

Appendix 1 - Corporate Risk Register (Revised)

| 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 | | | | | | | | | | | | | | | | |
| A6 | East Cambridgeshire Street Scene (ECSS) Ltd fails to deliver upon its Business Plan | <p>Poor quality service delivery with a lack of challenge and oversight.</p> <p>Poor financial Management of services</p> <p>Increased financial pressures relating to variable costs carried by ECSS (fuel, MRF sales, vehicle maintenance, sickness)</p> <p>Failure to embed effective governance arrangements and segregation of duty.</p> <p>Inability to recruit and retain staff.</p> <p>Failure to achieve performance targets.</p> <p>Availability of fleet.</p> <p>Lack of clarity of Legislative changes</p> <p>ECDC requesting service delivery beyond MOA</p> | <p>Failing to achieve ECDC corporate priorities.</p> <p>Disruption to service.</p> <p>Significant reputational risk.</p> <p>Significant overspends</p> <p>ECDC levy performance sanctions</p> | D-F | 5 | 5 | 20(R) | <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>The S151 Officer and Monitoring Officer are expected to attend Board meetings as representatives of the Council.</p> | 5 | 4 | 20(R) | <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> <p>Management Accounts and minutes reported to Operational Services Committee.</p> | <p>Purchase of 10 RCVs to replace 9 yr old vehicles. Order raised by ECDC. Anticipate delivery October 2023</p> <p>ECDC procurement for new MRF contract for 5 plus 5 year (linked risk A7 below)</p> <p>Review of MOA relating to cost overspends to determine formal process for reporting/managing and reviewing spending by ECSS</p> <p>Review of Performance KPIs within MOA to consider thresholds and targets</p> <p>ECSS undertaking resourcing / cost profile of service against existing MOA and current service delivery. To be reported to ECSS board in Quarter 3</p> <p>ECSS undertaking fleet review for all vehicles older than 5 years</p> <p>New vehicle maintenance and fuel contract to be procured by ECSS</p> | D-O | Oct 2023 | G |

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| A7 | Failing to deliver a cost effective, sustainable and high quality domestic Waste Collection and Street Cleansing Service. | <p>Lack of clarity of legislative changes in relation to the implementation of the Environment Act including:</p> <ul style="list-style-type: none"> - Lack of guidance relating to extended producer responsibility payments and the impacts on Recycling credits - Provision of net burdens funding to enable weekly food waste collections <p>ECDC named in Transitional Arrangements preventing the Council accessing Net burdens funding</p> <p>Costly MRF Contract procurement</p> <p>Lack of provision of waste Transfer Station for Recycling (arising from MRF procurement)</p> <p>Increased financial pressures relating to variable costs currently carried by Provider/ECSS - fuel, MRF sales, vehicle maintenance, sickness</p> <p>Lack of effective contract Management arrangements and segregation of duties between ECDC and ECSS.</p> <p>Inability for Provider/ECSS to recruit and retain staff.</p> <p>Poor service delivery by Provider ECSS, including a failure to achieve performance targets.</p> <p>Availability of fleet.</p> <p>ECDC requesting service delivery beyond MOA</p> <p>Current MOA and service specification not fit for Purpose</p> <p>Lack of clarity on ECDC short/medium and long term Waste and Streets strategy</p> <p>Poor Project implementation for Bins</p> <p>Waste Disposal Authority restrict Service changes (power to direct)</p> | <p>Failing to achieve corporate priorities.</p> <p>Failure to achieve national recycling rates</p> <p>Inability to introduce new services</p> <p>Disruption or failure to service.</p> <p>Significant reputational risk.</p> <p>Significant cost pressures</p> | D-F | 5 | 5 | 20(R) | <p>RECAP Partnership and joint working with other Cambridgeshire collection and disposal authorities</p> <p>RECAP representation to DEFRA</p> <p>Existing MRF contract (expires 2024)</p> <p>ECSS Business Plan for Service delivery</p> | 4 | 5 | 20(R) | <p>ECSS Business Plan approved by Operational Services Committee in March 2023.</p> <p>ECSS Quarterly performance reports presented to Operational Services Committee.</p> <p>Operational Services Committee monitors progress with Street Smart Project.</p> <p>ECSS Management Accounts and minutes reported to Operational Services Committee</p> | <p>Purchase of 10 x fleet - ECSS undertaking fleet review for vehicles plus 5 years</p> <p>ECDC procurement for new MRF contract for 5 plus 5 year</p> <p>ECDC to carry out a strategic service review and develop new service specification, including review of infrastructure requirements</p> <p>Short Term - Review of MOA relating to cost overspends to determine formal process for reporting/managing and reviewing spending by ECSS</p> <p>Review of Performance KPIs to consider thresholds and targets</p> <p>ECSS undertaking cost profile of service against existing MOA and current service delivery including street Cleansing Review</p> <p>Review of Contract/Client side management structure and delineation of roles/responsibilities</p> | D-O | <p>Mar 2024</p> <p>Mar 2024</p> <p>Oct 2023</p> <p>Oct 2023</p> <p>Nov 2023</p> | G |
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