

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot	I	L	Tot	H M L					

3. Social

<p>1. Social Housing – Homelessness</p> <p>a) Risks and threats:</p> <ul style="list-style-type: none"> • Failure to sustain the Government's Bed & Breakfast target of no family to be put in B&B except in emergency and then to stay no longer than 6 weeks • Failure to meet Govt's targets to reduce use of temporary accommodation by 50% & homeless acceptances by 25% both by 2010 <p>Consequences:</p> <ul style="list-style-type: none"> • Government sanctions <ul style="list-style-type: none"> - reduce homelessness grant - take over service • legal action against Council by any person in B&B longer than 6 weeks from April 2004 <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Reduce homelessness cases by prevention advice/assistance for families • Increased quality of 	3	4	12	<ul style="list-style-type: none"> • Homelessness Strategy/ Prevention Action Plan to reduce numbers accepted as homeless (agreed with DCLG) • Temporary Accommodation reduction strategy in place • Fast-track Housing Benefits claims, use of DHPs • Staff duties – change to prevention work • Engagement with private sector landlords • Increased resources for new affordable housing • Changes to Home Choice policy to increase priority to homeless applicants • Closer working with neighbouring LAs through DSHG and DHMG • Completion of 31 unit alternative accommodation private sector scheme • Monthly monitoring statistics through HMT • Quarterly monitoring through Scrutiny Committee, PRC & P1E • Increased resources into debt outreach work for 	3	3	9	M	<ul style="list-style-type: none"> • Continue to meet Government B&B targets • Ensure adequate supply of alternative temporary accommodation to replace B&B, either PSLs or supported accommodation • Provide suite of performance indicators to monitor work of the section to HMT, members and tenants (through the PRC) • Continue to monitor market conditions to spot signs of any trends that may effect the number of households facing homelessness • Pursue new development opportunities on HRA land including provision of additional temporary accommodation 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing 	<p>Strategic Housing Manager</p> <p>Housing Needs Manager</p>	1 4	⇒
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temp accommodation • Partnership working with the private sector • Increase in DCLG grant • Reduced B&B costs						potentially homeless families and rent deposit schemes – Homemaker SW –through the Q10 budget • Increased use of HRA land for development - report agreed by Council • Introduction of the Extralet scheme • Introduction of the Let Start scheme • Introduction of STAR lettings for rough sleepers • Engagement of Homemaker for free advice and assistance for those in mortgage difficulties								
3	3	9	3	3	9	M	• CORE group to continue monitoring project plan, budget and risk register • On-going dialogue with HCA should problems arise • Discussion with planners to ensure successful application(s) • Robust procurement and project management of contractor to prevent overspends and delays	• Phase 1 start on site – March 2010 • All units completed – March 2011	Head of Housing Services Strategic Housing Manager	1 4	New			

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Benefits/Opportunities: <ul style="list-style-type: none"> Enhanced housing stock and increased business plan income Eco-friendly housing shows leadership to other providers Enhanced reputation for delivering projects on time and on budget New homes to help reduce homeless households in temporary accommodation 				<ul style="list-style-type: none"> CORE project group established utilising a range of section from across the authority On-going dialogue with the HCA 													
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5. Legislative/Regulatory and Legal																
1. Health & Safety Note: a number of issues arise under this heading and separate H&S action plans are maintained at Directorate level								4	2	8	M			Relevant Heads of Services	7 8	⇒
2. Legislation a) Risks & threats: <ul style="list-style-type: none"> Failure to: <ul style="list-style-type: none"> respond to new legislation comply with new/existing legislation Members to take into account legal implications of decisions Consequences: <ul style="list-style-type: none"> judicial review 				4	3	12	<ul style="list-style-type: none"> Legal's intranet site giving advice Target advice to Units Communication with professional bodies and organisations to seek assistance and advice Legal obtains local gov't law updates from the internet, publishers, course organisers and colleagues Legal advice available to Members and colleagues 	4	2	8	M	<ul style="list-style-type: none"> Include updates in Team Briefs Ensure information is disseminated 	<ul style="list-style-type: none"> Ongoing Ongoing 	All Heads of Service	7 8	⇒

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<ul style="list-style-type: none"> • damage to reputation • damages or fines <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Council complies with legislation and carries out its legal duties • Protects staff and the public 						<ul style="list-style-type: none"> • (open door policy) • Heads of Service and staff obtain relevant updates from central government, professional organisations and local government associations • CPD/training courses 									
<p>3. Taxi Restriction</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Decision to retain quantity restriction policy may be challenged in court and is only defensible if there is a robust case proving that it is in the consumers' interest to restrict numbers (currently 59) <p>Consequences:</p> <ul style="list-style-type: none"> • legal action and costs incurred <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • De-restriction policy should benefit the consumer and widen opportunities for licensed Hackney Carriage (HC) drivers to gain plates and enter trade • Numbers of wheel-chair accessible taxis would increase, as all 			2	4	8	<ul style="list-style-type: none"> • Licensing Committee considers all applications for new HC Licences in line with Taxi Policy • Taxi Policy is reviewed in conjunction with triennial taxi survey (last conducted Autumn 2007, reported March 2008) • Last survey concluded no unmet demand • Liaison meetings with the trade carried out • Review of taxi access issues for users with a disability conducted and reported in Q4 2007-08 • Taxi Policy on restriction reviewed and maintained 	2	4	8	M	<ul style="list-style-type: none"> • Should a legal challenge be made it will be considered in the light of current circumstances 	<ul style="list-style-type: none"> • Ongoing 	Head of Environmental Health	8	⇒

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new taxis have to meet this criteria <ul style="list-style-type: none"> Increased numbers of HC vehicles may lower fares to consumers, cope with peak hours better (e.g. night-time) and reduce risk of unlicensed taxis being hailed by public (improved public safety) 													
<p>4. Asbestos Materials</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Contamination of the environment Effect on individuals' health <p>Consequences:</p> <ul style="list-style-type: none"> death through asbestosis prosecution of staff civil damages sought <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Actions reaffirm the Council's commitment to protect staff, residents and users Avoidance of possible asbestosis claims 	4	2	8	<ul style="list-style-type: none"> Asbestos register maintained and updated Contractors supervised and new staff advised Financial bids made to remove such materials Specialist surveyors employed to update register Asbestos management plans for Council properties Asbestos manager appointed Jan 2007 Additional funding made available to manage asbestos in Council properties Policy approved by SMT and Members April 2008 Specialist training on policy and wider responsibilities provided to all officers with responsibility to manage 	3	2	6	M	<ul style="list-style-type: none"> Staff to be reminded periodically of inherent risks Asbestos management plans to be trialled and rolled out to all responsible managers 	<ul style="list-style-type: none"> Ongoing Dec 09 	<p>All Facilities Managers</p> <p>Head of Contracts & Direct Services</p>	2 7 8	⇒

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			asbestos											
			<ul style="list-style-type: none"> Pro-forma asbestos management plans being developed 											
8. Driving at Work	3	2	6	2	1	2	L		<ul style="list-style-type: none"> HGV driver training to be sourced. 	<ul style="list-style-type: none"> Mar 10 	Head of Contracts & Direct Services	8	⇒	
a) Risks & threats: <ul style="list-style-type: none"> Failure to address issues in HSE guidance 'Driving at Work' Consequences: <ul style="list-style-type: none"> injuries to staff and the public damage to vehicles and properties increase in insurance claims resulting in higher premiums requirement to ensure HGV drivers complete driver training b) Benefits and opportunities: <ul style="list-style-type: none"> Council compliance with HSE guidance Safer roads Reduction in accident claims and damage 			<ul style="list-style-type: none"> Cross-directorate working group meetings Draft policy developed Trade unions involved and agreed principles of approach Work on risk assessments Practical testing of driver applicants tested Proposals approved and risk assessment completed and signed off Work done (e.g. driver assessments, production of statistical data) Driver handbooks issued Budget identified for HGV driver training 											

6. Environmental														
1. Materials Reclamation Facility	4	4	16	3	3	9	M		<ul style="list-style-type: none"> Continue maintenance, housekeeping and training. In the event of serious fire: <u>Short term</u> - all materials to 	<ul style="list-style-type: none"> Ongoing review at Q'ly intervals 	Head of Environmental Health	2 7 8	⇒	
a) Risks & threats: <ul style="list-style-type: none"> Potential risk of fire No sprinkler system Consequences:			<ul style="list-style-type: none"> Good housekeeping Suitable training of staff Machinery regularly maintained Dust control Fire doors 											

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<p>3. Recycling Targets</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Not meeting statutory and local recycling targets 2006-2011 <p>Consequences:</p> <ul style="list-style-type: none"> • Government financial penalties incurred • increased disposal costs • lose credibility as sustainability champion • poor external inspection rating <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Increasing recycling reduces waste going to landfill, increases income and reduces disposal costs • Reaffirms the Council's environmental commitments 	4	2	8	<p>development of the LTP3</p> <ul style="list-style-type: none"> • Green waste composting scheme fully operational • Home recycling service to all 50,000+ dwellings • Continue to eliminate side and garden waste from 'grey' bin • Promote home composting of bio-degradable waste • Initiatives considered to reach 40% recycling rate • Strong campaign to promote recycling • New recycling plan 2006 – 2010 developed outlining way forward, reviewed and revised each year. 	4	1	4	L	<ul style="list-style-type: none"> • Implement recycling action plan 2006/10, and annual revisions • Continue to increase recycling rate as per the recycling plan. • Continue to promote waste minimisation and recycling • Continue to enforce against waste/recycling offences • Proposal to increase bi-weekly collections to approx. 12K households shall see an improvement in recycling rates, subject to Council approval. 	<ul style="list-style-type: none"> • 2009/10 target of 37% • Ongoing • Ongoing • Ongoing • Ongoing 	Head of Environmental Health	2 7 8	⇒
<p>4. Contaminated Land Council owned land</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> • Unidentified pollutants • Costs of investigation and remedial action <p>Consequences:</p> <ul style="list-style-type: none"> • injury to persons, property or health • pollution of controlled 	2	3	6	<ul style="list-style-type: none"> • Contaminated land survey • Site specific reports • Some remedial works undertaken • Site specific risk management plans developed for each site • Sites identified from historical maps and trade 	2	2	4	L	<ul style="list-style-type: none"> • Annual review of prioritised sites • Planning lists screened to identify sites that may have had previous contaminative use and where appropriate apply conditions • Site investigations funded by the Council may 	<ul style="list-style-type: none"> • Ongoing 	Head of Environmental Health	2 7 8	⇒

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<p>waters or affects on ecological receptors</p> <ul style="list-style-type: none"> claims against the Council public perception of the risk of sites blight of land <p>Other land</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Unidentified pollutants Costs of investigation and remedial action <p>Consequences:</p> <ul style="list-style-type: none"> injury to persons, property or health pollution of controlled waters or affects on ecological receptors claims against the Council public perception of the risk of sites blight of land <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Identifying such land enables hazards to be mitigated in keeping with land use 							<p>directories</p> <ul style="list-style-type: none"> Sites prioritised using risk based methods for further investigation Some sites remediated as they come forward in the development control process 													
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7. Managerial/Professional																				
<p>1. Swine flu</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Pandemic - high level of population infected, 				4	4	16	<ul style="list-style-type: none"> Homeworking arrangements for some staff (e.g. Benefits) Business Continuity 				3	4	12	H	<ul style="list-style-type: none"> Review of BCPs to ensure robustness and improve where necessary Identification of priority 		<ul style="list-style-type: none"> Ongoing 	Head of Human Resources	7 8	New

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<p>possibly from Autumn 2009, leading to large portion of staff ill and absent, and/or reluctant to attend work for fear of contracting illness</p> <p>Consequences:</p> <ul style="list-style-type: none"> inability to deliver essential services critically undermined adverse effect on all service delivery increase in pressure on remaining staff additional costs of providing cover other services/businesses could be disrupted (fuel supply, public transport) retail/business affected, leading to drop in Council income from under-use of car parks diversion of Council staff to deal with emergency situation <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> provides opportunity to test BC plans involvement shows Council's commitment to protect staff, residents and business 						<p>Plans for services in place</p> <ul style="list-style-type: none"> Specifically addressed in Cleansing Risk Register Excess Deaths <p>Emergency Plan in place</p> <ul style="list-style-type: none"> National campaign of health education, use of anti-virals for treatment and advent of vaccinations for prevention Raising awareness of swine flu corporately, with guidance about symptoms, spread, need for hygiene, etc. 								<p>services and measures to ensure support</p> <ul style="list-style-type: none"> Strengthened awareness raising amongst staff, with corporate guidance on illness procedure (stay home if exhibiting symptoms and seek medical help), to reduce likelihood of transmission Engendering vaccination of staff when vaccine becomes available Increase preparedness for excess deaths emergency Emergency planning exercise for Swine Flu to be run 				<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Nov 09 	<p>Emergency Planning Officer</p> <p>Heads of Service</p>		
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<ul style="list-style-type: none"> reduction in possible effects of such an event 													
<p>2. Staff Sickness</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> High or increasing levels of sickness <p>Consequences:</p> <ul style="list-style-type: none"> essential services not delivered adverse effect on service delivery increase in stress/pressure on remaining staff costs of providing cover <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Enables efficient service delivery Healthier working environment 	3	3	9	<ul style="list-style-type: none"> Case management introduced Support through alternative remedies Improved statistical information Policies/procedures Contract with Occupational Health reviewed Managing sickness training Stress audits undertaken 	2	3	6	M	<ul style="list-style-type: none"> Continue management of sickness and implement formal action and intervention as appropriate Training and development Continued detailed monitoring Encourage healthy lifestyles 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 	Head of Human Resources Payroll Services Officer Relevant Heads of Service	7 8	⇒
<p>4. Employees' Safety</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Serious harm to employees (e.g. visiting officers, front line staff) <p>Consequences:</p> <ul style="list-style-type: none"> essential services not delivered legal action against Council loss of morale deterioration in service delivery 	2	3	6	<ul style="list-style-type: none"> Step Away policy, training and guidance Safe working practices Lone worker guidance Fire risk assessment Door entry system and name badges Bailiff service outsourced Employee protection register developed Security officers appointed 	2	2	4	L	<ul style="list-style-type: none"> Training and development Provision of counselling, trauma counselling Outsourcing of certain functions 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing 	Head of Corporate Customer Services Head of Human Resources Relevant Heads of Service	7 8	⇒

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b) Benefits and opportunities: <ul style="list-style-type: none"> • Reduced absenteeism • Healthy work environment • Compliance with best practice • Raise staff morale 			<ul style="list-style-type: none"> • Limitations on access to buildings • Appointment of Asbestos Safety Adviser 												
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8. Financial

3. RAMM development																			
a) Risks & threats: <ul style="list-style-type: none"> • Project does not meet project timetable leading to overspend, withhold of funds from HLF • Reputational damage leading to loss of status • Museum collection lost or damaged • Emergence of an external problem preventing progress on project, putting budget and the timetable at risk e.g. archaeological discovery • Poor estimating of project costs leading to unaffordable tender returns necessitating further trimming or re-alignment of the project and loss of time 			4	4	16	<ul style="list-style-type: none"> • Full funding now achieved from HLF, including additional £0.5m • High reputation design team engaged • Continuous appraisal of estimated costs vs budget is undertaken by QS • Base build tender under-budget • Fund raising re-energised • Contingency divided into base build and display components • Store element of project now complete • Presence of architect and consultant on site has been enhanced, to deal with problems earlier and more quickly, and hence mitigate delays and costs • Review of decision 				4	3	12	H	<ul style="list-style-type: none"> • Risk management is a permanent item on the monthly project meeting, and regularly revisited • Monitor timetable and costs of preliminary store • Review to be undertaken of structural design to determine if problems should have been foreseen 		<ul style="list-style-type: none"> • Ongoing • Ongoing 	Head of Leisure & Museums	7	⇒

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<ul style="list-style-type: none"> Structural problems coming to light only after contractor on site (and strong possibility of more in the near future), which means the Council is locked into project having lost control of costs Mistakes or omissions by consultants lead to increased costs initially the responsibility of the City Council, and to the necessity of additional costs in monitoring and taking action concerning such mistakes <p>Consequences:</p> <ul style="list-style-type: none"> increased costs service disruption status affected that ability to obtain further funding opportunities is reduced <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> Enhancement of the museum and collections to 21st century standards meeting the needs of residents and visitors 				<ul style="list-style-type: none"> making processes undertaken, and substantial strengthening of the reporting system Monthly review of full live risk register added to project meetings Legal and technical advisers added to team to review actions of all concerned Structural risks now largely worked through, but mechanical phase of the project now revealing further issues, being managed through close control 									
4. RAMM levels of environmental control	4	3	12	•	4	3	12	H	• Engineers to recalculate and report on measures to	• ASAP	Head of Leisure &	7	New

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<p>a) Risks & threats:</p> <ul style="list-style-type: none"> Environmental control levels do not meet the Government Indemnity Scheme (GIS) requirements <p>Consequences:</p> <ul style="list-style-type: none"> If unable to alter equipment or insulation then no objects of importance can be displayed, hence there will be no major external exhibitions failure to meet the approved purposes of the HLF grant resulting in requirement to repay all or significant proportion of the grant possible additional expenditure to implement measures to address failure <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> 									be taken		Museums		
<p>11. Capital Programme</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Capital programme is significantly underspent Failure to deliver approved capital projects on time <p>Consequences:</p>	2	4	8	<ul style="list-style-type: none"> Report to SMT highlighting issues Managers required to accurately profile capital projects Prioritisation of schemes established Additional funding has 	2	3	6	M	<ul style="list-style-type: none"> Capital Programme to be revised after 6 months. This will be approved by SMT/Members and there will be revised target programme More awareness/ training of project 	<ul style="list-style-type: none"> Ongoing Ongoing 	<p>Head of Treasury Services</p> <p>Heads of service with capital schemes</p>	57	⇒

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<ul style="list-style-type: none"> • impact on the Use of Resources • adverse comment in annual audit and inspection letter • adverse media comment • economic impact of reduced spend on the Exeter area <p>b) Benefits and opportunities:</p> <ul style="list-style-type: none"> • Reduced spend produces more investment interest 							been provided to help deliver capital programme					management skills for managers					
<p>12. Income from recyclates</p> <p>a) Risks & threats Economic downturn has caused:</p> <ul style="list-style-type: none"> • instability and drop in recyclates prices • disruption in reliability of acceptance by users; • negative national coverage about the value of domestic recycling; • risk to Council's reputation <p>b) Consequences:</p> <ul style="list-style-type: none"> • significant reduction in income (£100K) • higher costs for transport and gate fees 				3	3	9	<ul style="list-style-type: none"> • Processing recyclates through Council MRF allows better quality control and greater flexibility to seek new user markets, and achieve the best price • Dynamic monitoring of spot market prices for recyclates allows better planning of sales. • Medium-term contract for waste paper affords protection to market fluctuations for this main recyclates commodity • Education and communication programme to reinforce recycling message 	2	3	6	M	<ul style="list-style-type: none"> • Continue existing measures 	<ul style="list-style-type: none"> • 37% recycling 2009/10 	Head of Environmental Health	2 7	⇒	

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<ul style="list-style-type: none"> undermining public will to recycle, leading to increased demands on residual waste collection 													
<p>15. Boats using the canal</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Third party accidents caused by or involving uninsured boats <p>Consequences:</p> <ul style="list-style-type: none"> possible liability of the Council to meet costs of losses or damages 	3	2	6	<ul style="list-style-type: none"> 	3	2	6	M	<ul style="list-style-type: none"> Work being undertaken to obtain blanket public liability insurance cover for all boats stored at the canal, and for the cost to be recovered through laying up charges 	<ul style="list-style-type: none"> Oct 10 	Leisure Manager	37	⇒
<p>16. Procurement</p> <p>a) Risks & threats:</p> <ul style="list-style-type: none"> Failure to <ul style="list-style-type: none"> adopt new practices meet e-Procurement objectives meet procurement efficiency savings/targets <p>Consequences:</p> <ul style="list-style-type: none"> financial/procedural inefficiencies mean Best Value not obtained financial impact (fines) of a challenge to contracting procedures could undermine progress on other strategic issues, e.g. sustainability, equalities adverse affect on 	3	2	6	<ul style="list-style-type: none"> Best Value Review of Procurement completed October 2004: <ul style="list-style-type: none"> procurement Strategy and action plan revised organisational structure for procurement activity quick wins (early efficiency gains) recommended BV review and procurement strategy agreed by SMT and members November 2004 Corporate processes and contracts introduced to reduce likelihood of adverse consequences occurring Use of Resources audit 	2	2	4	L	<ul style="list-style-type: none"> Produce and monitor actions targeted to achieve National Procurement Strategy objectives 	<ul style="list-style-type: none"> Ongoing 	Director Corporate Services Head of Contracts & Direct Services	7	⇒

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	I	L	Tot						

Risks and benefits	I	L	Tot	What has been done to control risks (i.e. countermeasures)	I	L	Tot	H M L	What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
local economy • adverse media coverage b) Benefits and opportunities: • Procurement savings release funds for service improvements/provision				assessment • Sustainable Procurement and Commissioning Strategy 2009-2012 approved March 2009									

9. Physical													
2. Business Continuity Management a) Risks & threats: • Failure to undertake BCM and planning Consequences: • essential services not delivered • vulnerable persons suffer (e.g. benefits, home call, etc.) • adverse media and public criticism • lack of trust in the Council and its managers • public health and safety effects (e.g. refuse build-up) • adverse affect on staff morale • non-compliance with legislation (Civil Contingency Act) b) Benefits and	4	4	16	• All units have completed a BCP and assessments agreed by each Director • A BCM team has been identified and allocated responsibilities	2	2	4	L	• The Council's BCM to be audited against the BSI 25999 standards • 2009/10	2009/10	SMT Heads of Service Head of Audit	7 8	⇒

Exeter City Council Community Risk Register	Inherent Risk (impact x likelihood)			What has been done to control risks (i.e. countermeasures)	Residual Risk (impact x likelihood) and Risk Priority				What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
	I	L	Tot		I	L	Tot	H M L					

opportunities: • Essential services recovered and adverse affects minimised													
3. Income, Assets and Buildings a) Risks & threats: <ul style="list-style-type: none"> • Major loss or theft of assets and income • Major fraud • Intrusion or fire • Theft/loss of valuable artefacts Consequences: <ul style="list-style-type: none"> • impact on various heritage artefacts • essential services not delivered • loss of priceless/ irreplaceable artefacts • historical buildings (e.g. Guildhall - Grade 1) damaged beyond repair • adverse effect on income and capital budgets • adverse criticism/ publicity • major impact on Internal Audit's time re: investigating and dealing with Police b) Benefits and opportunities: <ul style="list-style-type: none"> • Reduction in 	4	4	16	<ul style="list-style-type: none"> • Maintenance of appropriate insurance cover • Business continuity plans • Internal Audit undertake systems based audits of all major systems and test these annually • Periodic reviews of inventories • Professional valuation of all artefacts (Guildhall) 2002 • Photographic evidence of buildings/artefacts (Guidhall) • Increased CCTV and Security Officer at Civic Centre • Additional CCTV 	3	1	3	L	<ul style="list-style-type: none"> • Review alarm systems • Regular maintenance of security systems, etc. • Crime Prevention Officer reviews • Continued Internal Audit (IA) reviews to assess systems' security • IA issue annual reminders re: inventories • IA assess 'occurrences' to improve robustness of systems • Periodically publicise the Council's Whistle blowing and Anti-Fraud strategies 	<ul style="list-style-type: none"> • Annual • Ongoing • Ongoing • Ongoing • ½ yearly • Ongoing • ½ yearly 	Head of Audit Mayoral Support Officer All Heads of Service, employees and Members	7	⇒

Exeter City Council Community Risk Register		Inherent Risk (impact x likelihood)			Residual Risk (impact x likelihood) and Risk Priority												
Risks and benefits		I	L	Tot	What has been done to control risks (i.e. countermeasures)				I	L	Tot	H M L	What needs to be done to control risks	Target date(s)	Responsible officer	Strat Obj ref	Change
likelihood and financial affects of an incident																	