

## Strategic Risk Register September 2011

Owner	no change	Corporate Board
Date		01 September 2011

No	Risk / Issue of concern	Cause / Trigger	Consequences	Gross Rating			Controls	Net Rating			Change since last review	Owner	Comments as at September 2011	
				Likely-hood	Impact	Score		Likely-hood	Impact	Score				
<b>1 External Influences</b>														
<b>Economic</b>														
1.1	Rising unemployment in the local economy	Deteriorating global / national economic conditions	Increased nos. on benefit Budget pressure to maintain service levels in some services	2	3	6	Sustainable Community Strategy Council Plan	2	3	6	↓ Reduced Gross and Net likelihood	Head of Policy & Comm + Cllr Anthony Stansfeld	No sign that this is materialising at present	
1.2	Increased demand for Council services, eg benefits, housing needs due to increasing levels of repossession	Rising unemployment	Budget and other resource pressures	2	3	6	Service Planning MTFS Effective resource monitoring	2	2	4	↔ No change	Head of Policy & Comm + Cllr Anthony Stansfeld	No sign that this is an issue at present	
1.3	Voluntary organisations closing	Lack of financial support from sponsors	Increased demand for Council services as voluntary organisations close Adverse PR Reduced community support	2	3	6	Liaison with Empowering West Berkshire MTFS Budget build process	2	3	6	↔ No Change	Head of Policy & Comm + Cllr Graham Jones	DCLG putting pressure on Council's not to cut funding to VO's faster than Council service reductions.	
1.4	Cuts in wider public sector funding	Banking crisis / PSBR Recession	Direct pressure on Council budgets and also indirect eg through cuts in partners funding, eg NHS	4	4	16	MTFS TEB	4	3	12	↔ No change	Chief Executive + Cllr Graham Jones	Impact of cuts now known and will be severe	
1.5	Reduced income for the Council	Recession Reduced interest rates (investment income)	Budget pressure	4	3	12	MTFS TEB	4	2	8	↔ No change	Chief Executive + Cllr Graham Jones		
1.6	Increased inflation	Changing global / national economic conditions	Increase in costs eg Waste Contract, leading to potential service cuts or higher Council Tax Higher wage demands	3	3	9	MTFS Renegotiate contracts	2	3	6	↑ increased net impact	Head of Finance + Cllr Keith Chopping		
1.7	Failure of communications and other utilities and transport hubs	Theft of copper and other metals.	Major disruption to the Council including no phones and no ICT. Significant Disruption to local community Threat to life	3	3	9	MIP BCM Plans Liaison with utilities and TVP	3	2	6		New Risk	Head of ICT & Cllr David Betts	
1.8	Activation of Emergency Mortuary Plan	Major Incident within the district with a large number of deaths	Significant costs to Council in relation to the Emergency Mortuary costs	1	3	3	Joint Berks Plan - scalable	1	2	2		New Risk	Head of Policy & Communication & Cllr Anthony	









Appendix C

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				Likely-hood	Impact	Score		Likely-hood	Impact	Score			
<b>Social</b>													
1.7	Increasing levels of crime in the District	Rising unemployment Ineffective enforcement and crime prevention activity	Criminal injury and or damage to property	2	3	6	Effective Community Safety Strategy Effective interagency working Appropriate funding	2	2	4	↓ reduced gross likelihood	Chief Executive + Safer Communities Partnership+ Cllr Anthony Stansfeld	Crime levels are falling at present
1.8	The public may have a false perception of levels crime in the District	Reporting of crime and disorder issues	Loss of quality of life	3	2	6	Effective Community Safety Strategy Effective interagency working Effective PR / comms	2	2	4	↔ No Change	Chief Executive + Safer Communities Partnership+ Cllr Anthony Stansfeld	
1.9	Terrorist Action	Action taken by international / local groups against targets in the district	Significant disruption Fatalities / Injuries Reputation	2	4	8	Intelligence/Inter agency working MIP	2	4	8	↑ Increased Gross likelihood & net likelihood	Head of Policy and Communication + Cllr Anthony Stansfeld	Increased alert status at present
1.10	Social / civil unrest	Government cuts Unemployment Widespread union action	Significant disruption / damage to critical infra structure.	2	2	4	Sustainable Community Strategy Social Inclusion Strategy Council Plan	2	2	4	↑ Increased Gross likelihood & net likelihood	Chief Executive + Cllr Graham Jones	Possible increase in risk post national riots
<b>Environmental</b>													
1.11	Flu Pandemic	Spread of new/novel flu virus Lack of effective intervention No or ineffective Vaccines	Significant disruption to Council Services and the Community. Fatalities / Injuries Reputation	2	3	6	Major Incident Plan Business Continuity Management Specific Plans Multi-agency Working Immunisation Weekly coordination meetings Action Plan updated on a regular basis Flu Plan	2	3	6	↓ reduced gross & net likelihood	Head of Policy & Comm + Cllr Anthony Stansfeld	Risk appears to be diminishing at present, but likelihood remains high in medium term. Still on National Risk Register
1.12	Disruption caused by an outbreak of disease affecting animals, eg foot and mouth	Outbreak / spread of infectious animal disease which may be zoonotic.	Disruption to Council services and the community Fatalities / injuries Reputation	1	3	3	National Monitoring system MIP Specific animal disease and welfare plans Multi-agency working Vaccinations	1	3	3	↓ reduced gross likelihood	Head of Planning and Countryside + Alan Law	No threats apparent at present
1.13	Adverse weather - drought, flooding, storms, heatwave and snow/ice.	Building on flood plain Severe weather Defective drainage Climate Change	Significant disruption to Council Services and the Community. Fatalities / injuries Reputation	3	4	12	MIP Multi-agency working including Flood Action Group and TV LRF Adverse Weather Group Planning process including SUDS Drainage systems owned by Council part of routine maintenance programme Specific plans kept up to date - Winter Maintenance Plan - Adverse Weather Plan	3	2	6	↑ Increased net likelihood	Head of Planning & Countryside & Highways & Transport. + Cllrs Hilary Cole, Alan Law and David Betts	Adverse weather is a top 5 on National register. Seasonal issues include prolonged period of little rain - potential for drought in area in 2012 if another dry winter.

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1.14	Incident at AWE / PSD/Welford / or similar establishment	Security breach Radiation emergency Accident at site	Significant disruption Fatalities / injuries Reputation	1	4	4	MIP Site Specific Plans Multi-agency Working Regular Exercises (multi-agency) Off-site Multi-agency Planning Groups	1	3	3	No Change	Head of Policy & Communication + Cllr Anthony Stansfeld	
1.15	Fuel shortages	Disruption to supplies - due to local disputes in UK or civil unrest in oil producing countries. Rising petrol prices	Disruption to Council services and the community Reputation Civil unrest	3	3	9	MIP Fuel Plan Multi-agency Working	3	2	6	Increased net and gross likelihood	Head of Policy & Communication + Cllr Anthony Stansfeld	Continuing price rises and unrest in oil producing countries
<b>Political</b>													
1.16	Intervention by Central Government or other regulatory body	Poor service performance / corporate governance Statutory obligations not met	Legal challenge Government intervention Compensation Major reputation damage	1	2	2	Sustainable Community Strategy Council Plan Effective performance management MTFS	1	2	2	reduced likelihood gross risk	Chief Executive + Cllr Graham Jones	
<b>2 Strategy and Business Planning</b>													
<b>Strategic Planning</b>													
2.1	Failure to deliver outcomes on Council Plan	Poor leadership Poor planning Inadequate resources Weak performance management	Service delivery failure Major reputation damage Potential Intervention	3	3	9	Effective service planning Effective performance management Effective resource planning Effective risk management	3	2	6	Increase in Gross & Net Likelihood	Head of Policy & Comm + Cllr Graham Jones	Impact of cuts means delivery is under threat
2.2	Failure to identify potential weak service delivery areas	Weak performance management	Waste / Inefficiency	1	3	3	Effective performance management system in place	1	2	2	No Change	Corp Dir (Env) + Cllr Anthony Stansfeld	
2.3	Failure in long term planning	Failure to see demographic and other external changes Poor / weak leadership Legislative changes	Poor service delivery Inappropriate service delivery Intervention Budget difficulties Major reputation damage	1	3	3	Sustainable Community Strategy Council Plan Effective performance management MTFS District Profile Consultation Strategy	1	2	2	No Change	Chief Executive + Cllr Graham Jones	
<b>New Government Initiatives</b>													
2.4	Public Health responsibility is being transferred to Local Government	Failure to project manage the change process  Opportunity for improved services through more joined up working	Poor service delivery Reputation damage	3	3	9	Resources will transfer Staff will TUPE over	3	2	6	Increase in Gross & Net Likelihood	Chief Executive + Cllr Graham Jones	
2.5	Changes to entitlement to Benefits	Capping of the levels of benefit are proposed	May lead to increased numbers of homelessness as people are unable to afford the high rent levels in the district.	3	3	9		3	2	6	Increase in Gross & Net Likelihood	Head of Housing and Performance + Cllr Alan Law	

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2.6	Place based budgets	Failure to work effectively with other local partners  Opportunity to develop a more joined up approach to service delivery	Service delivery failure	3	3	9	Effective project planning Working with partners	3	2	6	↑ Increase in Gross & Net Likelihood	Head of Finance + Cllr Keith Chopping	
2.7	Changed Governance for Schools	Schools opting for Academy status	Impact on funding for schools that remain with the Council Impact on funding for Council services to schools Reduced levels of risk to the Council from schools, eg H&S and Insurance	4	2	8	Marketing services to Academies MTFS Schools Funding Formula review	4	2	8	↔ No Change	CD CYP and Cllr Irene Neil	
2.8	Personal Budgets and associated service changes	Poor information planning and forecasting Overspending Poor project management	Service delivery failure Impact on the Council's overall financial position	4	3	12	Increased funding from central government. MTFS TEB	3	3	9	↔ No Change	CD CS + Cllr Joe Mooney	
2.9	Abolition of PCT's	Uncertainty over roles and responsibilities	Service breakdown Poor reputation Cost implications of some responsibilities eg Radiation Monitoring Units to be set up in emergencies.	3	3	9	GP Commissioning groups	3	2	6	↑ Increase in Gross & Net Likelihood	CD CS + Cllr Joe Mooney	
<b>Finance Revenue</b>													
2.10	Inaccurate or unreliable financial planning	Changes in Government funding Changing external economic conditions Poor / unrealistic modelling	Unplanned cuts in services Higher Council Tax Major reputation damage	2	3	6	MTFS includes sensitivity analysis Budget monitoring Financial rules of procedure Strong governance and controls TEP	2	3	6	↑ Increased gross impact & net likelihood and impact	Head of Finance + Cllr Keith Chopping	Volatility caused by changes in DCLG methods
2.11	Overspend in Adults Social Care	Income targets not being met Poor budgetary control Inaccurate / Inadequate data Overspending Ineffective systems ie RAISE	Lack of resources impacting on service delivery Major reputation damage	4	4	16	MTFS including allowance for contingencies Effective budget monitoring in place Financial rules of procedure Strong governance and controls	3	3	9	↔ No Change	CD CS + Cllr Joe Mooney	
2.12	Tax Base not rising in line with expectations	Recessionary impact on house building	Reduced income - potentially higher Council Tax	3	3	9	Set a prudent but realistic projection Undertake sensitivity analysis. Monitor through TEP Planning policy re new build	2	2	4	↑ Increased gross likelihood	Head of Finance + Cllr Keith Chopping	
2.13	Local Government Finance Settlement Settlement -	Front loaded cuts of 28%	Higher Council Tax Service cuts	4	4	16	MTFS including sensitivity analysis TEB Tight financial management	3	4	12	↔ No Change	Head of Finance + Cllr Keith Chopping	

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2.14	Investment Income	Changing global or national economic conditions Bank of England setting low rates	Potential reduced level of capital funding	1	2	2	Five year Capital Strategy and Programme MTFS with sensitivity analysis TEP	1	1	1	 No Change	Head of Finance + Cllr Keith Chopping	Slippage continues
<b>Finance Capital</b>													
2.15	Size / scale of programme of previous years is no longer affordable	Revenue funding of borrowing may be inadequate to support previous levels of capital spending	range of impacts on service delivery	3	3	9	MTFS 5 year Capital Strategy	2	2	4	 reduced net likelihood	CD ES + Cllr Keith Chopping	
2.16	Delivery of the Capital Programme - Education / Schools	Unrealistic timescales Poor budgeting and profiling Poor project planning Poor Project Management	Projects not completed on time or to specification Overspend leading to reductions in other projects Major reputation damage	3	3	9	Five year Capital Strategy and Programme Adhering to Contract Rules and Procedures MTFS	2	2	4	 no change	CD CYP + Cllr Keith Chopping	
2.17	Delivery of the Capital Programme - Highways	Unrealistic timescales Poor budgeting and profiling Poor project planning Poor Project Management Government cuts	Projects not completed on time or to specification Overspend leading to reductions in other projects Major reputation damage	2	3	6	Five year Capital Strategy and Programme PMM Adhering to Contract Rules and Procedures MTFS	2	2	4	 no change	CD ES + Cllr Keith Chopping	
2.18	Delivery of the Capital Programme - ICT	Unrealistic timescales Poor budgeting and profiling Poor project planning Poor Project Management	Projects not completed on time or to specification Overspend leading to reductions in other projects Major reputation damage	2	3	6	Five year Capital Strategy and Programme Adhering to Contract Rules and Procedures MTFS PMM ITSB	2	2	4	 no change	Head of Finance + Cllr Keith Chopping	
<b>HR</b>													
2.19	Unable to recruit and retain staff	Tight local labour market Council's reputation Ineffective recruitment procedures Unattractive remuneration and rewards	Increased costs Lack of service continuity Inefficiency Service delivery problems	1	2	2	Regular benchmarking HR Policies / management Business Continuity Plans	1	1	1	 No Change	Head of HR + Cllr Anthony Stansfeld	
2.20	Strike action	Poor pay award cuts	Disruption to service delivery Major reputation damage Implications for local community	3	3	9	Good industrial relations policy and practice Business Continuity Plans Major Incident Plans	2	2	4	 No Change	Head of HR + Cllr Anthony Stansfeld	
2.21	Ineffective home / flexible working	Poor management Lack of appropriate risk assessments Failure of technology	Service disruption and poorer service delivery Potential ICT and health and safety issues	1	3	3	Sound policies and procedures Effective management practice	1	2	2	 No Change	Head of HR + Cllr Anthony Stansfeld	




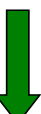





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2.22	Over reliance of key individuals	Staffing reductions is leaving the council dependent of key individuals - limited resilience	Service failure	3	4	12	Succession planning cross working to allow spread of knowledge Identification of key individuals	3	3	9	↔ No Change	Head of HR + Cllr Anthony Stansfeld	
2.23	Management of staffing reductions	The need to make significant budget reductions means that staffing levels are having to be cut	Service delivery disruption Reduced capacity Possible reputation damage Grievances	4	3	12	Good industrial working policy Effective grievance procedure HR Organisational Change Policy Redeployment policy	2	2	4	↔ No Change	Chief Exc + Cllr Graham Jones	
<b>Poor PR outcomes</b>													
2.24	Bad news stories in the local media	Poor service delivery; non-alert of PR service to potential bad news by officers; financial savings agenda.	Reputation damage and reduced level of satisfaction with council services.	3	3	9	Members and officers ensure optimum service delivery; continual liaison among members and officers of potential issues; public explanation of the need to make savings or changes.	3	2	6	↑ Increased across all areas	Head Policy & Comm + Cllr Anthony Stansfeld	
2.27	Ineffective promotion of the good work carried out by the Council	Ineffective communication within the council to co-ordinate output of good news.	Reduced levels of satisfaction with council services.	3	3	9	Communication Strategy Pro-active management of PR	2	2	4	↑ Increased across all areas	Head Policy & Comm + Cllr Anthony Stansfeld	
<b>3 Corporate Governance</b>													
<b>Decision making</b>													
3.1	Code of Conduct not applied	Inappropriate behaviour by Managers or Members	Reputation damage Legal Action Fatality / Injury	2	3	6	Code of conduct Sound recruitment and retention policies and practices CRB Checks Effective performance management Training for Members on Code of Conduct	1	2	2	↔ No Change	Chief Executive + Cllr Graham Jones	
3.2	Poor / inappropriate decisions	Lack of full information for decision making	Legal Challenge Compensation Reputation damage	2	3	6	Effective Governance arrangements including sound Constitution Effective Finance and Governance Group Effective performance management	1	2	2	↔ No Change	Head of Legal & Electoral + Cllr Graham Jones	
<b>Performance Monitoring</b>													
3.3	Poor performance management	Inadequate PM systems Poor data quality Poor PI's	Poor decisions	2	2	4	Adherence to performance management policies and practices ILM training Internal audit of data HR monitoring of appraisals	1	2	2	↔ No Change	Head of Policy & Comm+ Cllr Anthony Stansfeld	
3.4	Poor scrutiny	Lack of resources Lack of Member engagement	Inferior decisions Potential regulation Reputation damage	2	2	4	Training programme Alignment with the Executive work programme Effective resourcing and support	1	2	2	↔ No Change	Head of Policy & Comms + Cllr Anthony Stansfeld	

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3.5	Risk of ineffective risk management	Lack of engagement by managers Lack of resources	Reduced CPA scores Major reputation damage Service delivery and / or project failure	2	2	4	Audit Trail Corporate Board Governance & Audit Committee Annual Governance Statement	1	2	2	No Change	Chief Executive + Cllr Anthony Stansfeld	
3.6	Inadequate Business Continuity Management	Poor service planning Lack of BCP	Service delivery failures Major reputation damage	2	3	6	Business Continuity Plans monitored and tested on regular basis.	1	3	3	No Change	Head of Policy and Communication + Cllr Anthony Stansfeld	
<b>Health &amp; Safety</b>													
3.7	General health and safety of staff and customers compromised	Lack of proactively by managers Poor advice and support by Health and Safety Team	Injury / death Civil action Insurance / financial losses Major reputation damage Potential corporate manslaughter charges Enforcement action / prosecution by HSE	4	3	12	Effective School Service Safety Management System in place Health and safety Strategy Risk Strategy Group Effective performance management Effective School Support Service FLASH reporting	2	3	6	Reduced net likelihood and impact	Chief Executive + Cllr Keith Chopping	
3.8	An outbreak of Legionella	Failure to manage and test water systems Failure to undertake regular surveys	Injury / death Civil action Insurance / financial losses Major reputation damage Potential corporate manslaughter charges Enforcement action / prosecution by HSE	2	4	8	Effective management arrangements through Responsible Person Training Compliance auditing Legionella Policy and Procedure	2	3	6	No Change	Chief Executive + Head of Property + Cllr Keith Chopping	
3.9	Exposure of staff or clients to asbestos	Failure to undertake regular surveys Failure to manage works on sites containing asbestos	Injury / death Civil action Insurance / financial losses Major reputation damage Potential corporate manslaughter charges Enforcement action / prosecution by HSE	2	4	8	Asbestos Register Effective management arrangements through Responsible Person Training Compliance auditing Asbestos Policy and Procedure	2	3	6	No Change	Chief Executive + Head of Property + Cllr Keith Chopping	
3.10	Fire occurring in the Council's buildings	Failure to manage fire safety	Injury / death Civil action Insurance / financial losses Major reputation damage Potential corporate manslaughter charges Enforcement action / prosecution by HSE	3	3	9	Contract set up for fire risk assessments Compliance Officer in H&S Team active Responsible Person training in place Capital Programme - Fire Remedial Works Effective local management systems in place Arson Policy	2	3	6	No Change	Chief Executive + Head of Property + Cllr Keith Chopping	
<b>Security</b>													
3.10	Loss of confidential information	Loss / Theft of ICT equipment containing data; Unauthorised access to ICT equipment; Loss/theft of WBC paper documents; Malicious hacking; Inadvertent disclosures; Social engineering; etc	Reputation damage Legal Action Costs Litigation	4	3	12	IT Security controls and policy  GCSX Controls Hard disc encryption	2	3	6	Reduced net likelihood	Head of ICT + Cllr David Betts	

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3.11	Failure to manage contractors	Contractor in liquidation Failure to Perform Failure to comply with EU procurement directives	Impact on Service Delivery Impact on Council's reputation	4	3	12	Contingency Planning Effective Contract monitoring procedures	4	2	8		Increased across all areas	Head of Adults + Cllr Joe Mooney	Southern Cross
<b>4 Technology</b>														
4.1	Interruption in ICT service	Power failure	Service delivery failures	2	3	6	BCP in place / reviewed regularly ICT Strategy Generator in place and working for data centre	1	3	3		No Change	Head of ICT + Cllr David Betts	
4.2	Loss of ICT systems	Hardware / software failure	Service delivery / failures	3	1	3	BCP in place / reviewed regularly ICT Strategy	2	1	2		No Change	Head of ICT + Cllr David Betts	
4.3	Obsolescence in ICT	Lack of resources Investing in wrong Technology Insufficient investment Government Connect fails	Lost Resources Ineffective service delivery or service failure Lack of compatibility Poor reputation / lack of access to data	3	2	6	Five Year Capital Strategy and Programme ICT Strategy Effective ICT Strategy Board	1	1	1		no change	Head of ICT + Cllr David Betts	
<b>5 Specific Service Delivery Issues</b>														
5.1	Failure to deliver Carbon reduction targets	Measures not effective Inadequate resources	Carbon footprint does not fall Reputation damage	3	3	9	Green Strategy Effective work programme MTFS / Five year Capital Strategy and Programme	3	2	6		Reduced net impact	Corp Dir (Env) + Cllr Anthony Stansfeld	
5.2	Increasing numbers of poorly performing schools	Poor leadership within schools Inadequate teaching	Poor quality education. Intervention Reputation damage	4	3	12	School Improvement Service Monitoring and support processes School Improvement risk assessment and intervention approach	3	2	6		Reduced net likelihood	Corp Dir (CYP) + Cllr Irene Neil	
<b>6 Failure to Deliver / Manage Major Projects</b>														
6.1	Shaw House Phases 2 (Trinity Sports Hall) does not proceed	Failure to complete land assembly Inadequate budget	Delay / Overspend Re-scoping of project not delivered Major reputation damage	3	3	9	Land assembly in place Effective project planning Resource plans and contingency in place Effective communication plan	2	3	6		no change	Corp Dir (Comm Serv) + Cllr Gordon Lundie	
6.2	The Park Way redevelopment fails	Economic viability	Delay / Overspend Major reputation damage Project collapse	1	3	3	Limited at this stage - being delivered by third party	1	2	2		no change	Chief Exc + Cllr Pamela Bale	



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6.3	Market St Redevelopment does not proceed	Economic viability	Delay / Overspend Reputation damage Project collapse	3	2	6	Conditional Development Agreement agreed	2	2	4	↔ no change	Chief Exc + Cllr ??	
6.4	Development of Padworth - (off site works)	Contract works for site assembly	Significant financial impact Service delivery Major reputation damage	2	3	6	Effective contractual project management	2	2	4	↔ no change	Corp Dir (Env) Cllr Hilary Cole	
6.5	AWE Redevelopment stalls	Government change of policy	Public disorder Government Intervention Impact on employment	2	3	6	Consultation / robust planning process Regular meetings with AWE	2	2	4	↔ No Change	Head of Planning & Countryside+ Cllr Alan Law	
	Winchcombe School	Major spend of £5m	Major reputation damage School disruption Financial loss	2	3	6	Effective governance arrangements Effective monitoring of cost / variations	2	2	4	↔ New Risk	Corp Dir C&YP + Cllr Irene Neil	
6.6	Brookfields and Denefield redevelopment	Failure to deliver 1. Budget 2. Project Planning 3. Continued Operation of schools	Major reputation damage School disruption Financial loss	2	3	6	Effective governance arrangements Effective monitoring of cost / variations	2	2	4	↔ no change	Corp Dir C&YP + Cllr Irene Neul	
<b>7</b>	<b>Assets</b>												
7.1	Failure to make effective use of assets	Poor information re assets	Increased costs Lost income opportunity	3	3	9	Asset Management Plan	2	3	6	↔ no change	CD ES + Cllr Keith Chopping	
<b>8</b>	<b>Failure to Deliver Partnerships</b>												
8.1	Poor direction from the West Berkshire Partnership Management Board	Lack of sound governance Poor Management Unachievable targets Poor performance / risk management	Failure to deliver agreed outcomes by the different partnerships	2	2	4	WB Partnership Management Board Sub-Partnership Action Plans Sub-Partnership Performance Management	1	2	2	↔ no change	Chief Executive + Cllr Pamela Bale	
8.2	Safer Communities Partnership - Failure to deliver outcomes	Lack of sound governance Poor Management Poor communication	Poor response to anti-social behaviour Increased crime by known offender Increasing incidents of domestic abuse. Lack of confidence that crime and ASB are being tackled effectively. Increased crime committed by young people.	2	2	4	WB Partnership Management Board Sub-Partnership Action Plans Sub-Partnership Performance Management	1	2	2	↔ no change	Chief Executive + Cllr Anthony Stansfeld	
8.3	Children and Young Peoples Trust - Failure to deliver outcomes	Lack of sound governance Poor Management Unachievable targets Demand outstripping resources	Increasing need for Child Protection Services. Lower levels of achievement for young people, including increasing number of NEET's. Rising teenage pregnancy rates and increased transmission of STI's in young people	2	2	4	WB Partnership Management Board Sub-Partnership Action Plans Sub-Partnership Performance Management	1	2	2	↔ no change	Corp Dir (CYP) + Cllr Gordon Lundie	

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8.4	Greener Partnership - Failure to deliver outcomes	Lack of sound governance Poor Management Unachievable targets	Carbon footprint increases Fall in use of local resources Waste management not sustainable Reduced green travel	2	2	4	WB Partnership Management Board Sub-Partnership Action Plans Sub-Partnership Performance Management	2	2	4	↔ no change	Corp Dir (ES) + Cllr Hilary Cole	
8.5	Skills and Enterprise Partnership - Failure to deliver outcomes	Lack of sound governance Poor Management Unachievable targets	Skills and enterprise barriers increase for local employers in employing local people Lack of apprenticeship availability SME's not supported in skills and enterprise issues	2	2	4	WB Partnership Management Board Sub-Partnership Action Plans Sub-Partnership Performance Management	1	2	2	↔ no change	Corp Dir (CYP) + Cllr Keith Chopping	