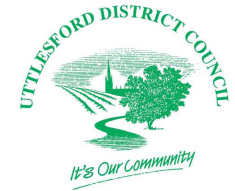




# Corporate Risk Register 2010-11 - Quarter 2




Report Type: Risks Report  
Generated on: 26 October 2010







## Traffic Light Red


Risk Code & Title	Description	Original Risk Impact	Original Risk Likelihood	Current Risk Impact	Current Risk Likelihood	Current Risk Score	Current Risk Traffic Light Icon	Target Impact	Target Likelihood	Assigned To	Mitigating Actions	Notes & History Latest Note
10-CR-ENV 02 Growth and local housing needs	Failure to accommodate growth and ensure local housing needs are met	3	3	3	3	9		2	2	Roger Harborough	<p>Action 1: SMB to facilitate development of all relevant strategies and projects to support local housing needs in the district via committee reporting process</p> <p>Action 2: Develop comprehensive housing strategy to identify key issues and develop solutions to meet the housing needs of the district</p> <p>Action 3: Progress the Local Development Framework Core Strategy, General Development Control and Site Specific Development Plan</p>	<p>Strategic assessment of housing market completed. Planning system is undergoing a process of radical change. Therefore the risk level has not changed.</p>

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											<p>documents in accordance with the Local Development Scheme</p> <p>Action 4: Maximise affordable housing gain from new developments, and work with parish councils and other bodies to identify appropriate exception sites for 100% affordable housing</p> <p>Action 5: Undertake strategic assessment of housing market</p> <p>Action 6: Use Council assets where possible to pump prime affordable housing schemes</p>	
10-CR-FIN 01 Insufficient progress against savings	The Council does not make sufficient progress against savings targets identified in the MTFS to achieve the necessary savings	4	3	4	2	8		3	2	Stephen Joyce	Regular quarterly monitoring of performance indicators associated with savings identified in MTFS by both SMB and PSC	Workstreams identified and corporate team has been established to drive them forward.

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10-CR-FIN 02 Insufficient provision for Landsbanki deposit	Council fail to make sufficient provision to cover the Landsbanki deposit	4	3	3	3	9		3	2	Stephen Joyce	SMB and Finance & Admin Committee to regularly review and authorise any underspends arising to be diverted to Landsbanki Contingency fund if necessary	Contingency fund topped up to £1.2 million. Latest CIPFA estimate is that councils will get 95% of deposit back. However, it will be up to a year before status as preferential creditor determined. Nonetheless, provision has been made.
10-CR-FIN 03 Non-value added Procurement and Asset Management	Procurement and asset management activities do not add value to the organisation (i.e. UDC assets are not utilised at an acceptable level)	3	3	3	3	9		2	2	Stephen Joyce	Action 1: Prepare and implement robust procurement and asset management strategies Action 2: SMB and F&A Committee to monitor implementation of key objectives of each strategy on a regular basis	Procurement Manager joined the council in August and has begun work to address the corporate procurement issues. We disengaged from the Procurement Hub on 30 September. Braintree DC has been appointed as our asset management consultants and has begun work on compiling a reliable asset register.
10-CR-FIN 04 Good service performance at a high cost	Services may perform well but at a relatively high cost to the authority	3	3	3	3	9		3	2	Adrian Webb	Authority to adopt a VfM methodology and conduct annual reviews on all relevant services to establish cost	Pilot VfM project carried out on Benefits, Waste and Recycling and Housing, comparing cost and

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											and performance benchmarks that can be used to support corporate and divisional planning processes	performance. This work will be expanded to a wider range of services over the coming months. Benchmarking work being carried out around IT costs.
10-CR-PAR 01 Shared services/outsourcing opportunities do not materialise	Appropriate shared services/outsourcing opportunities do not materialise, therefore reducing the chances of lowering expenditure and improving services	4	3	4	3	12		3	2	Adrian Webb	Continue to seek opportunities for shared services/outsourcing where they benefit both the authority and its residents	Report to Council 19 October recommending a Revenues and Benefits partnership with Harlow. Discussions including the preparation of a business case around waste partnership opportunities with Braintree are underway. Various discussions taking place with Essex CC around other opportunities
10-CR-PAR 02 Partnerships do not deliver	Risk that partnerships do not deliver intended outcomes	4	3	4	3	12		3	2	Adrian Webb	Action 1: Ensure (partnership) service level agreements are developed that detail corporately linked performance indicators/actions that will competently manage the partnership	Revenues and Benefits partnership business case has been prepared by a different consultant to the one who undertook the South Cambs work. Both reports identify

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											arrangement Action 2: SMB and members to regularly review and monitor performance of SLA's	significant and similar partnership saving opportunities. Ensuring the savings are achieved will be a function of the Joint Committee.
10-CR-PAR 05 Limited access to affordable sport, leisure and cultural activities	Community access to affordable sport, leisure and cultural activities are limited or non-existent	2	2	3	3	9		2	2	John Mitchell	Increase community access to sport, leisure and cultural activities within the district by seeking funding and support opportunities from external schemes and agencies such as Sport England	Free swimming for over 60s and under 16s funding withdrawn. Need for critical look at non-statutory services when outcome of Spending Review is clear.
10-CR-PEO 03 Deficient management and/or decision making processes	Failure to embed sound governance principles or provision of poor services through deficient management and/or decision making processes	4	2	4	2	8		3	1	John Mitchell	Action 1: SMB and PSC to embed the performance management framework throughout the authority to support the delivery of continuous improvement in all related processes. Use Covalent to co-ordinate corporate planning, risk management, scrutiny and performance processes	Services performing well. Move to cabinet agreed in principle 30.9.10, special council to look at detail 19.10.10

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											Action 2: Apply learning from external inspections to improve governance and management of service delivery	
10-CR-PEO 04 Council doesn't secure & develop staff capabilities	The Council do not secure & develop staff capabilities required to deliver services to organisational requirements	4	3	4	2	8		3	2	John Mitchell	SMB to prepare and implement a Workforce Strategy in conjunction with external consultants that supports its key priorities with regards to diversity & equality, capacity building, succession planning, employee appraisal & development and health & safety	Workforce strategy complete in draft. To be completed by SMB.