

Appendix B: Above Tolerance Operational Risks

Service	Ref	Risk Description (vulnerability)	Current Controls	Further Mitigation Plans
Assets Impact – 5 Likelihood – 2	AS1 (was AS6)	Delivery of Repairs, Maintenance, Compliance and FM in Public Buildings	<ol style="list-style-type: none"> 1. Close management of the Norse Service agreement through monitoring of KPIs. 2. Working collaborate with ANL to develop improvement plans for the priority areas of the service. 	<ol style="list-style-type: none"> 1. Ongoing monthly operational meetings to review KPIs and improvement plans. 2. Alliance Norse to develop annual business plans in line with service delivery plans. 3. Monthly Finance meetings held to review budget position. 4. Improvement plans for key areas to be formalised: data behind KPI's requested from Alliance Norse.
	AS3 (was AS11)	Sustainability of the Assets Green agenda and CO2 net zero by 2030	Input into the corporate carbon reduction plan. Further work on database and stock condition required to refocus on climate change in a revised AMP. All capital projects are to review the "green options" before implementation.	<ol style="list-style-type: none"> 1. Central focus in Asset Management Policy (AMP) and strategy work. 2. Strategic approach required for Asset Management Plan and Climate Change action plan. 3. Commission Energy Audits of key public buildings to assist revised Asset Management Plan. 4. Interrogation of energy audits against stock condition to develop the new investment programme. 5. Discussions with Alliance Norse about levels of support for de-carbonising initiatives.
	AS4 (was AS15)	Rapid increase in cost of materials, sub-contractors, and supply.	Some contracts are still in place with pricing based on original agreements. As contracts come to an end, prices are significantly increasing. Contracts are being reviewed on individual merits and alternative procurement options are being reviewed, however priced and suppliers across the board are being affected.	<ol style="list-style-type: none"> 1. Revisions of capital programme following strategic options. 2. Apply inflationary increases to likely costs of the Asset Management Plan in the Mid Term Financial Plan to ensure that significant increases in costs are captured. 3. Review the Asset Management Plan and HRA business Plan refresh to capture significant levels of cost inflation.
Service Commission Impact – 4 Likelihood – 3	SC1	Failure to deliver waste and recycling collection services to domestic properties and businesses	<ol style="list-style-type: none"> 1. Shareholding and Commissioning Board meeting structure in place 2. Quarterly financial meetings held to flag up financial challenges. 3. Monthly Client meetings undertaken to monitor service delivery and performance. 4. Employees categorised as key workers. 5. Contractor Business Continuity Plan in place and reviewed 	<ol style="list-style-type: none"> 1. We would bring the service back in house, vehicles are primarily owned by the Alliance, we would spot hire any required in the short term if risk materialised. 2. Continuation of current controls. 3. Staff from streets and parks (non- priority) trained to be able to undertake and support waste collections. 4. Contractors contingency arrangements have been tested in recent months and in place should they be

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Impact – 4 Likelihood - 3			regularly	required again.
	SC3	Leisure Centre service provision failure	<ol style="list-style-type: none"> 1. Pre contract award supplier checks. 2. Commissioning Board structure now in place to monitor contractor performance - two meetings per annum. 3. Contractor is invited to attend Scrutiny Committees at both councils annually to be challenged on performance issues. 4. Monthly client meetings to review operations . 5. Use of large operator. 6. Quarterly financial statements from contractor/s. 7. Financial support package provided by the Alliance to the supplier during covid pandemic due to loss of income. 8. Robust programme of Health and Safety audits provided. 9. Contractor Business Continuity Plan is in place and reviewed regularly. 	<ol style="list-style-type: none"> 1. Monthly client meetings to monitor performance . 2. Commissioning Board structure in place to monitor contractor performance alongside attendance at Scrutiny Committees at both councils annually . 3. Financial support package given by Councils. 4. Consultancy support obtained via Sport England to help determine impact of operator failure on Councils in regard to liabilities and risk. 5. Consultancy support being sourced to review long term delivery model of operations. 6. Government funding awarded in Feb 2021 to help offset financial impact due to covid on recovery of facilities post pandemic. 7. Government business support for energy costs for 6 months will help the burden that increasing costs is placing on the supplier.
Development Services Impact – 4 Likelihood - 5	PL3	Risk of injury to the public / damage to property as a result of falling trees / debris	Monitor and inspect council tree stock, production of Ash die back strategy, staff training to recognise disease, respond to reports of disease	<ol style="list-style-type: none"> 1. Continue with inspection regime 2. Review of service / resource requirements in light of Zurich report.
Env Health Impact – 3 Likelihood - 4	Env 2	Major incident (requiring Environmental Health response/input)	<ol style="list-style-type: none"> 1. Cross working, multi/minor skilled staff. 2. Emergency Plan in place and tested. 3. Remote system access 4. Good working relationship with other LA's /Agencies. 5. Good communication network 6. Liaison with high-risk premises on contingency plans 7. More control over officers and teams in new structure- can be deployed to specific areas more effectively. 	<ol style="list-style-type: none"> 1. Focus on personal development and additional training for existing staff to retain existing talent (PEP process) . 2. A service review is ongoing, recruitment has started however progress is slower than expected.
Finance	FP1	Risk to income stream/budget overspend	<ol style="list-style-type: none"> 1. Budget monitoring 2. Efficiency programme 3. Consider latest intelligence for budget reviews 	<ol style="list-style-type: none"> 1. Ensure there is a provision in the General Fund on an annual review basis. 2. Monitor budget position and target specific areas

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Impact – 4 Likelihood – 4			4. Contingency reserve in place	quarterly throughout the year. Efficiency & Rationalisation and inflation ear-marked reserves are in place. Impact of the cost-of-living crisis on service income streams to be monitored and built into future Mid Term Financial Plan assumptions at update. 3. Resourcing of efficiency and transformation process via the Transformation Board monthly update monitoring.
Impact – 4 Likelihood – 3	FP2	Pension Liability risk to budget	1. Monitoring of pension liability 2. Careful consideration of pension cost implications when awarding contracts (externalisation of services) 3. Base budgets on latest intelligence 4. Manage pressure through the Financial Planning process. 5. Close liaison with pensions authority and actuary 6. Careful workforce planning including consideration of potential pension fund consequences of future outsourcing arrangements	1. Flag up potential long-term risks and manage carefully as part of the medium-term financial planning process. Wage inflation borne out of cost-of-living crisis will impact future pension liabilities and Fund investment returns; and likely lead to an increase in Employer contributions.
Impact – 5 Likelihood - 2	FP3	Treasury Management failure (General)	1. Professional training of staff 2. Professional advice and support 3. Careful control of lending list including investment limits on institutions through formally adopted Treasury Management strategy. 4. Full compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management	1. Carry out regular credit checks and react to latest developments in treasury management risk. Incorporate into the annual Treasury Management Strategy - reported to Full Council each February 2. Keep under review: the high inflation economy may impact banks - impacts of financial sector volatility in respect of interest rates and Government bonds. The lending criteria we have in place should flag up early risk signs. Regular monitoring controls sufficient to keep within acceptable limits. 3. Ensure due consideration is given to risks associated with specific types of investment, such as in extractive industries 4. Adherence to security, liquidity: yield hierarchy in investment decisions.
Communities & Climate Change Impact – 4	CCC1	CCTV Failure	Maintenance contract in place with monthly contract management meetings being held. Control room has been recently upgraded and is operated 24/7 by Carelink operatives. However, contractors are not performing	We have appointed an external consultant (SGW) to carry out a review of the implementation of the contract

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Likelihood – 4			contract as agreed with major slippage.	