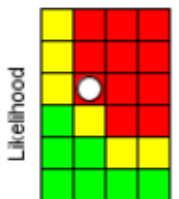
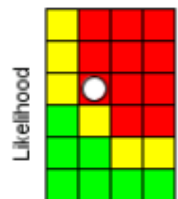
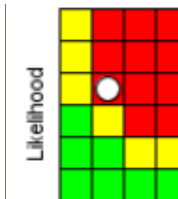
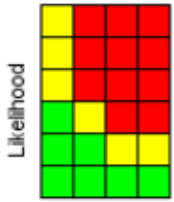
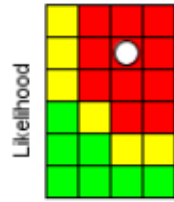
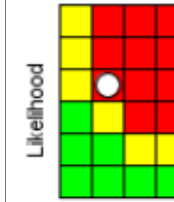

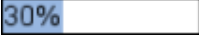



# 'Red' Risk Report

Generated on: 22 October 2008

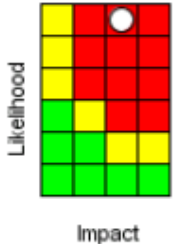
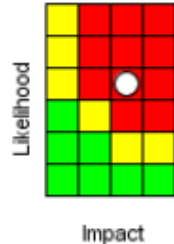
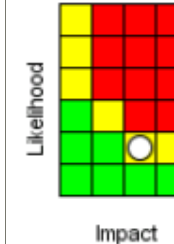
CORP 01b		Regular change in the political balance /direction of the Council. The Council has a history of being hung and the current political situation is finely balanced. Having elections by thirds does not help to provide political stability. This has led to consensus politics			
Original Risk		Current Risk		Target Risk	Assigned To
 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>		 <p>Likelihood</p> <p>Impact</p>	<p>David Buckland; Peter Jones; Caroline Newlands</p>
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 01bi	Adopt a new Corporate Plan agreed by all parties following expiry of the previous Plan in March 2008	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4682b4; color: white; display: inline-block; padding: 2px;">100%</div>	Corporate Plan adopted 14 May 2008	
CORP RA 01bii	Maintain an up to-date Financial Strategy	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4682b4; color: white; display: inline-block; padding: 2px;">40%</div>	The Budget is due for approval in February 2009. The timetable has been established and is being implemented. Budget Review Panel meetings have been held during September and October 2008.	

CORP 03		Unable to improve opportunities for employers and employees in the District. Lack of vitality in the local economy - the District currently has a low wage economy and there is a recognition that the skills base is low			
Original Risk	Current Risk	Target Risk	Assigned To		
 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Ken Harrison; Rebecca Mayman; Mike Parker; Steve Singleton</p>		
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 03a	Agree 2008/2009 Business Plan Priorities for Regeneration & Economic Prosperity Section	30/06/2008	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Business Plan agreed.	
CORP RA 03b	Agree funding for 2009/2010 Regeneration & Economic Prosperity initiatives	28/02/2009	<div style="width: 25%; background-color: #4f81bd; height: 15px;">25%</div>	Changed due date from June 08 to Feb 09. 2009-10 budget setting process to consider funding service area.	
CORP RA 03c	Arrange next Business Leaders Forum meeting for late summer 2008.	31/07/2008	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Arranged for 26th September 2008.	
CORP RA 03d	Ensure the Business Leaders Group is set up and has an agreed remit.	31/03/2009	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Business Leaders last met 26th September 2008.	
CORP RA 03e	Town Centre Partnership meetings to be attended; Town Centre Manager to be embedded; Henderson's to be represented.	31/03/2009	<div style="width: 75%; background-color: #4f81bd; height: 15px;">75%</div>	Town Centre Partnership regularly attended; Hendersons represented by Savills. Town Centre Manager well established.	
CORP RA 03f	Kidderminster Central Area Action Plan Development Plan Document - Scoping paper to be agreed by Cabinet (January 2008) and progressed through public consultation (timetable) and final adoption.	31/03/2009	<div style="width: 50%; background-color: #4f81bd; height: 15px;">50%</div>	Draft Central Area Action Plan to be considered by Cabinet in November 2008 for consultation.	
CORP RA 03g	Town Centre Manager appointment to be finalised and actions agreed.	31/07/2008	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Completed.	
CORP RA 03h	Respond to RES implementation plan consultation and continue to profile Kidderminster in policy development/access to public funds.	30/06/2008	<div style="width: 25%; background-color: #4f81bd; height: 15px;">25%</div>	RES responded to. AWM support for Regeneration Prospectus being sought.	

<b>CORP 03</b>		<b>Unable to improve opportunities for employers and employees in the District.</b>		
Lack of vitality in the local economy - the District currently has a low wage economy and there is a recognition that the skills base is low				
CORP RA 03i	Kidderminster Regeneration Prospectus needs to be adopted and particular emphasis paid to Phase 2 to provide the visual content.	28/02/2009		Prospectus for public consultation to be agreed at 23rd October Cabinet. Consultation to take place from November - final adoption expected February 2009. Target date changed from 30th September to 28th February 2009.
CORP RA 03j	Continue meetings with key businesses and aim to retain existing employers in the district by meeting their growth needs.	31/03/2009		Meetings held with Sealine, Brintons and Victoria Carpets. Meeting with WM Safari Park scheduled for early November.
CORP RA 03k	Review and refresh the Wyre Forest Business Directory.	31/03/2009		Completed.

CORP 04		Unable to improve the provision of affordable housing in the District. Affordability of housing in the District is high with the average house price being above local affordability relative to income – but lower than national average		
Original Risk	Current Risk	Target Risk	Assigned To	
			Ken Harrison; Noel Holdstock; Sally Horne; Rebecca Mayman; Mike Parker; Tim Rice	
Linked Actions	Due Date	Progress	Latest Note	
PHE RA 08a	Need to continue to explore innovative ways of funding new affordable housing and supporting RSLs.	31/03/2009	0%	
PHE RA 08b	Continued work to ensure sound policy framework for affordable housing established and sufficient sites allocated.	31/03/2009	10%	Continued close working between Housing and Forward Planning teams.
PHE RA 08c	Maintain proactive working relationship RSLs and regular meetings to agree opportunities.	31/03/2009	50%	Regular meetings undertaken with RSL partners.
PHE RA 08d	Develop and maintain relationship with County Council to maximise opportunities from disposal programme, inc surplus school sites; maintain contact with Worcester Diocese, the Police and PCT, regarding their surplus schools sites.	31/03/2009	25%	Ongoing meetings with WCC and other organisations through the Worcestershire Partnership
PHE RA 08e	Maintain robust line in negotiating on planning applications.	30/12/2008	25%	Ongoing input from Housing team into planning applications to maximise affordable housing, however, current market slump and credit crunch limits opportunities.
PHE RA 08f	Continued publicity and advice to assist bringing empty dwellings back into use. Possible use of enforcement powers and grants	30/09/2008	25%	Empty Property Strategy to be reviewed by end of 2008.
PHE RA 08g	Continuing innovate homelessness services. Ensuring CHG contract operates effectively	30/10/2008	25%	CHG Homelessness contract to be renegotiated by end of 2008.

CORP 05		<b>Unable to deliver/ fund the single site within our current budget constraints.</b> The Council has decided to go ahead with proposals for offices on a single site. However this does not have unanimous political support, there are funding constraints, and there are still uncertainties over the site, transport infrastructure and IT considerations. Asset management is currently an issue		
Original Risk	Current Risk	Target Risk	Assigned To	
			Andrew Dickens	
Linked Actions	Due Date	Progress	Latest Note	
CORP RA 05i	Provide regular Single Site update reports to CMT/Cabinet, awaiting Authority direction to move the project forward.	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4682b4; position: relative;"> <span style="position: absolute; right: 5px; top: -5px; font-weight: bold;">80%</span> </div>	
CORP RA 05ii	Appoint a Project Manager for the single site project	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4682b4; position: relative;"> <span style="position: absolute; right: 5px; top: -5px; font-weight: bold;">100%</span> </div>	Saeed Janjua appointed.
CORP RA 05iii	Single site - refresh the Asset Management Plan and gain formal approval.	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4682b4; position: relative;"> <span style="position: absolute; right: 5px; top: -5px; font-weight: bold;">50%</span> </div>	Ongoing

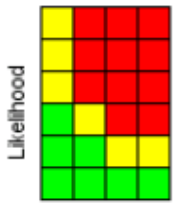
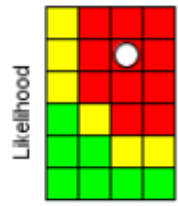
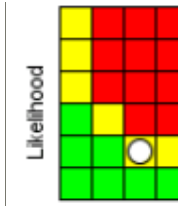
CORP 08		Fully formed IT strategy is not developed and implemented.		
The technology at the Council is outdated and at times no longer supported – cheap and cheerful. There has been general lack of investment that leaves us trailing other authorities. We are at a critical stage in the development of technology with the move to a single site				
Original Risk	Current Risk	Target Risk	Assigned To	
			Andrew Dickens; Paul Ryder	
Linked Actions		Due Date	Progress	Latest Note
CORP RA 08a	Report to Council on the 'Way Forward' seeking approval for delegated powers for Cabinet to take decisions regarding the ICT Strategy.	31/07/2008	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Funding approved at Full Council in July 2008.
CORP RA 08b	Collate responses to consultation process on draft ICT strategy and prepare final report for approval	31/07/2008	<div style="width: 100%; background-color: #4f81bd; height: 15px;">100%</div>	Complete.
CORP RA 08c	Prepare ICT strategy Implementation Plan	31/03/2009	<div style="width: 33%; background-color: #4f81bd; height: 15px;">33%</div>	Work underway in consultation with SOCITM.

<b>CORP 10</b>		<b>Unable to agree and deliver a sustainable medium term financial strategy</b>				
		CSR2007 has proved tight and the Council will still be expected to make efficiency savings. Compounding this are the high pension fund contributions, low Council Tax promise and fluctuation in investments. This real term 'cut' has not been experienced for a number of years so setting and sticking to a medium term financial strategy is essential to maintain a balanced budget.				
Original Risk		Current Risk		Target Risk	Assigned To	
					David Buckland	
Linked Actions			Due Date	Progress	Latest Note	
CORP RA 10		Monitor and Review MTFS as part of the 2008/2009 budget review process.		31/03/2009	<div style="border: 1px solid black; background-color: #add8e6; padding: 2px; display: inline-block;">100%</div>	Completed.

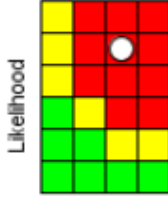
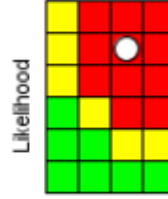
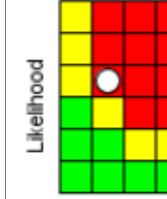


**Appendix 1**

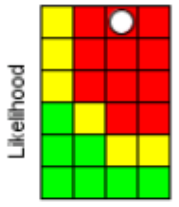
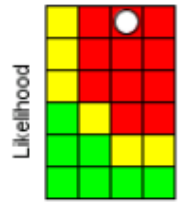
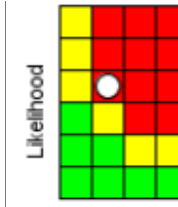
CORP 13		Poor or ineffective consultation / communication. The Council's reputation is extremely important so needs to be preserved. Effective consultation and communication are key to preserving this - along with good service delivery.			
Original Risk	Current Risk	Target Risk	Assigned To		
<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Linda Collis		
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 13i	Complete an Annual Staff Survey	31/03/2009	0%		
CORP RA 13ii	Staff Suggestion Scheme to engage all employees in supporting the delivery of more efficient/effective services.	31/03/2009	10%	To be part of staff survey Project Plan.	
CORP RA 13iii	Corporate messages - CMT to be cascaded down to better effect.	31/03/2009	25%	New internal communications to be launched September 2008.	
CORP RA 13iv	Increased visibility of CMT to support managers in living the Council's Values.	31/03/2009	25%	Officer Communications Group to meet in September 2008.	

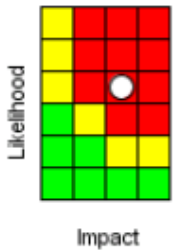
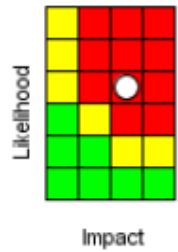
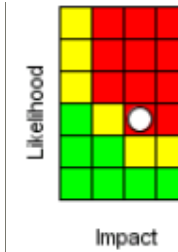






<b>CORP 15</b>		<p><b>Capital programme not fully delivered</b>                  The capital programme has to be delivered on time, however project management skills are recognised as being limited within the Council and timescales are often tight/unrealistic.                  A joint responsibility approach is required to manage this risk as there are a number of projects which fall outside the definition of capital which will need to be managed by individual divisions.</p>			
Original Risk	Current Risk	Target Risk	Assigned To		
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Andrew Dickens; Paul Ryder		
Linked Actions	Due Date	Progress	Latest Note		
CORP RA 15i	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4682b4; display: flex; align-items: center; justify-content: center;"> <span style="color: white; font-weight: bold;">19%</span> </div>	JDs reviewed as posts become vacant.		
CORP RA 15ii	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4682b4; display: flex; align-items: center; justify-content: center;"> <span style="color: white; font-weight: bold;">25%</span> </div>	Efforts are underway to train at least 30% Section Managers.		
CORP RA 15iii	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4682b4; display: flex; align-items: center; justify-content: center;"> <span style="color: white; font-weight: bold;">30%</span> </div>	Saeed has met with relevant divisional heads in order to determine support required in current financial year.		

<b>CORP 17</b>		<b>Member skills and/or competencies are inadequate</b>		
		All political groups sometimes struggle to find suitable candidates to stand. Member training takes place but is not universally attended. Increased pressure on members to develop specialist roles and devote more time.		
Original Risk	Current Risk	Target Risk	Assigned To	
			Paul Ryder; Caroline Newlands	
Linked Actions	Due Date	Progress	Latest Note	
CORP RA 17(i)	Update Member induction programme to reflect changing legislation, code of conduct, and corporate framework.	31/03/2009	<div style="border: 1px solid black; padding: 2px;">10%</div>	ongoing as part of RA12
CORP RA 17(ii)	Update member development training programme geared to the competencies required of District Council Members to reflect changing circumstances.	31/03/2009	<div style="border: 1px solid black; padding: 2px;">10%</div>	Ongoing as part of RA12

CORP 19		<b>Not achieving efficiency targets</b>			
Efficiency agenda: Procurement BPR Asset Management All are key areas to focus on in the quest for savings and efficiencies.					
Original Risk	Current Risk	Target Risk	Assigned To		
 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	David Buckland		
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 19(i)	A strategy is required to deliver Comprehensive Spending Review 2007.	30/06/2008		The requirement to development VFM and Efficiency Strategy has been included within the Council's Corporate Strategy. This will include specific details in relation to identification and delivery of efficiency gains.	
CORP RA 19(ii)	CMT Corporate buy-in required to achieve efficiency outcomes.	31/03/2009		Paper presented to the CMT on 17th June 2008. Process in relation to the Budget Review Panel has been established with the emphasis for 2009/10 in relation to efficiency gains. The first meeting of the Budget Review Panel will be held on 23rd July 2008.	

<b>CORP 02a</b>		<p><b>Increased incident of partnerships working and the potential consequences that this has on the Council's ability to focus on key partnerships, which deliver the best outcomes for Wyre Forest.</b> The Council is currently involved in 50+ partnerships and the drive from Central Government is to increase partnership working. Some members question the value of partnerships and there are issues between some organisations within the County</p>			
Original Risk	Current Risk	Target Risk	Assigned To		
 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	<p>Alison Braithwaite; Linda Collis</p>		
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 02ai	Effective implementation of Partnership Framework, which requires CMT to consider new partnerships and analyse progress reports provided by officers to support rationalisation processes.	31/03/2009	<div style="border: 1px solid black; background-color: #4682b4; width: 50px; height: 15px; margin: 0 auto;">25%</div>	<p>Framework being reviewed to link to Council, LAA &amp; SCS Priorities.</p>	
CORP RA 02aii	Implement quarterly reporting to CMT/Cabinet on Partnership outcomes which deliver agreed priorities	31/03/2009	<div style="border: 1px solid black; background-color: #4682b4; width: 50px; height: 15px; margin: 0 auto;">25%</div>	<p>Six-monthly review due in July 2008.</p>	

CORP 02b		<p><b>Given the significant number of partnerships and the legal "duty to co-operate", this situation can occasionally create the potential for conflicts to arise between partner organisations.</b> The Council is currently involved in 50+ partnerships and the drive from Central Government is to increase partnership working. Some members question the value of partnerships and there are issues between some organisations within the County Given the significant number of partnerships and the legal "duty to co-operate" this situation can occasionally create the potential for conflicts to arise between partner organisations.</p>			
Original Risk		Current Risk		Target Risk	Assigned To
					Linda Collis
Linked Actions		Due Date	Progress	Latest Note	
CORP RA 02bi	Ensure WFM Forum discuss/agree shared outcomes and forward planning issues.	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">25%</div>	<p>New Forum starts July 08 - open forum meetings.</p> <p>'Ask Me' consultation database used. Audit of consultation being undertaken.</p> <p>New Forum meets July 08.</p>	
CORP RA 02bii	Ensure WFM is a Council consultee in major policy decisions e.g. Single Site, Regeneration Schemes-K;S;B.	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">25%</div>		
CORP RA 02biii	Conduct an annual survey of partners on what/how the Council can improve its partnership working	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">0%</div>		
CORP RA 02biv	As part of SCS, promote the positive benefits of being a Partner	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">0%</div>		
CORP RA 02bv	Joint team meetings with Pathfinder team and other key Partners	31/03/2009	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">25%</div>		

Risk Status	
	OK
	Warning
	Alert
	Unknown