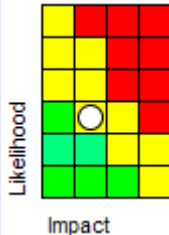
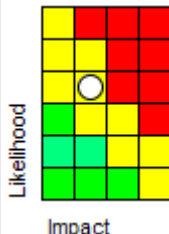

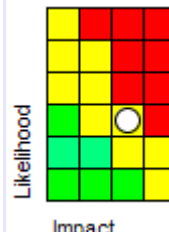



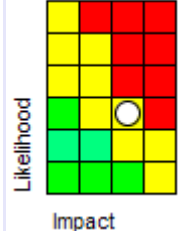
Corporate Risk Register


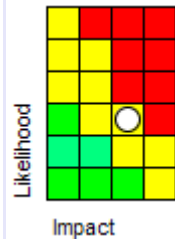
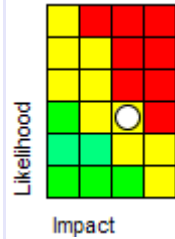
NB: The Risk Matrix (Profile) referred to throughout this report is explained in more detail at the end of the report and in the accompanying Risk Management Strategy.

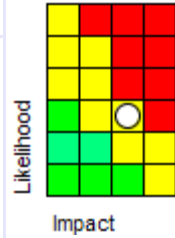
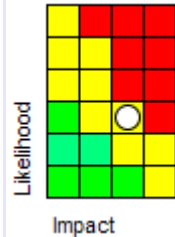
Risk Code & Description	C1 - Legislation impacts Housing Policy affecting provision of affordable Housing and increasing pressure on housing waiting list.	Original Risk Matrix (Likelihood – Low/Impact – Significant)
Risk Owner	Head of Housing & Environmental Health	
Risk Factors	Impact of Legislation on Housing Policy. Demographic change. Lack of funding. Lack of affordable housing/homelessness going up/housing stock going down (right to buy).	
Consequences	Inability to deliver Corporate Plan objective. Delay in implementing/determining planning applications by including starter homes. Housing standards in private rented sector as more people pushed to private rented sector as registered providers move out of this market. Rise in homelessness.	Current Risk Matrix (Likelihood – Significant/Impact – Significant)
Existing Risk Controls	Harah Partnership renewed until 2020. Close monitoring of homelessness caseload and the use of bed and breakfast to ensure staffing arrangements are delivering the required outcomes. Registered providers revising business plans following Government announcement that they reduce their rents by 1% each year for 4 years. A new Housing Strategy has been developed adopting an approach where the need and options for providing new affordable housing is seen within the wider local housing and supporting communities context.	
Direction of Travel (Current Risk matrix)	↑	


		Target Risk Matrix (Likelihood – Low/Impact – Significant)
Required Action/s and Due date	<p>Creative working with partners (ongoing)</p> <p>Continue to develop partnership working (ongoing)</p> <p>Produce new Supplementary Planning Document for affordable housing. (31/10/17)</p> <p>Review the Housing Strategy (including the Homelessness Strategy) in light of legislative change. (30/11/17)</p>	 <p>The Target Risk Matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' and the horizontal axis is labeled 'Impact'. The grid is color-coded as follows:</p> <ul style="list-style-type: none"> Red (High Risk): Top-right 3x2 area (rows 1-3, columns 4-5). Yellow (Medium Risk): Top-left 3x2 area (rows 1-3, columns 1-2) and middle-right 2x2 area (rows 4-5, columns 4-5). Green (Low Risk): Bottom-left 2x3 area (rows 4-5, columns 1-3). <p>A white circle with a black dot is located in the middle-left cell (row 3, column 2).</p>

Risk Code & Description	C2 - Major loss or release of personal data in contravention of the Data Protection Act 1998	Original Risk Matrix (Likelihood – Low/Impact – Critical)
Risk Owner	Head of Legal & Democratic	
Risk Factors	Lack of awareness of relevant legislation and local data security and data sharing policies. Increased public awareness of legislation. Nature of Political environment. Inability to monitor data transfer to personal webmail from corporate network.	
Consequences	Fine imposed by Information Commissioner and bad publicity and reputational damage.	Current Risk Matrix (Likelihood – Low/Impact – Critical)
Existing Risk Controls	<p>Heads of Service aware of risks; the informal audit of how well training has bedded in was positive; services holding sensitive data are aware of the legislation and the risks; all services have appointed a DPA rep; reps attend 1/4ly forum; training on redaction has been given. Contractors and Suppliers who require access and/or need to remove data whether in hard copy format or from the contained secure network must agree and sign both the Council's 'Information Security Policy' and 'Data Sharing Code of Practice' terms and conditions before obtaining access. Guidance for Members from the ICO is contained in the Members' Handbook. Members have received training. Procedure note for dealing with breach published on intranet. Breach policy in place. Controlled (Swipe card) access to offices. Data Protection was included in a Governance Workshop for Members. Members were also pointed to the e learning module on Data Protection as part of their Induction Welcome Pack.</p>	
Direction of Travel (Current Risk matrix)		

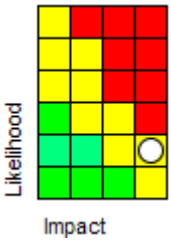
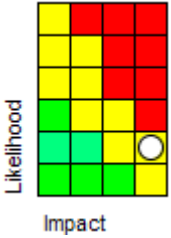
		Target Risk Matrix (Likelihood – Low/Impact – Critical)
Required Action/s and Due date	Staff E-learning is being developed. Users to be made aware, as part of both the IT and corporate induction process, that they should not transfer data to personal webmail from the corporate network. (31/07/17)	 <p>The Target Risk Matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' and the horizontal axis is labeled 'Impact'. The grid is color-coded as follows:</p> <ul style="list-style-type: none"> Red (High Risk): Top-right 3x3 area (rows 1-3, columns 4-5). Yellow (Medium Risk): Top-left 3x2 area (rows 1-3, columns 1-2) and bottom-right 2x2 area (rows 4-5, columns 4-5). Green (Low Risk): Bottom-left 2x3 area (rows 4-5, columns 1-3). <p>A white circle with a black outline is located in the center of the grid, at the intersection of the third row and third column.</p>

Risk Code & Description	C3 - Failure to agree and implement up to date strategic Development Plan Documents	Original Risk Matrix (Likelihood – Low/Impact – Critical)
Risk Owner	Head of Planning Policy & Transport	
Risk Factors	Time frame for consultation on key documents informing the Local Plan. Perspective of Government Inspector. Changes to government policy and its implementation.	
Consequences	Unstructured and unstrategic development on not preferred sites. Successful planning appeals having reputational and financial consequences.	Current Risk Matrix (Likelihood – Low/Impact – Critical)
Existing Risk Controls	Adoption of local plan and progress on gypsy & traveller DPD. Reviewing the content of local plan to ensure consistency with national guidance/ case law (See contingency action in local plan para 12.18). Revising the local plan against the milestones set out in the Local Development Scheme (LDS).	
Direction of Travel (Current Risk matrix)	↔	
		Target Risk Matrix (Likelihood – Low/Impact – Critical)
Required Action/s and Due date	Review application of strategic DPD Review evidence justifying approach in strategic DPD – this action is linked to the milestones reached in the LDS (Ongoing). (Proposed revised timetable being presented to Cabinet on 21/06/17).	

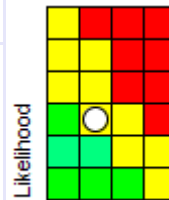

Risk Code & Description	C4 - Failure of major projects to deliver desired outcomes <i>(New risk added May 17)</i>	Original Risk Matrix (Likelihood – Low/Impact – Critical)
Risk Owner	Corporate Director (AF)	
Risk Factors	Accessing and availability of resources.	
Consequences	The Council overstretches itself and doesn't achieve its project outcomes. Reputational damage. Stress amongst staff.	Current Risk Matrix (Likelihood – Low/Impact – Critical)
Existing Risk Controls	Project Management methodology is in place. Corporate Dashboard includes project review and allocation of resources. Project management established including project boards and teams. Internal Audit and Policy Team meet quarterly to discuss resourcing. Approach to accessing project management resource is now embedded.	
Direction of Travel (Current Risk matrix)	↔	

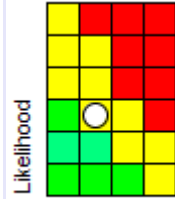
		Target Risk Matrix (Likelihood – Very Low/Impact – Critical)
Required Action/s and Due Date	<p>To bring Corporate Dashboard to OMT quarterly which includes position of major projects in terms of progress, resources and risk. (31/07/17).</p> <p>Corporate Project Management Team to develop an offer for Services which provides initial consultancy around how to use the Project Management Methodology in a proportionate way and to identify whether project management resource required. (31/03/18).</p> <p>Corporate Project Management Team and Internal Audit to develop and provide support, where appropriate, to undertaking project post implementation reviews. Links between project and Service Risk Registers to be considered as part of this. (31/03/18).</p>	 <p>The Target Risk Matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' and the horizontal axis is labeled 'Impact'. The grid is color-coded as follows:</p> <ul style="list-style-type: none"> Red (High Risk): Top-right 3x3 area (rows 1-3, columns 4-5). Yellow (Medium Risk): Top-left 3x2 area (rows 1-3, columns 1-2) and middle-right 2x2 area (rows 4-5, columns 4-5). Green (Low Risk): Bottom-left 2x3 area (rows 4-5, columns 1-3). <p>A white circle with a black border is located in the center of the grid, at the intersection of the third row and third column.</p>

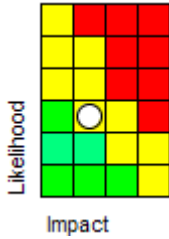
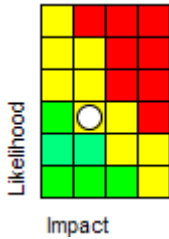
Risk Code & Description	C5 - Uncertain and potential adverse impacts of Brexit. <i>(New risk added May 17)</i>	Original Risk Matrix (Not scored)
Risk Owner	Heads of Service	
Risk Factors		
Consequences	Note on impact of Brexit - The risks arising from the Brexit decision have been considered. At this stage there is too much uncertainty about the specific implications on the strategic objectives and day to day operations of the Council. Management will review as information becomes available and will update the Corporate Risk Register accordingly.	Current Risk Matrix (Not Scored)
Existing Risk Controls		
Direction of Travel (Current Risk matrix)		
		Target Risk Matrix (Not scored)
Required Action/s and Due Date	Monitor progress with the triggering of Article 50 (initially 6 monthly review – 30/11/17)	

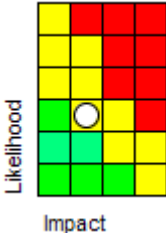
Risk Code & Description	C6 - Failure of service and corporate business continuity plans in the event of a serious incident	Original Risk Matrix (Likelihood – Very Low/Impact – Catastrophic)
Risk Owner	Head of Legal & Democratic/Licensing Manager	
Risk Factors	Lack of awareness of corporate priorities, critical services, contents of service and corporate BCPs and how to respond.	
Consequences	The Council would not able to get its vital services up and running to meet the immediate needs of the community. The Council would be in breach of the Civil Contingencies Act. Bad publicity / loss of reputation/ loss of public confidence/financial consequences, potential hardship.	Current Risk Matrix (Likelihood – Very Low/Impact – Catastrophic)
Existing Risk Controls	Internal Audit review of all BCP's completed and outcomes and Action Plan discussed with all Services.	
Direction of Travel (Current Risk matrix)	↔	



		Target Risk Matrix (Likelihood – Very Low/Impact – Catastrophic)																								
Required Action/s and Due date	<p>Completion and circulation to Heads of Service of the accommodation and IT Business Continuity Plan which will influence the re-write of the Service BCPs.</p> <p>Service BCPs to be revised and updated. (30/06/17)</p>	<div><div>Likelihood</div><table><tr><td>Yellow</td><td>Red</td><td>Red</td><td>Red</td></tr><tr><td>Yellow</td><td>Yellow</td><td>Red</td><td>Red</td></tr><tr><td>Yellow</td><td>Yellow</td><td>Yellow</td><td>Red</td></tr><tr><td>Green</td><td>Yellow</td><td>Yellow</td><td>Yellow</td></tr><tr><td>Green</td><td>Green</td><td>Yellow</td><td>Yellow</td></tr><tr><td>Green</td><td>Green</td><td>Green</td><td>Yellow</td></tr></table><div>Impact</div></div>	Yellow	Red	Red	Red	Yellow	Yellow	Red	Red	Yellow	Yellow	Yellow	Red	Green	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Green	Green	Green	Yellow
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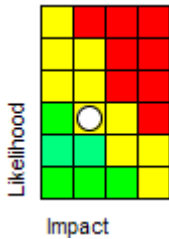
Risk Code & Description	C7 - The Public Procurement Regulations 2006 may not be consistently applied across all services within the Council. Goods, works and services may be poorly procured and may not achieve best value. Contracts may be poorly managed post procurement.	Original Risk Matrix (Likelihood – Low/Impact – Significant)
Risk Owner	Head of Finance/Procurement Officer	
Risk Factors	Lack of awareness and understanding of Procurement Regulations, Procurement Strategy and Contract Standing Orders.	
Consequences	Legal challenges from potential suppliers. Loss of reputation / bad publicity for the Council. Financial consequences (e.g. compensation claims, penalties etc.). Poor value for money achieved.	Current Risk Matrix (Likelihood – Low/Impact – Significant)
Existing Risk Controls	Procurement Officer provides advice in line with the Public Procurement Rules and is involved in significant procurements and has conducted training for middle managers. Guidance documents are available on the intranet. Procurement Strategy approved by Cabinet. Contract Standing Orders have been updated and communicated to all staff via the staff information bulletin. Procurement work plan for 2016/17 agreed by OMT and fulfilled. Quarterly training is provided and reminder emails issued to MMF and Heads of Service for forwarding to contracting officers.	
Direction of Travel (Current Risk matrix)	↔	

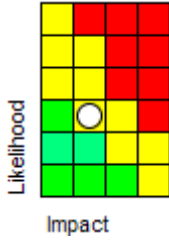
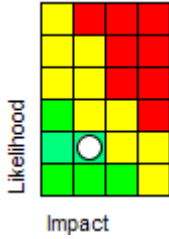

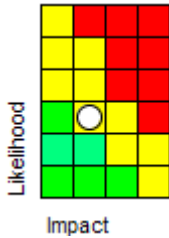
		Target Risk Matrix (Likelihood – Low/Impact – Significant)
Required Action/s and Due date	Spend analysis to be undertaken and will determine the 2017/18 procurement work programme. (31/07/17)	 <p>Likelihood</p> <p>Impact</p>





Risk Code & Description	C8 - Inappropriate comment/behaviour/actions from Staff.	Original Risk Matrix (Likelihood – Low/Impact Significant)
Risk Owner	Head of Legal & Democratic	
Risk Factors	Levels of staff awareness of expectations regarding conduct. Efficiency pressures, stretched resources. Staff expectations. Nature of Political environment.	
Consequences	Loss of reputation / bad publicity for the Council. Financial consequences (e.g. compensation claims, penalties etc.)	Current Likelihood Description (Likelihood – Low/Impact Significant)
Existing Risk Controls	Customer Experience Training for relevant staff. Induction programme incorporates Values which are embedded in the Corporate Plan. Complaints monitored at Performance Boards. Enhanced role being developed for Complaints and Improvement Officer to enable Services to learn from issues highlighted by complaints and media monitoring. Appreciative and behavioural based appraisal rolled out for all staff. Appropriate staff behaviour also addressed in Use of IT & Social Media policy and within in-house equalities training.	
Direction of Travel (Current Risk matrix)	↔	



		Target Risk Matrix (Likelihood – Low/Impact Significant)
Required Action/s and Due date	Employee code of conduct to be reviewed and updated to tie in with New Member Code of Conduct. It will then be communicated to all staff. (30/06/17)	 <p>The Target Risk Matrix is a 5x5 grid. The vertical axis is labeled 'Likelihood' and the horizontal axis is labeled 'Impact'. The grid is color-coded as follows:</p> <ul style="list-style-type: none"> Red (High Risk): Top-right 3x3 area (rows 1-3, columns 4-5). Yellow (Medium Risk): Top-left 3x2 area (rows 1-3, columns 1-2) and middle-right 2x2 area (rows 4-5, columns 4-5). Green (Low Risk): Bottom-left 2x3 area (rows 4-5, columns 1-3). <p>A white circle with a black outline is located in the third row, second column (Medium-Low risk area).</p>

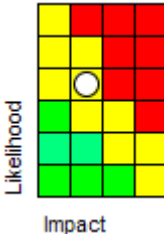
Risk Code & Description	C9 - TVBC is unable to predict the scale of the impact of the introduction of Welfare Reforms including Universal Credit and the resource impact this will have on the Council in assisting our most vulnerable residents.	Original Risk Matrix (Likelihood – High/Impact – Significant)
Risk Owner	Head of Housing & Environmental Health/Acting Head of Revenues (Benefits and Customer Services).	
Risk Factors	Introduction of Universal Credit. Pension Reform. Immigration. Housing and Planning Act implications. Budget introduced a lower Benefit Cap	
Consequences	Rise in homelessness and financial hardship. Resource impact on the Council in delivering assistance.	Current Risk Matrix (Likelihood – High/Impact – Significant)
Existing Risk Controls	<ul style="list-style-type: none"> - Employment and Skills Zone Partnership established with Jobcentre Plus, registered housing providers and relevant local voluntary organisations. - Areas of partnership working identified by TVP and DWP in preparation for the introduction of Universal Credit. IT access and support available across the borough and e claim (HB & Council Tax Support) introduced. - The Discretionary Housing Payments budget to be maintained. - Working with partners to direct people/sign post vulnerable groups. - Public Sector Landlords Forum - ongoing dialogue and information exchange. - Close monitoring of trends in quarterly basis to detect significant changes as soon as possible. Priority given to homeless applicants living in temporary private sector leased accommodation through the Housing Register. 	

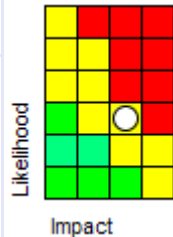
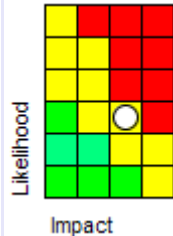

	<ul style="list-style-type: none"> - Monthly checks of new cases where benefit restricted and advice given on housing options accordingly. 	
Direction of Travel (Current Risk matrix)		
		Target Risk Matrix (Likelihood – Low/Impact – Significant)
Required Action/s and Due date	<p>Housing Strategy including supplementary planning document for affordable housing to include measures to address e.g. build smaller units (30/11/17).</p> <p>Continue to work with Astor to maintain support of temporary accommodation. (31/08/17)</p>	



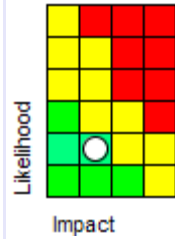
Risk Code & Description	C10 - Medium Term Financial Strategy (including Reserves Policy) does not meet the needs of the Council	Original Risk Matrix (Likelihood – Low/Impact – Significant)
Risk Owner	Head of Finance	
Risk Factors	Use of contingency on defending poor decisions/third party challenges. Bad investments/poor management. Redistribution of wealth, Interest rates. Change of priorities to one of spend rather than save. Political change. Changes in grants - new homes bonus. Change in national/local policy. Asset Management funding. Devolution.	
Consequences	Reduction in quality and scope of services provided due to funding pressures.	Current Risk Matrix (Likelihood – Very Low/Impact – Significant)
Existing Risk Controls	<ul style="list-style-type: none"> - Investment strategy specifies the spreading of investments over different types of property/cash/land etc. and different vehicles e.g. Valley Housing. - All investment officers have been trained in best practice. - Contingency provision has been made for poor decisions and 3rd party challenges. 	
Direction of Travel (Current Risk matrix)		
		Target Risk Matrix (Likelihood – Very Low/Impact – Significant)
Required Action/s and Due date	Review and revise Medium Term Financial Strategy. (31/10/17)	

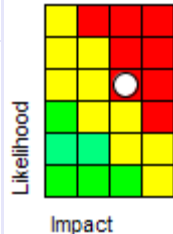

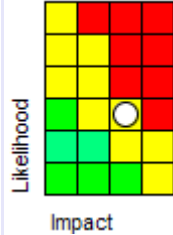
Risk Code & Description	C11 - Continuity of Council services adversely affected by Local Government organisational and structural change.	Original Risk Matrix (Likelihood – Significant/Impact – Significant)
Risk Owner	Chief Executive	
Risk Factors	Government agenda. Other Local Authorities ambitions	
Consequences	Council reorganisation. Reduction in/sustainability of quality of services provided to Test Valley Residents. Lessening of democratic accountability.	Current Risk Matrix (Likelihood – Significant/Impact – Significant)
Existing Risk Controls	Ongoing engagement regarding proposals between HCC, district councils, other partners and Government to secure the best outcome for residents of Test Valley. Responding to HCC proposals on unitarisation of Councils.	
Direction of Travel (Current Risk matrix)		
		Target Risk Matrix (Likelihood – Significant/Impact – Significant)
Required Action/s and Due date	Respond to any Government proposals for Local Government organisational and structural change through ongoing engagement between HCC, district councils, other partners and Government to secure the best outcome for residents of Test Valley. (Ongoing – next review 30/11/17)	

Risk Code & Description	C12 - Inability to recruit and retain appropriately skilled staff.	Original Risk Matrix (Likelihood – Significant/Impact – Significant)
Risk Owner	Corporate Director (CM)/HR Manager	
Risk Factors	<p>Uncertainty of long term future of organisations in the public sector. Public sector organisations frequently receiving negative press coverage. Public sector not necessarily regarded as a career path of choice.</p> <p>TVBC has strong track record of investing in and developing employees with all the benefits that flow from this whilst these employees remain with the Council. Inevitably due to the size of the Council there are limited opportunities at more senior levels for career development and so people move on.</p>	
Consequences	Reduced productivity and quality of Service. Capacity pressure points within Services. Expensive agency staff required to cover key roles.	Current Risk Matrix (Likelihood – Significant/Impact – Significant)
Existing Risk Controls	Monitor and evaluate recruitment campaigns for early warning signs of potential difficulties. Regularly share and compare recruitment landscape with HR colleagues at neighbouring Councils to identify potential shortages in specific skill areas.	
Direction of Travel (Current Risk matrix)	↔	

		Target Risk Matrix (Likelihood – Significant/Impact – Significant)
Required Action/s and Due date	<p>Review recruitment processes:</p> <ul style="list-style-type: none">- Consider investing more in professional development and recruit "raw" talent and layer on professional skills via graduate trainees, day release development, career grades and apprenticeships.- Promote Council image to attract new recruits (e.g. small and friendly environment, flexible working arrangements, strong track record in career development and enhancement)- Identify jobs that are difficult to fill in the current market and review succession planning arrangements in these jobs. Keep this list under regular review (6 monthly) and update as necessary. Prepare a workforce plan. <p>(31/03/18)</p>	

Risk Code & Description	C13 - Council data compromised as a result of Digital attack <i>(new risk added May 17)</i>	Original Risk Matrix (Likelihood – Low/Impact – Critical)
Risk Owner	Head of Information Technology	
Risk Factors	Users in non core hours using personal web based email accounts etc. Scam support companies masquerading as BT and Microsoft etc. directly contacting users (via email or phone). Users inappropriately using personal USB sticks within Council's network.	
Consequences	Council data may be compromised. Reputational damage. Potential Data Protection breach resulting in ICO fine. Financial loss.	Current Risk Matrix (Likelihood – Low/Impact – Critical)
Existing Risk Controls	Temporary block has been placed on personal web based email accounts etc. Dual supplier filtering controls and firewall in place. Only one gateway into Council network (through WCC and TVBC).	
Direction of Travel (Current Risk matrix)	↔	
		Target Risk Matrix (Likelihood – Very Low/Impact – Critical)
Required Action/s and Due date	<ul style="list-style-type: none"> - User Awareness training to be undertaken. (Train the Trainer via Office Experts). (31/08/17) - To recommend to SMT and seek approval for the permanent blocking of access to personal web based email accounts etc. (30/06/17) 	

Risk Code & Description	C14 - Breach of Equality Act 2010.	Original Risk Matrix (Likelihood – Low/Impact – Significant)
Risk Owner	Corporate Director (AF)	
Risk Factors	Staff and Members unaware of Equalities legislation and its application. Nature of Political environment. Amendments to Equality Act.	
Consequences	Council decisions are not properly assessed for their equality impact and as an employer doesn't take into account equalities legislation. Possible Judicial Review of Council decisions and costs awarded against the Council.	Current Risk Matrix (Likelihood – Very Low/Impact – Significant)
Existing Risk Controls	Equalities training undertaken for all TVBC staff. Equality impact assessment process in place for all decisions made by Cabinet. Equal opportunities policy in place. Equalities training to be undertaken by all new recruits.	
Direction of Travel (Current Risk matrix)	↓	
		Target Risk Matrix (Likelihood – Very Low/Impact – Significant)
Required Action/s and Due date		

Risk Code & Description	C15 - Over exposure to property market (new risk added May 17)	Original Risk Matrix (Likelihood – Significant/Impact – Critical)
Risk Owner	Chief Executive (as Project Enterprise Lead)	
Risk Factors	Market Conditions.	
Consequences	Loss of revenue and capital as a result of property market crashing.	Current Risk Matrix (Likelihood – Significant/Impact – Critical)
Existing Risk Controls	Diversification of property portfolio including Commercial, Retail and Housing.	
Direction of Travel (Current Risk matrix)	↔	
		Target Risk Matrix (Likelihood – Low/Impact – Critical)
Required Action/s and Due date	Review Investment Strategy in the light of reduced capital receipts considering options for financing future property investment including external borrowing. (31/10/17)	

The Risk Profile (Matrix) below is an extract from the Risk Management Strategy and has been used throughout this report to score each risk.

