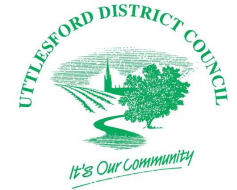



## Corporate Risk Register 2010-11 - Quarter 3

**Report Type:** Risks Report  
**Generated on:** 20 January 2011



### 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	Action 1: SMB to facilitate development of all relevant strategies and projects to support local housing needs in the district via committee reporting process  Action 2: Develop comprehensive housing strategy to identify key issues and develop solutions to meet the housing needs of the district  Action 3: Progress the Local Development Framework Core Strategy, General Development Control and Site Specific Development Plan	<b>Q2 Impact 3 Likelihood 3</b> Strategic assessment of housing market completed. Planning system is undergoing a process of radical change. Therefore the risk level has not changed.


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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: Work with Harlow and Epping Forest Councils to submit a joint Local Investment Plan to the HCA</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	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	<b>Q2 Impact 4 Likelihood 2</b> Workstreams identified and corporate team has been established to drive them forward. Good


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	the MTFS to achieve the necessary savings											progress has been made as part of 2011/12 budget setting. However, risks remain especially with regard to achieving savings from partnership working.
10-CR-FIN 02 Insufficient provision for Landsbanki deposit	Council fail to make sufficient provision to cover the Landsbanki deposit	4	3	4	2	8		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	<b>Q2 Impact 3 Likelihood 3</b> latest CIPFA estimate is that councils will get 95% of deposit back. Landsbanki website currently reports that priority claims will be paid at 93%. Court case in February will determine whether or not our claim is a priority claim. Contingency fund currently £1.2 million.
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	<b>Q2 Impact 3 Likelihood 3</b> VfM work expanded in the Benefits area. ICT Benchmarking


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											and performance benchmarks that can be used to support corporate and divisional planning processes	completed with a report to SMB in March.
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	<b>Q2 Impact 4 Likelihood 3</b> Revs and Bens partnership approved. First meeting of the Joint Committee held 17 January 2011. Waste partnership work still ongoing but immediate opportunities are limited. Other partnership opportunities being discussed with Harlow as part of the Memorandum of Understanding approved at Council in October 2010
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	<b>Q2 Impact 4 Likelihood 3</b> Revenues and Benefits partnership business case has been prepared by a different

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											that will competently manage the partnership arrangement  Action 2: SMB and members to regularly review and monitor performance of SLA's	consultant to the one who undertook the South Cambs work. Both reports identify 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	<b>Impact 3 Likelihood 3</b> 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	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	<b>Q2 Impact 4 Likelihood 2</b> Services continue to perform well. Move to cabinet has been agreed and Constitution Working Group continues to meet.

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	making processes										related processes. Use Covalent to co-ordinate corporate planning, risk management, scrutiny and performance processes  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	<b>Q2 Impact 4 Likelihood 2</b> Workforce strategy complete in draft. To be completed by SMB.

Risk Status

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	Alert
	High Risk
	Warning
	OK
	Unknown