

No	Risk Description	Owner	Current Risk			Planned Control Measures	Timescale	Lead	Target Risk (after Mitigation)		
			Likelihood	Impact	Grading				Likelihood	Impact	Grading
CRR-1	<b>Finance</b> Failure to deliver the Medium Term Financial Plan with likely reductions in government funding	PTI	4	4	16 (R)	Regular budget monitoring and appropriate corrective action	Monthly monitoring	All HoS	3	4	12 (R)
						Transformation programme	Ongoing	All HoS			
						Commercial opportunities	Ongoing	All HoS			
						Operational planning appropriate ie: delivery commitment, financial plan, risk management	Annual (by end March)	All HoS			
						Operational plans have SMART objectives	Annual (by end March)	All HoS			
						Effective performance management	Ongoing	All HoS			
						Robust management practices in place	Ongoing	All HoS			
						Lobby through various mechanisms, eg Suffolk MPs, LEPS, DCN	Ongoing	RW			
						Monitoring of Central Government proposals to change Business Rate landscape, providing consultation responses as appropriate	Ongoing	RW			
Share and use information to inform the case for maximising funding to IBC	Ongoing	RW									
CRR-2	<b>Business Continuity Management</b> Unable to respond effectively to a business continuity incident	IB	4	4	16 (R)	Ensure Emergency HQ has IT disaster recovery in place	Complete	IB	3	4	12 (R)
						Test ICT disaster recovery	Annual (by end Dec)	PTi			
						Review of all business continuity plans to ensure suitable and sufficient	Ongoing	All			
						Ensure business continuity plans are in place in the event of industrial action	Ongoing	All			
						Ensure business continuity plans are in place in the event of Orwell Bridge closures with alternative routes	Ongoing	All			

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CRR-3	<b>Partnerships</b> Partnership arrangements are ineffective	RW	5	3	15 (R)	Plan to mitigate against the loss of key services, eg: Benefits (Universal Credit), minimise Universal Credit confusion and potential impact on customer levels	2017	PTi	3	3	9 (A)
						Fully engage with DWP in order to take advantage of any funded opportunities to participate in the delivery of Universal Credit	2017				
CRR-4	<b>Strategic</b> Failure to deliver the Council House Building Programme and provide access to the right type of housing	PT	5	3	15 (R)	Monthly budget monitoring of business plan	Monthly	PT	3	2	6 (A)
						Project plan and procurement process in place for each development programmed against 30-year business plan	Ongoing for each dev				
						Monthly monitoring of actions against project plan	Monthly				
						Proactive land search	Ongoing				
						Establish Housing Company	Jul-17	IB			
						Review density and cost parameters	Mar-18				
						Meet new Homeless Reduction Act requirements. Deliver Ipswich Rough Sleeping Project	Mar-18				
						Monitoring of household profiles and trends	Ongoing				
Delivery of Ipswich Letting Scheme. Delivery of Council House build programme	Ongoing										

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CRR-5	<b>People</b> Inability to recruit and retain suitably qualified and experienced people	HP	4	3	12 (R)	Management competencies	Ongoing	HP	3	3	9 (A)
						Leadership development	Ongoing				
						Transformation Programme	Ongoing	Head of People & Governance			
						Development of People strategy, including succession planning, employee engagement	Sep-17	Head of People & Governance			
CRR-6	<b>Customer / Service Delivery</b> Inability to deal with increased customer demand and expectation	HP	4	3	12 (R)	Deliver Customer Access Strategy	Jul-17	HP	2	2	4 (G)
						Transformation Programme and the development of a new Customer Access Strategy	Ongoing	Head of People & Governance			
CRR-7	<b>Strategic</b> Unable to deliver transformational change	HP	3	4	12 (R)	Project and Programme Management for all work streams reporting to the Transformation Board	Ongoing & monitored by TB	Trans Board	2	4	8 (A)
						Regular updates to lead Councillors	Ongoing				
						Ongoing support to review teams	Ongoing				
						Senior Managers Group and Manager group meetings	Ongoing				
CRR-8	<b>Strategic</b> Failures within Council's wholly owned companies	HP	3	4	12 (R)	Suitably qualified and adequately trained Directors appointed	Complete	HP / RW	2	4	8 (A)
						Governance arrangements reviewed to ensure shareholder aware of each company's financial position and risk profile	Mar-18	HP			
						Contractual arrangements between entities regularly reviewed	Annual	HP			
						Accounts reviewed regularly by the Section 151 Officer	Annual	PTi			

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			Likelihood	Impact	Grading				Likelihood	Impact	Grading
CRR-9	<b>Governance</b> The corporate project management process does not provide robust governance	HP	5	2	10 (R)	Review project management process to avoid projects being initiated without early involvement from support areas (eg: ICT, HR, Finance)	Ongoing	Head of People & Governance	2	2	4 (G)
						Guidance for officers through Project Management Handbook/project complexity evaluation	Ongoing	Head of People & Governance			
						Project approval and agreed funding carried out through the capital programme process	Annual - by August	PTi			
						Each project maintains status reports and minutes as evidence in project monitoring	Ongoing	Head of People & Governance			
						Post project reviews undertaken, eg: project closure report/lessons learned	Ongoing	All HoS			
CRR-10	<b>Strategic</b> Inability to implement a robust Asset Management plan	PT	3	3	9 (A)	Retain Repairs & Maintenance at £1.5m per annum, prioritising key items	Ongoing	PT	3	3	9 (A)
						Scoping of property (excluding Housing property) asset strategy/policy/plan	Complete				
						Strategy and Management Plan to CMT	Aug-17				
						Delivery of plan	Aug 17 onwards				
CRR-11	<b>Business Continuity Management</b> Fail to identify and manage external emergency risks and threats	RW	3	3	9 (A)	Cyclical training of staff at Strategic, Tactical and Operational level	Ongoing	IB	2	3	6 (A)
						Review of rest centre provision and recruitment of additional staffing	Ongoing				
						Cyclical exercises to be run and real-time issues considered as learning	Ongoing				
						JEPU (Joint Emergency Planning Unit) providing resources to identify external risks and threats	Ongoing				
						Review of all BCM plans undertaken	Ongoing. Review currently being undertaken				

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CRR-12	<b>Strategic</b> Lack of strategic leadership by the Council's Administration	RW	3	3	9 (A)	Councillor Development / Top Team	Ongoing	HP	2	3	6 (A)
						CMT monitors change in business environment and advises administration of impact on priorities	Ongoing	RW			
						Regular CMT	Ongoing				
						HoS review services and develop business plans to ensure alignment to corporate priorities	Mid March 2018	All HoS			
						Review of Corporate Plan and 3-year priorities	Ongoing	HP			
						Medium-term financial plan continues to set out resources in line with priorities	Ongoing	PTi			
						Transformation Programme	Ongoing	Head of People & Governance			
CRR-13	<b>Partnerships</b> Non-performance of key suppliers to deliver procured services/requirements	HP	3	3	9 (A)	In preparing key contracts, suppliers are checked with rating agencies	Ongoing	PTi	2	3	6 (A)
						Contract Standing Orders require key contracts to be regularly reviewed during the contract period to ensure ongoing delivery	Ongoing				
						The current Partnership Strategy includes governance arrangements as guidance for reviewing partnerships	Ongoing				

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CRR-14	<b>Governance</b> Lack of controls and processes to ensure effective Corporate and Information Governance	HP	3	3	<b>9 (A)</b>	Statement of Accounts	Annually	PTi	2	2	<b>4 (G)</b>
						Code of Corporate Governance	Annual - by July	Head of People & Governance			
						Annual Assurance Statement inc. Heads of Service Assurance Statements	Annual - by July				
						Business Planning Framework	Annual - by July				
						Risk Based audits, Operations Manager Certifications, Service Reviews	Mar-18	PTi			
						Annual assessment of compliance with PSN standards and requirements	Annually	PTi			
						Annual assessment of compliance with PSI standards and requirements	Annually				
						IBC Record Management & Data Retention Policy review	Dec-17	Head of People & Governance			
						Ensuring compliance with the requirements of the GDPR (General Data Protection Regulation)	Ongoing	Head of People & Governance			
CRR-15	<b>Strategic</b> Ipswich Garden Suburb (Northern Fringe) not developed to provide housing for Ipswich	PT	4	2	<b>8 (A)</b>	Planned developer partnership project meetings	Bi-monthly	PT	3	2	<b>6 (A)</b>
						Core Strategy adoption	Complete				
						First major planning application determined (subject to Section 106)	Sept-17				

**GRADING GUIDE / RISK MATRIX** – The definitions below provide guidance as to what is meant by both likelihood and impact. Using this guide will aid consistency at a corporate level.

Examples	IMPACT (grade 1 to 4)			
	1 - Negligible	2 - Marginal	3 - Critical	4 - Catastrophic
<b>Financial impact</b>	£0k - £25k	£25k - £250K	£250K - £2M	£2M+
<b>Service Provision</b>	No effect	Slightly reduced	Service suspended short term/reduced	Service suspended long term Statutory duties not delivered
<b>Health &amp; Safety</b>	Sticking plaster / first aider	Broken bones/illness	Loss of life/major illness	Major loss of life/large-scale major illness
<b>Objectives</b>		Objectives of one key service area not met	Directorate objectives not met	Corporate objectives not met
<b>Morale</b>		Some hostile relationship / minor non co-operation	Industrial action	Mass staff turnover / unable to attract staff
<b>Reputation</b>	No media attention / minor letters	Adverse local media Leader	Adverse national publicity	Will be remembered for years!!
<b>Government relations</b>		Poor assessment(s)	Service taken over temporarily	Service taken over permanently

	LIKELIHOOD (grade 1 to 6)	
	Probability	Timing
<b>6 - Very High</b>	> 90%	This week
<b>5 - High</b>	55% to 90%	Next week / this month
<b>4 - Significant</b>	15% to 55%	This year
<b>3 - Low</b>	5% to 15%	Next year
<b>2 - Very Low</b>	1% to 5%	Next year to five years
<b>1 - Almost Impossible</b>	0% to 1%	Next 10 years

Risk Matrix (Corporate)

Likelihood	Very High	6				
	High	5				
	Significant	4				
	Low	3				
	Very Low	2				
	Almost Impossible	1				
			1 Negligible	2 Marginal	3 Critical	4 Catastrophic
			Impact			

Note: **Multiply** Likelihood by Impact to get total Risk grading