
ANNUAL REVIEW – CORPORATE PRIORITIES AND RISK REGISTER 2013/14

Committee: Annual Council

Date: 15 May 2014

Author: Chief Executive

[P5]

1.0 ISSUE

1.1 Annual review of corporate priorities and risk register 2013/14.

2.0 RECOMMENDATION

2.1 Members are requested to agree the annual review of corporate priorities and corporate risk register 2013/14 as detailed in Appendices 1 and 2.

3.0 BACKGROUND

3.1 Annual Council on 14 May 2013 agreed a revised suite of corporate priorities and the corporate risk register for 2013/14. Under the current Performance and Risk Management framework, the Chief Executive is required to keep corporate (strategic) risks under regular review.

3.2 Appendix 1 details performance against 2013/14 corporate priorities and make proposals for any changes for 2014/15. Appendix 2 details a review of the 2013/14 Corporate Risk Review.

3.3 There have been a number of revisions to the Corporate Risk Register since the Annual Review in May 2013, specifically:--

- Removal of corporate risk related to reducing homelessness, specifically increased costs related to the use of bed and breakfast (reflecting significantly improved performance following implementation of the agreed Improvement Plan);
- Impact of Chancellor's Comprehensive Spending Review in September 2013;
- The importance of the root and branch review and the realisation of CIL receipts to fund the Council's corporate priorities.
- The importance of asset development in maximising reserves.

4.0 CONCLUSIONS

4.1 Under the revised Committee arrangements agreed by Special Council on 15 May 2014, the agreement of the corporate priorities and corporate risk register is a reserved matter for full Council. The new Corporate Governance and Finance Committee will be responsible for regular monitoring of these priorities.

5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

5.1 Any financial implications arising from the implementation of the annual review and 2014/15 priorities, not included in the Council's agreed budget, will be subject to the formal Member process.

5.2 Equality Impact Assessment not required at this stage.

6.0 APPENDICES

6.1 Appendix 1 – Annual Review – Corporate Priorities and Indicators
Appendix 2 – Annual Review – Corporate Risk Register

<u>Background Documents</u>	<u>Location</u>	<u>Contact Officer</u>
Special Council – 15 April 2014	Room 103 The Grange Ely	John Hill Chief Executive (01353) 616271 E-mail: john.hill@eastcambs.gov.uk

**REVIEW OF CORPORATE PRIORITIES
APRIL/MAY 2014**

CORPORATE INDICATOR	PROGRESS REPORT AND PERFORMANCE 2013/14	RECOMMENDATION FOR 2014/15
1. To facilitate the commencement of the Southern Link Road by 2015	Planning application submitted by CCC – recommended approval – February 2014 Potential date for CCC – consideration of application – June 2014	RETAIN FOR 2014/15
2. To facilitate the introduction of superfast broadband to the district by 2015	Installation works completed (34 new cabinets) – live by June 2014	REFOCUS AS AN ACTION WITHIN THE NEW CORPORATE PRIORITY "ECONOMIC GROWTH"
3. To reduce the number of families with children in bed and breakfast and those in residence for more than six weeks.	COMPLETED Zero households in B & B since August 2013 (Comparison with 04 2012/13, 24 households in B & B). Also significant improvement (Q4) in homelessness preventions (2013/14 - 80 2012/13 - 21) and no. of homeless applications (9 – 2013/14 26 – 2012/13)	DISCHARGE FOR 2014/15 (i)
4. To deliver two more Community Land trusts by end of 2014	COMPLETED In addition to Stretham and Wilburton CLT, there are now CLT's in Swaffham Prior and Soham.	REFOCUS ON CLT'S AS THE PREFERRED MECHANISM TO ENABLE PEOPLE TO LIVE AND WORK LOCALLY.
5. To establish a new restaurant operator in The Maltings by end of March 2014	COMPLETED Restaurant due to be open to the public in May 2014	DISCHARGE FOR 2014/15

APPENDIX 1

6. To facilitate the opening of a cinema at Downham Road/A10 by 2015	December 2013 – conditional contract exchanged with Turnstone planning application (subject to access agreements)	RETAIN FOR 2014/15
7. To provide a detailed costed plan for the development and construction of a new District Leisure facility by end of 2014.	Approval of business case submission to fund preliminary work to secure Sports Council grant and complete needs assessment.	REFOCUS ON DELIVERY OF FACILITY
8. To implement recycling service changes as outlined in the Council's DCLG bid and work in partnership with the County Council and other district Councils in Cambridgeshire	COMPLETED Service changes full implemented. Recycling performance: Q3 2012/13 31.2%, 2013/14 50.7% Satisfaction Rates (more positive – Blue 82%, Green 53%)	DISCHARGE FOR 2014/15
9. To reduce the average number of working days lost to sickness per FTE	COMPLETED 2012/13 7.8 and 2013/14 6.41 days lost	DISCHARGE FOR 2014/15 (i)
10. 'Talking Up Littleport' (i) Additional 80 car parking spaces for Littleport Railway Station by 31 December 2014. (ii) By December 2013, create an additional 20 car parking spaces for users of e-Space North (iii) By December 2013, to transfer land at Littleport known as The Paddocks to Littleport Parish Council	Further development options currently being explored by member/officer Project Team. On hold – no further action. Asset Development Committee agreed transfer, subject to variation of S106 agreement direct to Parish Council.	REFOCUS ON 'DEVELOP LITTLEPORT' (ii)

11. To deliver the MTFS 2012/13 to 2016/17 (as defined by Finance and Governance Committee).	2014/15 Budget agreed February 2014 Council Tax 2014/15 frozen	REFOCUS ON "KEEP TAX AS LOW AS POSSIBLE THROUGH PRUDENT BUDGETARY CONTROL"
12. To agree proposals for the project plan for the development of the Station Gateway by end of March 2014	Ely Station Gateway draft SPD agreed for consultation – January 2014 Subject to local plan examination – February 2014	REFOCUS ON "DEVELOP AN EXCEPTIONAL STATION GATEWAY FOR ELY"
13. To agree a project plan with relevant partners to implement the Soham Eastern Gateway by end 2013	ECDC unable to acquire land interest in the development Equalisation agreement not yet in place – ECDC continue to lobby CCC for application date.	REFOCUS ON "DEVELOP AN EASTERN GATEWAY FOR SOHAM"
14. To develop a detailed option brief for Soham Rail Station by March 2015 and identify external sources of funding for the delivery of the scheme	Soham Rail Station included in GCGP LEP Strategic Economic Plan for Local Transport Body funding – awaiting Government feedback. Viability depends on hourly service on the Peterborough to Ipswich service (joint lobbying with neighbouring authorities) Next stage: GRIP 3 study (completion April 2015)	REFOCUS ON "FACILITATE THE RE-OPENING OF SOHAM RAILWAY STATION, INCLUDING THE NEWMARKET LINK".

In addition, the Chief Executive will put in place additional objectives/priorities and report progress to the Corporate Governance and Finance Committee in relation to the following:-

- **FACILITATE ECONOMIC GROWTH INCLUDING JOBS GROWTH AND APPRENTICESHIPS.**
- **DEVELOP THE OPPORTUNITIES FOR INFRASTRUCTURE IMPROVEMENT TO ENCOURAGE ALTERNATIVE MEANS OF TRANSPORT (including actions related to cycling, electric car charging points).**
- **ADOPT A 'CAN DO' ATTITUDE IN EVERYTHING WE DO.**
- **ENSURE APPROPRIATE DEVELOPMENT THROUGHOUT THE DISTRICT BY PLANNING WELL FOR INFRASTRUCTURE, EMPLOYMENT AND HIGH QUALITY DESIGN (specific reference will be made of this requirement at North Ely).**
- **EMBRACE LOCALISM THROUGHOUT THE DISTRICT.**

Notes:

- (i) To be included in Service Delivery Plan of the relevant service area
- (ii) Existing corporate priority 10 actions will be included where relevant in delivery plans

ANNUAL REVIEW - CORPORATE RISK REGISTER 2013/14
MAY 2014

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (May 2013)	
		Likelihood	Impact				Likelihood	Impact
Coalition Government proposals to reduce budget deficit adversely impact on the Council's budget assumptions resulting in the Council not being able to meet its corporate and service objectives.	Agreed 2014/15 Budget Medium Term Financial Strategy to 2017/18 Statement of the Robustness of the 2014/15 Budget and the Adequacy of Reserves Budget Monitoring Reports	Likelihood	4	Head of Finance (Monthly)	Revisions to MTFS (including suite of key performance indicators) agreed by Finance and Governance Committee 25 July 2013 Agreement to retain £567,229 in 2015/16 earmarked New Homes Bonus reserve (recurring basis)		Likelihood	4
		Impact	4				Impact	4
		Risk	16				Risk	16
							Change	None

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
		Likelihood	Impact				Likelihood	Impact
<p>Failure to achieve Budget savings in 2014/15 and 2015/16 and efficiencies as a result of 2015/16 budget settlement and top slicing of New Homes Bonus leading to further austerity measures and potentially undermining the revised Medium Term Financial Strategy</p> <p>PLEASE NOTE: This corporate risk will be revised in light of the revised budget gap in 2016/17 (ie £1.752m estimated at 27 February 2014) and the identification of the savings requirement of £201,000 for 015/16</p>	<p>Agreed 2014/15 Budget</p> <p>Surplus Budget Savings Reserve for 2014/115 and part 2015/16</p> <p>Budget Monitoring through Management Team and relevant Committees</p>	4	4	Head of Finance (Fortnightly)	<p>'Root and Branch' review of Council services and staffing</p> <p>Actions to achieve an underspend in 2013/14 budget (projected underspend of £227,000) to be reinvested in Surplus Savings Reserve.</p>		3	4
		Risk	16				Risk	12
							Change	(↓4)

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
		Likelihood	Impact				Likelihood	Impact
<p>Vulnerability of economic recovery continues to lead to a shortfall in resources, and / or an increase in demand for Council services resulting in Council not achieving its corporate objectives</p> <p>PLEASE NOTE: This risk has been amended since May 2013 to reflect the importance of CIL on future funding of corporate projects and the implementation of the programme to support CLT's</p>	<p>Medium Term Financial Strategy</p> <p>Treasury Strategy</p> <p>Ongoing Service Plan reviews</p> <p>CIL Implementation</p> <p>CLT support programme.</p>	Risk	12	Chief Executive (Ongoing)	Restructuring of management and departments of the Council March 2014		Risk	12
							Change	(↑3)
<p>Failure to maximise the Council's assets undermining the delivery of the Council's key corporate priorities, specifically capital infrastructure projects</p>	<p>Asset Development Programme overseen by the Asset Development Committee</p> <p>'Asset Bank' established</p>	Risk	9	Chief Executive (bi-monthly to Committee)			Risk	9
							Change	New (N/A)

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
		Likelihood	Impact				Likelihood	Impact
Failure to meet critical targets leading to service breakthroughs not being achieved resulting in poor public satisfaction due to areas for improvement identified by the Annual Governance Statement not being achieved.	Performance Management framework including implementation of corporate performance management system	4	3	Management Team (Quarterly)	Revised Performance and Risk Management Framework (approved by Personnel and Corporate Services Committee – September 2013) Introduction of Service Delivery Plans in 2014/15		3	2
		Risk	12				Risk	6
							Change	None
Increased levels of long term sickness absence leading to reduction in productive time resulting in reduced ability to deliver services and increasing levels of stress	Attendance Management Policy Occupational Health Programme – Corporate Priority 2013/14	3	3	Deputy Chief Executive (Monthly)	Revised Management of Attendance and Stress at Work Policy and Procedure (to be agreed by PCS Committee 12 September 2013)		3	2
		Risk	9				Risk	6
							Change	None

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
		Likelihood	Impact				Likelihood	Impact
Major civil emergency leads to inability to access key staff or resources resulting in reduced ability to deliver services	Business Continuity Plan Business Continuity Training	Likelihood	1	Deputy Chief Executive (Ongoing)	Update of Business Continuity Plan 2013/14		Likelihood	1
		Impact	4				Impact	4
		Risk	4				Risk	4
							Change	None
ICT systems fraud, abuse, intrusion or failure leads to business interruption resulting in reduced ability to deliver services. Increase in risk of fraud as a result of the Governments Transparency Agenda.	ICT Service Improvement Plan ICT Disaster Recovery Plan	Likelihood	2	Deputy Chief Executive (Monthly)	System and Penetration testing regime in place ICT Security Policy in place Fraud risk assessment to be carried out as part of Internal Audit Plan for 2011/12	Cost of regular third party penetration testing Government Connect Compliance	Likelihood	2
		Impact	3				Impact	3
		Risk	6				Risk	6
							Change	None
Increasing budgetary pressures impacts on service provision resulting in failure to provide statutory services, leaving the Council open to challenge/sanction or loss of grant.	Maintain staffing levels Monitor and reduce unnecessary pressures	Likelihood	4	Management Team (Quarterly)			Likelihood	4
		Impact	3				Impact	3
		Risk	12				Risk	12
							Change	None

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
		Likelihood	Impact				Likelihood	Impact
Loss of major income stream from legal challenge on repayment of statutory or other charges.	Review of legal situation with other Local Authorities Co-ordination of efforts and legal advice.	3	4	Management Team (Quarterly)			3	4
		Risk	12				Risk	12
							Change	None

Notes

1. Further control measures put in place to mitigate risk score.
2. The Chief Executive will amend the 2014/15 Corporate Risk Register to reflect the risks related to the implementation of the restructuring of management and departments and revised Committee structure, as detailed below.

ADDITIONS TO 2014/15 CORPORATE RISK REGISTER – MAY 2014

Description of Risk	Control Measures in place	Risk Score		Risk Owner / Review Frequency	Additional Control Measures	Additional Cost Resources Required	Residual Risk & Change since last review (March 2012)	
The transitional arrangements to deliver restructuring of management and departments of the Council to deliver medium term savings and achieve cultural change are not implemented effectively and adversely impact on the Council's ability to deliver its corporate and service objectives	Robust project planning Recruitment to key new posts on the establishment - EELGA support	Likelihood	3	Chief Executive (Monthly)	EELGA Talent Bank 2014/15 programme of Service Reviews Constitutional Review Effective implementation of Service Delivery Plans		Likelihood	2
		Impact	4				Impact	4
		Risk	12				Risk	8
							Change	N/A
Revised Committee structure and subsequent amendments to the constitution are not fully understood and implemented leading to poor decision making and reputational risk to Council.	Constitutional review agreed by Council April 2014. Service Delivery Plans Effective training and support to Service Delivery Champions	Likelihood	2	Chief Executive (Quarterly)			Likelihood	2
		Impact	3				Impact	3
		Risk	6				Risk	6
							Change	N/A