

Ref	Objective	Description of risk	Pre-mitigation assessment	Mitigation	Post-mitigation assessment	Direction of Travel	Notes
1.1	Promote the economic growth of Berwick, Spittal and Tweedmouth	Poor perception of the Council leading to lack of engagement by potential partners and lack of inflow of funds.	High	Organisation of Investors' Conference. Active programme of securing third party funding.	Medium		
2.1	Encourage people to visit Berwick, Spittal and Tweedmouth	Poor image of Berwick, Spittal and Tweedmouth discouraging visitors	High	Steps to promote Berwick, Spittal and Tweedmouth as a place to visit	High		
2.2	Encourage people to visit Berwick, Spittal and Tweedmouth	Poor transport link discouraging visitors	Medium	Dialogue with transport providers and other statutory bodies to secure improvements	Low		
3.1	Maintain the environment of Berwick, Spittal and	Poor perception of the Council leading to lack	High	Neighbourhood plan.	Medium		

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	Tweedmouth	of impact with key players.		Specific funding to support environmental improvement initiatives.			
3.2	Maintain the environment of Berwick, Spittal and Tweedmouth	Knock-on impact on the environment of low economic growth.	Medium	See under economic growth objective.	Medium		
4.1	Maintain high standards of governance, integrity and transparency.	Risk of challenge to decision-making, complaints about conduct, additional costs in dealing with requests for information and reduced confidence in the Council.	High	Revised financial regulations drafted.	High		Some of the issues will be addressed by implementation of recommendations of independent consultant on financial management. Need to monitor implementation of action plan. Identified commitment to demonstrate

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							consistently high standards. Tangible actions need to be identified and implementation monitored.
5.1	Adopt high standards of financial management.	Unauthorised transactions, irregularities, fraud or poor value for money more likely as a result of poor design and operation or system of internal financial controls	High	Financial Regulations and procedures in place but independent consultant identified problems with design and significant non-compliance. Adoption of action plan in response to recommendations of independent consultant.	High		Some steps in the action plan in hand with assistance of independent consultant. Identified need to develop plans for implementation of other recommendations and monitor implementation.
5.2	Adopt high standards of financial	Loss of assets.	High	Insurance cover. Controls over	Medium		Need to implement and monitor implementation of

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	management.			cash and bank, including dual signatures on cheques, but weaknesses identified in independent consultant's review.			<p>independent consultant's recommendations recognised.</p> <p>Need to adopt an investment policy to diversify investments, reducing risk of loss.</p>
6.1	Operate efficiently and effectively	Poor prioritisation, project management and skills utilisation leading to inefficiency and ineffectiveness.	High	Objectives drafted.	High		<p>Recognition of need to:</p> <ul style="list-style-type: none"> - Agree and use objectives to manage the Council's business - Adopt project management approaches - Develop and use skills profiles - Improve

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							decision-making with better information, including risk assessments to inform decisions.
7.1	Be a good employer	<p>Low morale impacting on operational effectiveness.</p> <p>Financial settlements as result of actual or threatened legal action.</p>	High	<p>Development of performance management, including objectives, appraisals and personal development plans.</p> <p>Engagement of support on introduction of performance management arrangements.</p> <p>Development of HR policies.</p>	High		Need to monitor implementation of agreed actions.

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8.1	Work in partnership with others	<p>Poor perceptions of the Council by partner organisations, hindering joint working.</p> <p>Historical tensions with potential partners, hindering joint working.</p> <p>Discontinuity in key players at partner organisations.</p>	High		High		Identified need to secure improvement by delivery, engagement, healing and inclusion. Need to convert to tangible, embedded mitigation.
9.1	Communicate clearly	Ineffective internal communication characterised by unstructured communication	High		High		<p>Identified need for protocols for internal communications.</p> <p>Scope to investigate</p>

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		and excessive emails, leading to poor decision-making.					different ways of storing and using information to improve internal communications.
9.2	Communicate clearly	Ineffective external communications meaning that bad publicity is accentuated and good publicity is not and public confidence in the Council is reduced.	High		high		Identified need for external communications strategy.
10.1	Be a learning organisation	Failure to learn from experience meaning that improvement is not secured.	High	Engagement of independent consultant to review financial management and assist in implementation. Engagement of new internal	Medium		Need to monitor implementation of previous recommendations from independent consultant and auditors. Need to identify further tangible

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				auditors with wide remit to review design and operation of Financial Regulations.			steps to secure necessary cultural change so that the Council is a 'learning organisation'

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