

CORPORATE RISK REGISTER

Version date: 10-07-17

Inherent Risk							Residual Risk					Actions			
Risk No.	Risk Description	Caused by	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Actions	Owner	Target Date	Action RAG
CUSTOMER PERSPECTIVE															
A1	Performance	Failure to meet critical targets.	Service breakthroughs not being achieved resulting in poor public satisfaction.	MT	3	2	6 (A)	Performance Management framework including implementation of corporate performance management system Revised Performance and Risk Management Framework Service Delivery Plans New staff Performance Management system	2	2	4 (G)				
A2	Trading company	The East Cambs Trading Company does not deliver its business plan.	Undermines the achievement of corporate priorities and MTFS.	CEX	3	4	12 (A)	LATC Business Plans, Articles of Association and Shareholder Agreement. Establishment of Shareholder Committee Review of Shareholder Committee arrangements. Regular reporting to Shareholder Committee.	2	4	8 (A)				
A3	Housing	Take up of CLT development.	Failure to deliver the council's commitment to 'genuine affordable' housing.	D-CS	3	3	9 (A)	Council Support Programme to CLTs Community Led Development SPD	3	2	6 (A)				

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FINANCE AND RESOURCES															
B1	Public sector funding	Acceleration in the withdrawal of RSG and changes in funding undermining the revised Medium Term Financial Strategy.	Failure to achieve budgets savings leading up to 2019/20.	D-R	3	4	12 (A)	<p>Agreed 2016/17 Budget.</p> <p>Surplus Budget Savings Reserve for 2016/17,2017/18 and 2018/19.</p> <p>Agreed Medium Term Financial Strategy to become self-sufficient including the Commercialisation and Transformation programmes.</p> <p>Budget Monitoring through Management Team and relevant Committees.</p>	3	4	12 (A)	<p>Effective implementation of Commercialisation and Transformation programmes.</p> <p>Work progressing to meet the budget deficit projected for 2019/20.</p>	D-R	Ongoing	G
B2	Development	The vulnerability and viability of residential and commercial development.	Council failing to deliver its growth trajectory and projected CIL income.	D-CS	3	4	12 (A)	<p>New Local Plan</p> <p>Ongoing Service Plan reviews</p> <p>CIL Implementation</p> <p>CLT support programme</p> <p>Business Plan (Property)</p> <p>Draft Local Plan</p>	3	4	12 (A)				
B3	Asset utilisation	Failure to maximise the Council's assets.	Undermines the delivery of the Council's key corporate priorities, specifically capital infrastructure projects.	CEX	3	3	9 (A)	Asset Development Programme overseen by the Asset Development Committee	3	3	9 (A)				
B4	Resource management	Increased levels of long term sickness absence.	Reduction in productive time resulting in reduced ability to deliver services and increasing levels of stress.	HRM	3	2	6 (A)	<p>Revised Management of Attendance and Stress at Work Policy and Procedure (agreed 12 September 2013)</p> <p>HR and Facilities Service Delivery Plan</p>	3	2	6 (A)				

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B5	Income	Legal challenge on repayment of statutory or other charges.	Loss of major income stream	MT	3	3	9 (A)	Review of legal situation with other Local Authorities Co-ordination of efforts and legal advice. 'Form of Authority' agreed in settlement of APPS claims to limit litigation and financial risk to Council (ref 21 July 2014 Agenda item 20 Exempt)	3	3	9 (A)				

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PROCESSES AND SYSTEMS															
C1	Emergency Planning	Major civil emergency	Inability to access key staff or resources resulting in reduced ability to deliver services.	CEX	1	4	4 (G)	Business Continuity Plan Business Continuity Training Updated Business Continuity Plan 2016 Significant work brought forward on a number of civil emergency policies and procedures	1	4	4 (G)				
C2	Information security	ICT systems fraud, abuse, intrusion or failure. Increase in risk of fraud as a result of the Governments Transparency Agenda.	Business interruption resulting in reduced ability to deliver services.	BTM	3	3	9 (A)	ICT Service Improvement Plan ICT Disaster Recovery Plan System and Penetration testing regime ICT Security Policy Government Connect Compliance Transformation Programme	2	3	6 (A)				

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LEARNING AND GROWTH															
D1	Workforce development	The restructuring of management and departments of the Council to deliver medium term savings and achieve the 'New Council' and 'New Organisation' are not implemented effectively.	Adverse impact on the Council's ability to deliver its corporate and service objectives.	CEX	2	4	8 (A)	Effective implementation of Service Delivery Plans Management Development training being delivered to Service Leads	2	4	8 (A)				
D2	Strategic development	Failure to deliver an ongoing five year land supply.	Unsustainable developments result in external challenge.	D-CS	3	4	12 (A)	New Local Plan Review Partnership Agreement with Peterborough City Council	3	4	12 (A)				
D3	Leisure Centre	Delays to Leisure Centre project.	Reputational damage and increase in capital costs.	CEX	2	3	6 (A)	Robust business case and project management process. Effective communications strategy. Appointment of MACE Project plan and costings approved by Council in June 2016. There are no significant delays and costs will remain in budget.	2	3	6 (A)				
D4	Transformation	Transformation Programme does not achieve objectives	Financial savings not achieved.	PA	2	3	6 (A)	Robust business case and project management process followed Transformation Sub-Committee	2	3	6 (A)				
D5	Devolution	Failure to secure benefits of Devolution deal.	Restricts future resources and strategic/operational control	CEX	3	2	6 (A)	Robust business case Partnership working Approval by Council May and November 2016. Strong leadership from members and officers.	2	2	4 (G)				

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Corporate Priorities:

- 1 Delivering a Financially Sound and Well Managed Council
- 2 Genuinely Affordable Housing
- 3 A Fantastic Place to Live
- 4 Improving Local Transport
- 5 Improving Infrastructure
- 6 New Jobs and Funding

Key to risk owners (above):

- CEX Chief Executive
D-R Director, Resources / s151
D-CS Director, Commercial Services
PA Principal Accountant
BTM Business Transformation Manager
HRM Human Resources Manager
MT Management Team