

**ANNUAL REVIEW - CORPORATE RISK REGISTER 2015/16**

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 (July 2015)	
		Likelihood	Impact				Risk	Change
<p>Failure to achieve budget savings in 2018/19 and 2019/20 as a result of the acceleration in the withdrawal of RSG announced at the Autumn Statement undermining the revised Medium Term Financial Strategy.</p> <p>PLEASE NOTE: This corporate risk has been revised to reflect the implications of the Autumn Statement</p>	<p>Agreed 2016/17 Budget.</p> <p>Surplus Budget Savings Reserve for 2016/17 and 2017/18.</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>	Likelihood	3	Chief Financial Officer (Monthly)	Effective implementation of Commercialisation and Transformation programmes.		Likelihood	3
		Impact	4				Impact	4
		<b>Risk</b>	<b>12</b>				<b>Risk</b>	<b>12</b>
							<b>Change</b>	<b>None</b>

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 (July 2015)	
		Likelihood	Impact				Likelihood	Impact
The vulnerability and viability of residential and commercial development leading to the Council failing to deliver its growth trajectory and projected CIL income.	New Local Plan Ongoing Service Plan reviews CIL Implementation CLT support programme	Likelihood	3	Director, Commercial Services (ongoing)	Business Plan (Property)	As agreed by Council January 2016	Likelihood	3
		Impact	4				Impact	4
		<b>Risk</b>	<b>12</b>				<b>Risk</b>	<b>12</b>
							<b>Change</b>	<b>None</b>
Failure to maximise the Council's assets undermining the delivery of the Council's key corporate priorities, specifically capital infrastructure projects	Asset Development Programme overseen by the Asset Development Committee	Likelihood	3	Chief Executive (bi-monthly to Committee)			Likelihood	3
		Impact	3				Impact	3
		<b>Risk</b>	<b>9</b>				<b>Risk</b>	<b>9</b>
							<b>Change</b>	<b>None</b>

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		Likelihood	Impact				Risk	Change
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	Likelihood	3	Management Team (Quarterly)	Revised Performance and Risk Management Framework  Service Delivery Plans		Likelihood	2
		Impact	2				Impact	2
		<b>Risk</b>	<b>6</b>				<b>Risk</b>	<b>4</b>
							<b>Change</b>	<b>None</b>
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	Likelihood	3	HR Manager (Monthly)	Revised Management of Attendance and Stress at Work Policy and Procedure (agreed 12 September 2013)  HR and Facilities Service Delivery Plan		Likelihood	3
		Impact	2				Impact	2
		<b>Risk</b>	<b>6</b>				<b>Risk</b>	<b>6</b>
							<b>Change</b>	<b>None</b>
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	Chief Executive (Ongoing)	Update of Business Continuity Plan 2016		Likelihood	1
		Impact	4				Impact	4
		<b>Risk</b>	<b>4</b>				<b>Risk</b>	<b>4</b>
							<b>Change</b>	<b>None</b>

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		Likelihood	Impact				Likelihood	Impact
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	Principal ICT Officer (Monthly)	System and Penetration testing regime in place ICT Security Policy in place	Cost of regular third party penetration testing  Government Connect Compliance  ICT Review	Likelihood	2
		Impact	3				Impact	3
		<b>Risk</b>	<b>6</b>				<b>Risk</b>	<b>6</b>
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.	Likelihood	3	Management Team (Quarterly)	'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)		Likelihood	3
		Impact	3				Impact	3
		<b>Risk</b>	<b>9</b>				<b>Risk</b>	<b>9</b>
							<b>Change</b>	<b>None</b>

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 (July 2015)	
		Likelihood	Impact				Risk	Change
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 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  Delivery of Commercial and Transformation programmes	Likelihood	2	Chief Executive (Monthly)	Effective implementation of Service Delivery Plans		Likelihood	2
		Impact	4				Impact	4
		<b>Risk</b>	<b>8</b>				<b>Risk</b>	<b>8</b>
The East Cambs Trading Company does not deliver its business plan, undermining the achievement of corporate priorities and MTFS.  PLEASE NOTE: This risk has been revised to reflect progress in establishing LATC.	LATC Business Plans, Articles of Association and Shareholder Agreement.  Establishment of Shareholder Committee	Likelihood	3	Chief Executive (Monthly)	Review of Shareholder Committee arrangements.	As agreed by Council	Likelihood	2
		Impact	4				Impact	4
		<b>Risk</b>	<b>12</b>				<b>Risk</b>	<b>8</b>
Failure to deliver the council's commitment to 'genuine affordable' housing due to take up of CLT development.	Council Support Programme to CLTs	Likelihood	3	Director Commercial	Community Led Development SPD (to be confirmed Council February 2016)		Likelihood	3
		Impact	3				Impact	2
		<b>Risk</b>	<b>9</b>				<b>Risk</b>	<b>6</b>
							<b>Change</b>	<b>None</b>

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		Likelihood	Impact				Risk	Change
Failure to deliver an ongoing five year land supply leading to unsustainable developments in external challenge.	New Local Plan Review	Likelihood	3	Director Commercial	Partnership Agreement with Peterborough City Council		Likelihood	3
		Impact	4				Impact	4
		<b>Risk</b>	<b>12</b>				<b>Risk</b>	<b>12</b>
							<b>Change</b>	<b>None</b>
Performance Related Pay fails to deliver increased motivation and innovation	Financial incentive for high performing staff.  Award scheme to celebrate success and encourage innovation	Likelihood	3	HR Manager	Moderation panel to review consistency and effectiveness  Training for Appraisers		Likelihood	3
		Impact	3				Impact	3
		<b>Risk</b>	<b>9</b>				<b>Risk</b>	<b>9</b>
							<b>Change</b>	<b>None</b>
Delays to Leisure Centre leads to reputational damage and increase in capital costs	Robust business case and project management process	Likelihood	2	Chief Executive (Monthly)	Effective communications strategy.  Appointment of MACE		Likelihood	2
		Impact	3				Impact	3
		<b>Risk</b>	<b>6</b>				<b>Risk</b>	<b>6</b>
							<b>Change</b>	<b>None</b>
Transformation Programme fails to deliver required financial savings	Robust business case and project management process followed	Likelihood	2	Director Support Services (Monthly)	Establishment of Transformation Sub-Committee	To be identified as business cases are developed	Likelihood	2
		Impact	3				Impact	3
		<b>Risk</b>	<b>6</b>				<b>Risk</b>	<b>6</b>
							<b>Change</b>	<b>None</b>

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		Likelihood	Impact				Likelihood	Impact
Failure to secure benefits of Devolution deal restricts future resources and strategic/operational control  (NEW)	Robust business case	Likelihood	3	Chief Executive	Ratification by Council May 2016		Likelihood	2
		Impact	2				Impact	2
	<b>Risk</b>	<b>6</b>	<b>Risk</b>				<b>4</b>	
	Partnership working							