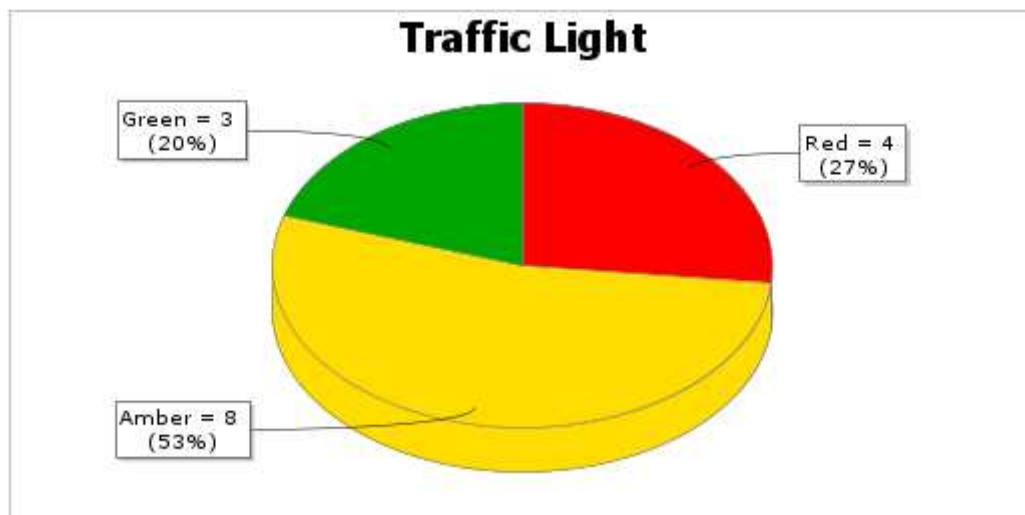
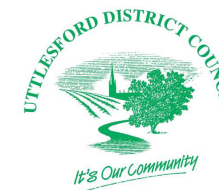








Corporate and Strategic Risk Register 2012-13 - Quarter 3





Risk Code & Title	Risk Description	Original Risk Impact	Original Risk Likelihood	Current Impact	Current Likelihood	Current Risk Score	Current Risk Traffic Light Icon	Target Risk Impact	Target Risk Likelihood	Mitigating Actions	Latest Note	Managed By
12-CR-ENV-01 Affordable Housing	Failure to find a balance between the delivery of affordable housing, in order to meet the need for accommodation, and sourcing sites acceptable to the	3	3	3	3	9		2	2	Adherence to the Core Strategy timetable coupled with consistent communication and community engagement. Strong political leadership to	Sheltered scheme asset review report to Housing Board 24/01/13. Mead Court redevelopment: Scape appointed as development partners. Rural	Roger Harborough




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	community									ensure adoption of Local Development Framework	exceptions schemes planned for Hatfield Heath, Gt Chesterford, Newport, Arkesden. Planning permission granted for residential development including 40% affordable housing to increase the supply of specific deliverable sites against context of only 2.9 years worth of supply requirement. New Enabling Officer and Development Officer both appointed.	
12-CR-ENV-02 Risk of increased recycling costs	Risk of increased costs due to fluctuating pricing structure for recyclable materials and increasing cost of landfill.	3	3	3	1	3		3	1	Explore option of arranging own bulk transport between transfer station and MRF if ECC recharges for transport are	Contract in place fixing price for 5 years despite current weakness of the market	Roger Harborough



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										unfavourable		
12-CR-ENV-03 Lack of public engagement in recycling scheme	Public fails to engage in new recycling scheme resulting in recycling rate not increasing.	3	2	3	2	6		3	1	Continued communication with residents about the importance of recycling to further increase the district's recycling rate. Introduction of waste service improvements including garden waste collection	Kerbside collection of garden waste has held up recycling rate. Significant monthly variation in quantities of the constituent elements of the recyclable materials stream at present	Roger Harborough
12-CR-ENV-04 Potential increase in environmental crime	Potential for more cases of environmental crime leading to increased pressures on enforcement and other service areas and possible complaints	3	2	3	2	6		2	2	Training for Enforcement officers and closer working with PCSO's leading to an increase in the number of fixed penalty notices issued	Joint patrols with Police / PCSOs have now commenced. FPNs are still being issued for littering and fly posting when the individual or company can be identified. Prosecutions have been brought where the offender has not paid the FPN	Michael Perry


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12-CR-ENV-05 Lack of available funds for Highways improvement	Little money available for Highways improvements due to pressures on County Council budget	3	3	3	2	6		2	3	Targeted improvements in district due to local member involvement in Highways Panel/Locality Board	2012/13 ECC Local Highways Improvement budget provision almost fully allocated. A residual £21,000 will be subject to recommendations of Highways Panel in mid-Feb	Roger Harborough
12-CR-ENV-06 Inability to deliver HRA Business Plan	Government reforms or changes in income/ expenditure from assumed levels impair the Council's capacity to deliver the intended outcomes of the HRA business plan, such as new build and stock enhancements	3	3	3	2	6		2	2	Regular review of HRA budget and business plan by Housing Board. Ensuring that servicing debt and RTB requirements are prioritised. Develop plans to use available headroom	Resources and programmes in place to support use of headroom in the HRA. Reinvigoration of Right To Buy has stimulated interest in purchase on desired scale as per financial model	Roger Harborough
12-CR-FIN 01 Insufficient progress against	The council does not make sufficient progress	4	1	2	1	2		4	1	A Corporate Team was established in 2010. Savings achieved to	Budget savings are on track. However the current	Adrian Webb

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savings	against savings targets identified in the MTFS to achieve the necessary savings.									date have been approx £1.8 million per annum	budget forecasts would enable the implementation to be phased over a longer period should that be necessary	
12-CR-FIN 02 External factors impact negatively on Council's finances	External factors, such as the reforms to local government finance, negatively impact on Council's finances	3	3	3	2	6		2	2	Work with local government partners to share the risks and benefits of reform	The provisional settlement published on 20 December combined a cut in core funding with an increase in New Homes Bonus, and a net increase overall. This will help ensure stability in the short to medium term, but the longer term position will be challenging. Major reform is implemented in 2013/14, the results of this may be variable	Stephen Joyce

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12-CR-PAR-01 Key partners unable to contribute to LSP	Key partners are unable to contribute to the LSP because of changes elsewhere in the public sector. The concept of the Big Society may be difficult to communicate	2	3	2	1	2		2	2	Optimise the Localism agenda and ensure that the Council retains its commitment to supporting the voluntary sector where this provides demonstrable value for money. Ensure continued engagement with partners and the community through channels such as Citizens Panel, Community Forums and Tenant Forum. Review the working of the LSP to ensure it meets the needs of the council, its partners and the community.	The LSP now has 4 groups that reflect the Whole Essex Community Budget pilots. Chairs are independent of the Council. These are working at the higher end of our expectations	John Mitchell

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12-CR-PEO-01 Failure to embed Equality & Diversity and H&S	Failure to embed sound equality & diversity, health & safety and corporate governance principles throughout the authority, which would make it difficult to then promote these ideals to the community	3	2	3	2	6		3	1	Necessary information available to all staff and regular training given	Training for all staff in November and December. Outcomes will be carried through into divisional plans	John Mitchell
12-CR-PEO-02 Failure to provide and implement a sound economic strategy	Failure to provide and implement a sound economic strategy which could lead to a failure to support existing businesses and attract new investment	3	2	2	3	6		2	2	Develop and implement a sound economic strategy in conjunction with West Essex partners and allocate budget to support this work	Strategy approved. Action plan implementation underway with appropriate budget provision proposed, but underlying slack economic growth is a constraint	Roger Harborough
12-CR-PEO-03 Risk of adverse impact from reform of council tax benefits	The reform of council tax benefits could adversely impact some people currently in receipt of benefits.	3	2	3	3	9		2	4	Work with JobCentre Plus to promote change to system and maximise employment opportunities.	There is no doubt that non-vulnerable working age CTB claimants will be adversely impacted.	Stephen Joyce

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										Work with other Essex Councils to develop a single County-wide scheme to give continuity to claimants moving within the County.	There are financial risks to the Council as detailed in Cabinet reports	
12-CR-PEO-04 Adverse impact from other welfare reforms	Reforms to Housing Benefit and other welfare changes cause hardship to some people and operational difficulties for the Council.	3	4	3	4	12		2	4	Close liaison with partner agencies including CAB. Clear and proactive communications with affected people. Resource planning	% of rent collected remains above target but rent arrears are £55K higher than the same point last year (up 0.21%). Additional resource to focus on debt management will be in place shortly.	Roger Harborough; Stephen Joyce
12-SR-01 Disruption of Council business	Disruption of council business e.g. due to loss of building, widespread staff absence or extreme weather conditions	4	2	4	2	8		3	2	Ensure that emergency plans are in place to provide frontline services. Maintain regular engagement in emergency planning activities, close liaison	Corporate Business Continuity plan complete, validation exercise scheduled for February 2013	Michael Perry

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										with county council and regular communication with residents. Ensure relevant HR policies are in place and understood		
12-SR-02 Risk of major emergency	Major emergency at the airport e.g. due to plane crash, terrorism etc.	2	1	2	1	2		2	1	Ensure that emergency plans are in place and that there is regular liaison with airport operator and engagement in emergency planning activities	Emergency Plan under review. Some relevant staff have had airside visits to the airport with further visits arranged. Joint emergency planning exercise scheduled for May 2013	Michael Perry