

**STRATEGIC RISK REGISTER : MAJOR CORPORATE RISKS
UPDATE: March 2007**

A Our “Creating and Sustaining a Healthy Local Economy” objectives are not delivered						
Risk	Risk HML	Impact HML	Control Mechanisms and Latest Actions	By Whom (Officer and Member)	Date at which risk identified	Review Date
1 Job levels in nuclear industry decline before alternatives are available	H	H	Corporate Plan objective 2005/6 –influencing NDA investment programme to maintain high levels of jobs for as long as possible Respond to NDA annual Plan and check projected employment levels	F McMorrow Leader	June 2005	April 2007
2 Unable to achieve expected levels of employment outside nuclear industry by 2012	M	H	W Cumbria Strategic Forum Vision and action plan Ensure sufficient actions to create jobs in non nuclear sectors included in masterplan	F McMorrow Leader	June 2005	April 2007, and annually
3 Human resource shortages in Regeneration unresolved resulting inadequate delivery of our objectives	H	H	Review recruitment barriers, use outsourcing, ,interim resources as necessary, market supplements selectively, partnership delivery of projects	Mike Tichford	June 2005	April 2007
4 West Cumbria Strategic Forum not delivering action plan	H	H	Continue to lobby Government and partners to ensure action plan fully resourced Organise resource to maximise Copeland BC’s efforts	F McMorrow Leader	June 2005	June 2007
6 English Partnerships funding withdrawn from the Coastal fringe project due to 1) their funding being withdrawn; 2) breach through project not meeting objectives	L	H	This has been identified as the key priority for the Economic Development and Community Renewal Teams in order to provide strong project control. No control over Coalfields funding being withdrawn from EP	M Tichford Cllr Ashbrook	June 2006	April 2007
7 Best Value Action Plan for Economic Development.	M	M	Ensure actions being implemented through Performance Monitoring of Action Plan	F McMorrow	June 2003	July 2007
8 Beacon Refurbishment project Implementation fails.	L	H	Funding in place. Independent Project Manager appointed. Project Steering group to manage project	F McMorrow Cllr Ashbrook	September 2003	March 2007

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A Our "Creating and Sustaining a Healthy Local Economy "priority objectives are not delivered.						
Risk	Risk HML	Impact HML	Control Mechanisms and Latest Actions	By Whom (Officer and Member)	Date at which risk identified	Review Date
1 We fail to achieve acceptance of principle of community veto for radioactive waste and recognition of our national role	M	H	Lobby to achieve veto and issue of recognition benefits agreed. Continue to lobby. complete research study on mechanisms for compensatory benefits. Secure agreement to trust for Low Level waste repository as first element of the package	F McMorrow Leader	June 2005	April 2007
2 Council view not influential in decision making processes about nuclear industry developments	M	M	Prepare agreed Council policy statement on nuclear issues Seek to ensure Council nuclear policies influence local, regional and national nuclear related policy Seek to influence local and regional land use/spatial plans	David Davies Leader	June 2005	April 2007
3 Council fails to give sufficient weight to sustainable development.	H	L	Project 03 08 Develop Comprehensive Suite of Robust Strategies and Plans. Corporate Policy to be developed' Head of NP&S to work with Council services	David Davies Cllr Holliday	June 2003	April 2007

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B Our "Quality of Life" priority objectives are not delivered						
Risk	Risk HML	Impact HML	Control Mechanisms and Latest Actions	By Whom (Officer and Member)	Date at which risk identified	Review Date
1 Decent Homes Standard is not achieved.	M	H	Monitoring and agree remedial action with RSLs if necessary. CBC renovation budget spent up – currently spend significantly below profile. Review of grants policy being carried out by OSC. Budget bid submitted to recruit a Housing Enforcement Officer	Mike Tichford, Cllr Clements	June 2003	April 2007
2 Housing Renewal Area not declared.	H	M	No control mechanism –no resources available to declare a renewal area. Housing Market Renewal programme, if it continues beyond April 2008, intends to prioritise Cleator.	Mike Tichford, Cllr Clements	June 2003	September 2007
3 We fail to effectively engage Town and Parish Councils in empowering local communities	M	M	Regular Liaison and development though individual bodies and CALC Development of a Parish Charter. 5 year Corporate Plan identifies and expands on current initiatives including area committees and a forum for Whitehaven.	Terry Chilcott Cllr Ashbrook	October 2006	June 2007
4 Council not involved in partnerships to protect and develop our health services.	H	H	The Council's health strategy and impact on health via our cultural services delivery is on the agenda of the Healthy Communities and Older Peoples LSP Thematic Group, enabling the team to ensure better integration of the Council's services with other providers. Work is in hand to develop the subordinate Substance Abuse policy involving partners.	Keith Parker Cllr Blackwell	July 2003	April 2007
5 Risk that the district general hospital may not be in Copeland	M	M	Continue to lobby and represent the community's views to NHS	Fergus McMorrow Cllr Blackwell	February 2006	September 2007
5 Benefits special measures unsuccessful.	M	H	Reporting to ministers on outcomes from improvement plan	Jane Salt, Leader	June 2003	March 2007

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C Our "Well-Managed Council Striving for Excellence" priority objectives are not delivered.						
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1 Community engagement is ineffective leading to misdirected priorities.	M	H	Range of mechanisms put in place, eg Neighbourhood Management, CEN, corporate governance measures, partnerships	H Mitchell Cllr Ashbrook	July 2003	March 2007
2 We fail to develop effective focus on key priorities	M	H	Development of new Corporate Plan 2007/12 in progress. Delivery of priorities to be reviewed.	Chief Executive/ Leader	June 2003	March 2007
3 Political/managerial leadership not effective.	M	H	Constitutional review. Training and development for members and managers planned for 2006/7	Corporate Team/Leader /Deputy	April 2005	December 2007
4 Key Council priorities not effectively funded or delivered: i. Internal resource allocation is inappropriate ii. External resources are not maximised iii. We do not manage our project plan or resources effectively iv. We set out to do more than we are able to.	M M M H	M H M M	Development and implementation of : <ul style="list-style-type: none"> • Pay and Workforce Strategy; • Medium Term Financial Strategy • 5 year corporate plan • Performance Management Improvement in Project and Programme management need	Chief Executive Cllr Ashbrook Chief Executive/ Leader	April 2003 April 2003	March 2007 March 2007
5 Community leadership, lobbying and influencing does not achieve the results we need.	M	H	Communications Strategy action plan and consultation plan to be put in place. Nuclear and other priorities will be focus of lobbying in 2006/7, for which plans are in place.	H Mitchell, D Davies, Cllr Ashbrook	July 2003	March 2007

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6 Resistance to organisational change hinders progress in some parts of the Council	H	M	Management development programme and external and internal communication strategy under way	Chief Executive, Leader,	June 2003	September 2007	
7 We do not have a strong health and safety culture	M	M	Health and Safety Strategy to be agreed; specialist officer implementing regime of training and revised procedures	T Chilcott, Cllr Williams	June 2003	March 2007	
8 Risk Management Framework not implemented effectively	H	H	Revised performance reporting arrangements include regular review of risk registers	Sue Borwick, Cllr Williams	May 2003	March 2007	
9 Failure to build on progress made under IEG	M	M	Consideration of implications of Transformational Government on Council's functions and ways of working to sustain progress on electronically-enabled services and improving customer access. Manage through Corporate Team and Improvement Board	H Mitchell Corporate Team	June 2003	March 2007	
i. management capacity is not in place	M	M					
ii. Insufficient commitment from those involved	M	M					
iii. Customers do not like the IEG solutions	M	M	Communications plans, including consultation, in place before making major change to customer-facing procedures	Corporate Team	April 2003	March 2007	
10 Key audit recommendations are not included in Council's risk register and are not implemented.	M	M	Quarterly follow ups of all outstanding Priority 1 and 2 recommendations for reporting to Corporate Team and Audit Sub-Group	Sue Borwick Cllr Woodburn	June 2005	Quarterly	

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11 Code of Corporate Governance not complied with	M	M	Quarterly reviews of progress with action plan to comply with new Code of Corporate Governance	Chief Executive Leader	April 2005	Quarterly	
12 Failure to have an effective West Cumbria Partnership (LSP). i. Not effective in influencing key decisions. ii. Lack of resources impedes effectiveness iii. Insufficient commitment from key partners. iv. Does not have clear ambition or agreed objectives v. Not delivering on priorities identified	H H H M H	M M M M M	Improvement plan in place following NRU report; actions including review of structures, support, Community Strategy and links to LAA and Neighbourhood Management to improve focus and effectiveness of delivery New Director of Public Service Delivery to be appointed December 2006	Chief Executive Leader T Chilcott Leader H Mitchell Leader	July 2003	May 2007	
13 Business Continuity Plan is not sufficiently robust	M	M	Review and put procedures in place to ensure practicable plan for business continuity	Martin Jepson Cllr Williams	June 2003	April 2007	
14 Next CPA judgements are significantly worse than previously, leading to intervention	M	H	Improvement Board and Corporate Team monitoring progress on action plan and contributing to preparations for aspects of new CPA framework	Chief Executive Leader	April 2005	quarterly	

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15 Treasury Management interest – risk that income will not be achieved.	M	H	Manage through prudent budgeting and report to Executive with action plan if required	Sue Borwick	September 2005	quarterly
16 Achieving a balanced budget – risk if do not stop activities or achieve savings	M	H	Manage through Resources Steering Group and Budget Working Party	Sue Borwick	September 2006	March 2007
17 Gershon- risk that we will not achieve our targets.	M	H	Manage by having plans for electronic solutions, detailed information on savings achieved and a 3 year plan monitored by Resources Steering Group	Sue Borwick/ Hilary Mitchell	September 2005	Quarterly
18 Legal claims against the Council of more than £100,000 and Judicial Review Claims against the Council.	M	H	Continual monitoring of risk; Legal’s engagement with other departments in assessment of risks before and after claims	M Jepson Cllr Williams	December 2005	ongoing
19 Constitution does not meet the requirements of the Council.	L	M	Annual review	M Jepson Cllr Williams	October 2006	April 2007
20 BT Contact Central CRM failure means we are unable to hear from customers	M	H	Back up server installed at Moresby. Could publish alternative BT number and use as a switchboard.	J Salt Leader	September 2005	March 2007

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21	Data systems quality is poor, leading to unreliable information	M	M	Develop and implement improvement plan to improve data systems quality which meets standards of Key Lines of Enquiry	Chief Executive Cllr Ashbrook	May 2006	March 2007
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