2018 to deliver on the Core Strategy and set out where development takes place. Work on the Local Plan Review, to replace SAD is well underway

	Strategy - development being driven by opportunity (as a result of National Policy) rather than being planned. Failing to meet Government targets on quality/speed of planning decisions	result of National Planning Policy Framework changes and National planning policy practice guidance. In turn this leads to a "tilted balance" for non-Green Belt applications, meaning that objections must significantly and demonstrably outweigh the benefits. National Policy drivers including demand for National Infrastructure – including National Policy Statement on Networks Not having an up-to-date Local	Development taking place in the wrong place Lack of suitable infrastructure Risk of designation by				Work undertaken has resulted in confirmation that the Council has a 5-year housing land supply. Review of the Local Plan reached the final stage with the Regulation 19 Submission Plan being agreed by Members for consultation in Nov/Dec 22 and for it to be submitted to the government for examination in 2023. Work remains ongoing to review the representations received to the consultation, however the national planning reforms that were subject to national consultation in Dec 22 -March 23 provide a level of uncertainty for submission/the next stage of plan production, which carries risk. This is being mitigated by the approach taken with member engagement, in order to ensure the plan can progress quickly once clarity on reforms is understood. The Government has made clear that they expect Local Authorities to progress plans and will intervene where necessary. The team have met with the Planning Advisory Service who have confirmed that progress is being made and are supportive of the approach taken. Members have continued to be engaged in the process through with external speakers/experts being engaged in the process to support plan production. Discussions with key partners and Parishes and attendance of meetings with partners to maintain progress and dialogue on timetable.

		Plan in place – as National policy has changed the current plan is no longer designated as up to date	Government which leads to applications being made directly to the Planning Inspectorate with loss of control and loss of fee income				Utilising digital methods to deliver engagement methods.

The Local Plan Review is supported by an infrastructure delivery plan ensuring that any development has the right infrastructure in place.

Quality and speed targets set by Government are regularly reviewed and monitored including through the Council's Performance Management Framework – work is underway through the transformation team to improve the processes and procedures within the planning team. |
| | | NPPF consultation on the future of Planning provides some challenges for the future planning strategy and the potential to interrupt the current timetable for the production of the plan along with unintended consequences for spatial development in the district. | Loss of quality of environment across the district | | | | |

Theme/short name	Risk description	Cause	Impact	Likelihood (input 1-5)	Impact (input 1-5)	Q4 22/23 RAG (*Automated*)	Mitigation/Internal Control Q4.
Our communities do not become more prosperous and vibrant	The Covid 19 pandemic outbreak results in poor outcomes for our residents and our businesses	Covid 19 pandemic outbreak (uncontrollable)	Council performance and core service delivery is not effective

Poor health and well-being outcomes for residents | 2 | 3 | 6 | The Extended Leadership Team is meeting weekly. Standing agenda items include a focus on Community, business, service delivery and communications.

Council has published the economic recovery ten-point plan and launched a business place partnership.

Business Place Partnership ensures businesses engage and can capitalise on the Council's connections to partners through our open door. |
| | | Lack of capacity, resources and or agility/flexibility results in core council services not being delivered

Internal business processes (including those relating to transactions | Economic opportunities for our residents are reduced

Businesses do not receive the support they need | | | | |

		which support residents and businesses) are not adapted to meet need					