

Appendix 2 - Corporate Risk Register

Inherent Risk								Residual Risk				Assurances	Actions				
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG	
CUSTOMER PERSPECTIVE																	
A2	East Cambridgeshire Trading Company (ECTC) fails to deliver upon its business plan and expected levels of performance.	Poor performance by the Company with a lack of challenge and oversight. Failure to embed effective governance arrangements and segregation of duty.	Failing to achieve corporate priorities and Medium Term Financial Strategy. Reputational risk.	D-F	3	5	15 (A)	Business Plans, Articles of Association and Shareholder Agreements. Established shareholder arrangements. Regular reporting to Finance and Assets Committee (in remit as Shareholder committee). Company Business Plans include risk register. Independent Chairperson. Independent external audit review of accounts, and opportunity to commission ad-hoc advice if required. S151 Officer and Monitoring Officer invited to attend Board meetings as representatives of the Council. Council has a Debenture Agreement in place providing security over all loan funding it provides to the Company	2	5	10 (A)	2023/24 Business Plan approved by Board and Finance and Assets Committee. An Internal Audit rolling risk review took place of this area in May / June 2023					

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Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
A3	Failure to deliver the housing strategy, and provide affordable housing to residents within the district.	Challenges to future supply due to housing market and Government policy.	Failure to deliver the Council's commitment to 'genuine affordable' housing.	D-C	3	4	12 (A)	<p>Council Support Programme to Community Land Trusts.</p> <p>Community Led Development SPD.</p> <p>Published Strategic Housing Market Assessment (SHMA)</p> <p>Loan provided to ECCLT to deliver 15 Shared Ownership Units in Ely.</p> <p>Approved £100k homes allocation policy.</p> <p>Establish relationship with Homes England and local allocation policy.</p> <p>First Homes Interim Policy Statement approved by Finance & Assets Committee in June 2022.</p> <p>Land supply monitoring report published.</p>	2	3	6 (A)	In 2021/22 the Council recorded 154 Affordable housing completions in the District. This is the highest amount delivered over 10 years, and is more than three times the annual average delivered in the past 10 years.	<p>Discuss pipeline with Homes England for grant funding</p> <p>Annual monitoring report, AMR for 2022/23 being prepared</p>	D-C	On-going	G
													D-C	Dec 2023	G	

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Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
A4	Homelessness in the District.	<p>Increase in homelessness driven by external factors such as the cost of living crisis (fuel and energy), Universal Credit and the Homelessness Reduction Act.</p> <p>Breakdown of relationships following Ukrainian's being taken into homes via the Homes for Ukrainian Scheme.</p> <p>Government's Asylum dispersal programme</p>	Impact on the Council finance and resources.	D-O	4	5	20 (R)	<p>Frontline resources focussed on preventing homelessness.</p> <p>Council retained hostels.</p> <p>Housing now has community advice within the department meaning that residents now have a one stop shop for early intervention and homelessness prevention.</p> <p>Community bus visits various locations throughout the month to give advice on housing and community advice.</p> <p>Team continues to prevent homelessness. Bed and breakfast accommodation is only utilised in exceptional circumstances relating to specific individual needs.</p> <p>Resettlement Officer and additional admin. support recruited to assist with the Ukrainian schemes.</p> <p>Community Hub set-up.</p> <p>Working with multiple organisations, including SERCO who will be responsible for sourcing housing for Asylum dispersal programme.</p>	3	3	9 (A)	2020/21 Internal Audit of Homelessness – Satisfactory Assurance	Ensure Foundry Platform kept up to date.	D-O	On-going	G

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A5	Cost of living crisis impacting on the residents of East Cambridgeshire	Increase in cost of utilities and food Increase in interest rates leading to increase in mortgage payments and other debts	Health and wellbeing compromised. Residents having to choose between fuel and food Financial hardship could lead to homelessness. Increase in mental health issues	D-O	4	5	20 (R)	<p>Cost of living pages on ECDC website</p> <p>Energy efficiency officers providing advice on available funding for fuel and energy efficiency measures</p> <p>PECT – providing additional support on energy efficiency and funding for fuel</p> <p>Community hubs open throughout the district – Cambridgeshire Acre</p> <p>Sign post to food banks</p> <p>Joining up with community groups/voluntary organisations/CCC/PCN to ensure effective sign posting to most appropriate organisation.</p> <p>Aware of funding available to those impacted by hardship and ensuring they access it, including the exceptional hardship fund (£10,000) set up by Council.</p> <p>Action on Energy website available to sign-post residents towards support options.</p>	3	3	9 (A)	PECT and Cambridgeshire Acre funded until December 2024.	<p>Continue to collaborate with key delivery partners</p> <p>Keep up to date with available funding streams</p> <p>Health and Wellbeing Strategy and action plan being developed</p>	D-O D-O D-O	On-going On-going Mar 2024	G G G

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A6	East Cambridgeshire Street Scene (ECSS) Ltd fails to deliver upon its business plan and expected levels of performance.	<p>Poor performance by the company with a lack of challenge and oversight.</p> <p>Failure to embed effective governance arrangements and segregation of duty.</p> <p>Inability to recruit and retain staff.</p> <p>Poor service delivery, including a failure to achieve performance targets.</p> <p>Availability of fleet.</p>	<p>Failing to achieve corporate priorities.</p> <p>Disruption to service.</p> <p>Significant reputational risk.</p>	D-F	3	5	15 (A)	<p>Business Plans, Articles of Association and Shareholder Agreements.</p> <p>Established shareholder arrangements.</p> <p>Regular reporting to Operational Services Committee (in remit as Shareholder committee).</p> <p>Company Business Plan includes a risk register.</p> <p>Independent Chairperson.</p> <p>Independent external audit review of accounts, and opportunity to commission ad-hoc advice if required.</p> <p>S151 Officer and Monitoring Officer invited to attend Board meetings as representatives of the Council.</p>	2	5	10 (A)	<p>ECSS Business Plan approved by Board and Operational Services Committee in March 2023.</p> <p>Quarterly performance reports presented to Operational Services Committee.</p> <p>Operational Services Committee monitors progress with Street Smart Project.</p>	Purchase of fleet vehicles to ensure future service provision – order raised, but awaiting delivery	D-O			G
FINANCE AND RESOURCES																	
B1	Inability to balance the Council's budget.	<p>Reductions in public sector funding.</p> <p>Uncertainty and changes in Government funding such as the fair funding review and 75% retention of business rates, now not expected until 1st April 2025, but no formal announcement to confirm this.</p> <p>Lack of opportunity to make further savings.</p> <p>Failure to maximise the opportunity from the Combined Authority deal and other income sources.</p> <p>"Cost of living crisis" resulting in lost Council Tax receipts and increased direct costs to the Council as inflation increases.</p>	<p>Failure to spend in line with the budget in 2023/24.</p> <p>Failure to set a legal budget for 2024/25 in February 2024.</p>	D-F	3	5	15 (A)	<p>Agree Medium Term Financial Strategy (MTFS) each February as part of budget setting process.</p> <p>The 2023/24 Budget (and MTFS) was approved by Full Council in February 2023.</p> <p>Quarterly budget monitoring reports to Management Team and relevant Committees.</p> <p>Partnership working and on-going consideration of potential opportunities linked to the key ambitions.</p> <p>Strong leadership from members and officers.</p> <p>Use of Surplus Savings Reserve to balance future years.</p>	2	4	8 (A)	2022/23 Internal Audit of Budgetary Control – Substantial / Good Assurance.	MTFS up-date to be presented to Finance & Assets Committee in September 2023	D-F	Sept 2023		G

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B2	Failure to achieve expected levels of development and planning gain	The viability and delivery of residential and commercial development. Changes in legislation such as the Levelling Up and Regeneration Bill.	Council failing to deliver its growth trajectory and not generating projected s106 and CIL income.	D-C	3	4	12 (A)	CIL and Section 106 collection and monitoring CLT support programme Working with developers	3	4	12 (A)	In 2021/22 the Council recorded 619 dwelling completions (Gross completions: 626 dwellings minus Demolitions: 7 dwellings). This is the highest recorded number of completions for 14 years, and is around 3 times the amount regularly delivered in the period 2012-2018.	Respond to the outcomes of the Levelling Up and Regeneration Bill. Infrastructure Funding Statement to Finance and Assets Committee. On Audit Plan for 2023/24.	D-C	On-going	G
PROCESSES AND SYSTEMS																
C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources.	Major civil emergency potentially due to: <ul style="list-style-type: none"> • Loss of access to premises • Severe weather events (including from the impacts of climate change) • Fuel shortages • Communications failure • Pandemics • Loss of utilities • Terrorist events • Supply chain failure (including as a result of Brexit and the war in Ukraine) 	Inability to access key staff or resources resulting in reduced ability to deliver services. Increased requests for Council resources and services Health and safety impact on staff and vulnerable residents Damage to Council property and impact on residents Reputation damage	CEX	3	4	12 (A)	Council Emergency and Business Continuity plans in place with ongoing review programme. Staff training and exercises, both internally and externally facilitated. Member of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF). CPLRF multi-agency emergency plans. ICT functionality allowing staff to work remotely where required.	2	2	4 (G)	CPLRF monitoring of potential power outage scenarios over the winter. Mighty Oak exercise (work on power outages) completed in March 2023. 2019/20 Internal Audit of Business Continuity – Satisfactory Assurance				

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C2	Loss of data or access to ICT systems due to a breach of information security and / or weaknesses in the IT infrastructure.	<p>ICT systems abuse, intrusion or failure.</p> <p>Cyber attack.</p> <p>Under investment in IT infrastructure and lack of resource to implement change.</p> <p>Employees not having the right tools for the job to work efficiently.</p> <p>Hacking of third party system providers.</p>	<p>Business interruption resulting in reduced ability to deliver services.</p> <p>Not prepared for disaster recovery.</p> <p>Non-compliance with legislation, resulting in financial penalties and reputational risk.</p> <p>Inefficient working.</p> <p>Loss of data.</p> <p>Business disruption</p> <p>Penalties and costs associated with data breach.</p> <p>Reputational damage.</p>	ITM	4	5	20 (R) ↑	<p>ICT Disaster Recovery Plan.</p> <p>System and Penetration testing regime.</p> <p>ICT Information Security Policy.</p> <p>Government Connect and Public Sector Network (PSN) compliance.</p> <p>Implementation of Office 365</p>	3	3	9 (A)	<p>Disaster Recovery exercise took place in September 2022</p> <p>ICT Monitoring Strategy now in place</p> <p>PSN Compliance certificate awarded May 2023</p> <p>Incident Management log being created through the new Helpdesk software.</p>	<p>Reflect on lessons learnt from national incidents – MoveIT</p> <p>Further Disaster Recovery exercise planned</p>	ITM	July 2023	G
														ITM	Sept 2023	G

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C3	Non-compliance with legislative and regulatory requirements.	Changes in legislation from Central Government or Professional bodies can impact many areas, for example: <ul style="list-style-type: none"> • health and safety, • equalities, • safeguarding, • environmental legislation, • employment law. 	Financial penalties for non-compliance. Reputational risk.	CMT	2	3	6 (A)	Monitoring changes to legislation that impacts the Council. Topical examples include H&S sentencing guidelines, and earlier closedown of accounts. Procedural rules are changed as required and training delivered at least annually. Safeguarding Policy 2022. Safeguarding leads nominated and all staff training in 2023. Health and safety management system. Disaster Recovery Plan and supporting systems / hardware. Equality, Diversity and Inclusion policy. Training on equality, diversity and inclusion for Members and officers rolled out. Equality monitoring reports published. Annual health and safety report presented to Finance and Assets Committee RIPA policy (Regulation of Investigatory Powers Act) and Covert Investigation Act Policy Whistleblowing Policy Monitoring of mandatory training completion by SMT leads	1	3	3 (G)	Annual senior management assurance statements. 2022/23 Internal Audit review of Assets of Community Value – Good / Substantial Assurance. 2022/23 Internal Audit review of Safeguarding – Satisfactory Assurance 2022/23 Internal Audit review of Enforcement Policy Compliance – Satisfactory Assurance	Member safeguarding training Updates to Whistleblowing policy Corporate Health and Safety Policy to be approved by Finance and Assets Committee	H D-LS D-CS	July 2023 Oct 2023 July 2023	G G G

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C4	Failure to achieve compliance with Data Protection legislation (UK General Data Protection Regulations and Data Protection Act 2018).	Data breaches. Failure to meet legislation deadlines. ICT system failure / cyber-attack. Human error.	ICO monetary penalties, enforcement notices, prosecution. Compensation claims and reputational damage.	D-LS	3	5	15 (A)	All Council staff required to undertake annual online data protection training. All new staff briefed at Corporate Induction. Data breach register maintained. All breaches risk assessed, investigated and recommendations made. Record of Processing Activity in place and maintained by Information Officer. Member training provided as part of induction programme.	2	4	8 (A)	2020/21 Internal Audit review of Data Protection– Substantial Assurance for control design; Satisfactory Assurance for compliance. All staff completed the 2022 Data Protection Training.				

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C6	Failure of corporate governance and counter fraud and corruption controls.	Attempts at fraud and corruption from internal or external sources are successful due to inadequate corporate governance and counter fraud controls.	Financial losses and reputational damage. Impact on service delivery.	CMT	3	3	9 (A)	<p>Counter fraud training for officers as part of induction process.</p> <p>Gifts and hospitality registers.</p> <p>Counter fraud and ethical governance policies and procedures.</p> <p>Anti-money laundering policy is part of the Constitution.</p> <p>Internal control framework including segregation of duties and authorisations.</p> <p>Reviewed annually for Annual Governance Statement.</p> <p>Participation in National Fraud Initiative.</p> <p>Fraud awareness promotion on annual basis, with targeted reminders in year.</p> <p>Fraud reporting tool available internally and externally.</p> <p>Fraud risk assessments completed in relation to Covid-19 business grants and post payment assurances.</p> <p>Cambridgeshire Fraud Hub launched to reduce Council Tax fraud in March 2023</p>	2	3	6 (A)	Annual senior management assurance statements.				

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LEARNING AND GROWTH																
D2	Failure to deliver upon strategic development plans and requirements.	The Council not being able to demonstrate a five-year land supply for housing or an up-to-date Local Plan. However, on 21 st April 2020 the Council did regain its five-year land supply, though developers are challenging this. Lack of up to date Local Plan. Lack of delivery of permitted schemes by developers.	Planning applications can only be refused if the adverse impacts significantly and demonstrably outweigh the benefits of the proposal, in accordance with the presumption in favour of the sustainable development. More speculative development Not delivering quantity of housing/employment to meet needs of the district	D-C	3	4	12 (A)	Development Management to manage speculative applications when submitted. Work with developers to help delivery of sites. Robustly defend appeals in order to maximise chances of success (note: ultimately, it will be a planning inspector, in reaching a decision on an appeal, that will determine whether the inherent risk materialises). Our latest Five Year Land Supply calculations demonstrate that the Council continues to have a very healthy supply of homes coming forward, of approximately 7 years' worth. This continues to put the Council in a very strong position should any developer attempt to challenge that it cannot demonstrate enough supply.	3	4	12 (A)	The East Cambridgeshire District Council Five Year Land Supply Report published August 2022 - ECDC 5YLS Report Aug 2022 - full and published.pdf (eastcambs.gov.uk)	Awaiting formal feedback on public examination of the Single Issue Review of Local Plan. Submit modification proposals to inspector.	D-C	Oct 2023	G

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D8	Difficulties with staff recruitment, absence (including sick leave) and retention – leading to lack of resources.	Lack of staff resources in terms of numbers due to high turnover or failed recruitment exercises. Lack of staff resources in terms of knowledge, skills and behaviours due to poor staff retention.	A shortage of staff in roles across the Council and a loss of knowledge and skills, could lead to service failure, which in-turn could result in an increased level of complaints, poor reputation and financial penalties from breaches in legislation or failure to follow rules, procedures and meet deadlines. More acute in areas with reliance on single officer.	CMT	4	3	12 (A)	Investment in training and up-skilling existing staff. Absence Management policy. Management Development training has been delivered to all Service Leads and team leaders. Remote working policy. Service Delivery Plans presented to Policy Committees in March 2023. Use of market supplements and recruitment agencies where necessary. Starters and leavers report presented to Finance and Assets Committee. Monthly review by Corporate Management Team of impact on service delivery. Exit interviews. Apprenticeship opportunities.	3	2	6 (A)	Six-month review of Service Delivery Plans.	Six-month review of Service Delivery Plans	CM T	Nov 2023	G

Corporate Priorities:

- 1 Sound financial management
- 2 Improving transport
- 3 Housing
- 4 Cleaner, greener East Cambridgeshire
- 5 Social and community infrastructure

Key to risk owners (above):

- CEX Chief Executive
- D-CS Director, Commercial Services
- D-F Director, Finance
- D-LS Director, Legal Services
- D-C Director, Community
- D-O Director, Operations
- HSM Health & Safety Manager
- HRM Human Resources Manager
- CMT Corporate Management Team
- ITM IT Manager
- H&CA-M Housing & Community Advice Manager

Appendix 3 - Corporate Risk Register Heat Map

Summary of Residual Scores for Corporate Risks

Impact	Very High	5		A2, A6			
	High	4		B1, C4	B2, D2		
	Medium	3	C3	A3, C6	A4, A5, C2		
	Low	2		C1	D8		
	Negligible	1					
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
Likelihood							

Red scores – in excess of the Council's risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to Corporate Management Team, Resources and Finance Committee and Council.

Amber scores – likely to cause the Council some difficulties (risk score 5 to 15) – six monthly monitoring.

Green scores (risk score 1 to 4) – low risk, monitor as necessary.

Code	Title
A2	East Cambridgeshire Trading Company fails to deliver upon its business plan and expected levels of performance
A3	Failure to deliver the housing strategy, and provide affordable housing to residents within the district
A4	Homelessness in the district
A5	Cost of Living crisis
A6	East Cambridgeshire Street Scene Ltd fails to deliver upon its business plan and expected levels of performance
B1	Inability to balance budget
B2	Failure to achieve expected levels of development and planning income
C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources
C2	Loss of data or access to ICT systems due to a breach of information security or weaknesses in the IT infrastructure
C3	Non-compliance with legislative and regulatory requirements
C4	Failure to achieve compliance with the General Data Protection Regulations & Data Protection Act
C6	Failure of corporate governance and counter fraud and corruption controls
D2	Failure to deliver upon strategic development plans and requirements

D8

Difficulties with staff recruitment, absence and retention – leading to lack of resources