

Committee: Performance and Audit

Agenda Item

Date: 19 May 2016

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Title: Quarter 4 Corporate Risk Register 2015/16

Author: Richard Auty, Assistant Director Corporate Services Item for information

Summary

1. This report presents the Corporate Risk Register as at the end of quarter 4 2015/16 (1 January to 31 March).

Recommendations

2. None

Financial Implications

3. There are no financial implications associated with this report.

Background Papers

4. None

Impact

- 5.

Communication/Consultation	The Risk Register is discussed and updated by the Corporate Management Team at least quarterly.
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Situation

6. Appendix A is the council's Corporate Risk Register. It continues the approach of identifying the key risks associated with delivering the council's main strategic objectives.
7. Appendix B details those risks which have changed since Quarter 3.
8. The council's approach to corporate risk management is being revised for the 2016/17 year and the register to be presented at the next meeting of the Performance & Audit Committee will be substantially rewritten to better reflect the main risks facing the council in terms of delivery of key projects and external influences affecting the council.

Risk Analysis

9.

Risk	Likelihood	Impact	Mitigating actions
That the council does not effectively monitor the risks it faces in delivering its corporate aims and objectives	1 – The register was created, and regularly monitored, by the Corporate Management Team	3 – If mitigating actions are not identified and acted upon, then there could be serious consequences for the delivery of services	Each corporate action and associated risk is owned by a member of the Corporate Management Team. Colleagues provide challenge and discussion regularly to ensure steps are being taken to reduce the likelihood and/or impact of those risks.

1 = Little or no risk or impact

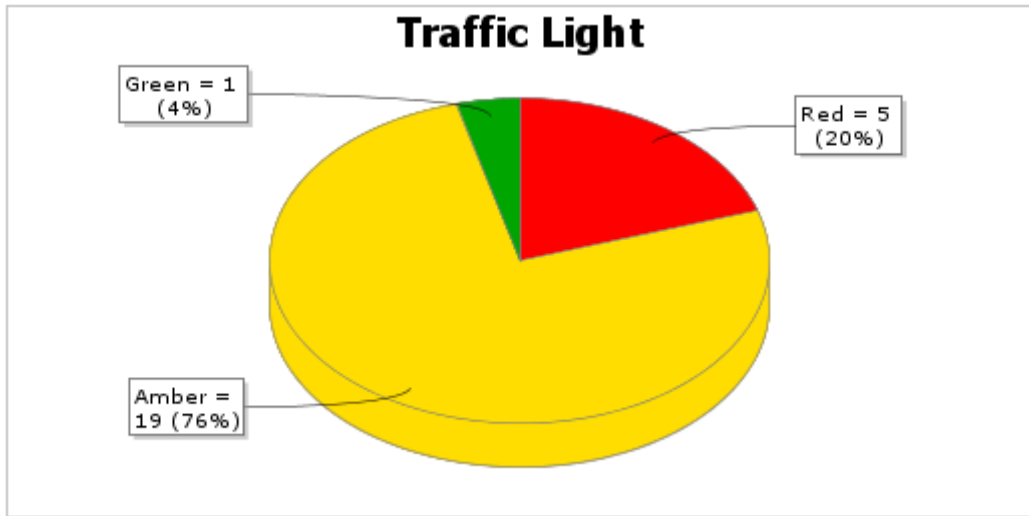
2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required





4 = Near certainty of risk occurring, catastrophic effect or failure of project.




Corporate & Strategic Risk Register 2015-16 - Quarter 4







Report Author: Tülay Norton
Generated on: 28 April 2016











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	Latest Note	Mitigating Actions	Managed By
15-CR 01 Insufficient progress against savings	The council does not make sufficient progress against savings targets identified in the MTFS to achieve the necessary savings.	2	1	2	2	4		3	1	Following the announcement of the New Homes Bonus consultation in June a revised MTFS will be prepared in the Autumn. Any savings required will be set out at that time.	A Corporate Team was established in 2010. Savings to date exceed £2.5m. The team addresses quality issues as well as trying to achieve savings.	Adrian Webb




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15-CR 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	2	3	2	3	6		2	3	Changes in New Homes Bonus following the current consultation will have a negative impact on the Council's finances.	Work with local and government to understand and implement post general election changes to core external funding such as New Homes Bonus and Business Rates Retention.	Adrian Webb
15-CR 03 Decisions made by the LSP do not inform Council Policy	The Council staffs and hosts the LSP but decisions made by the LSP do not inform Council Policy	3	3	3	2	6		2	2	Regular reports to Full Council meetings by LSP working group chairs are now a standing item.	Review the effectiveness and value for money of our engagement with partners, the voluntary sector and the community. Continue to review the working of the LSP to ensure it meets the needs of the council, its partners and the community rather than just itself. Ensure that LSP matters are championed by Cabinet members so that the Council determines the LSP agenda and takes responsibility for outcomes	Roger Harborough
15-CR 04 Local Plan	Failure to meet objectively assessed housing need and identify suitable deliverable sites	3	2	3	2	6		3	2	Final SHMA reported to Coop Board. Response to call for sites published together with assessment.	Complete SHMA, carry out Duty to Cooperate process with authorities across the housing market area, neighbouring councils and strategic bodies and issue new call for sites. New member working group established to steer process.	Roger Harborough
15-CR 05 External contracts	Contracts with third parties do not benefit the Council & Community financially	3	2	3	2	6		3	1	Regular programme of contract management meetings with Roalco and Viridor in place. Roalco performance bond not in place.	Robust evaluation of contract bids. Once new contracts in place, proactive monitoring of contracts to ensure appropriate implementation.	Roger Harborough




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15-CR 06 The Council does not demonstrate how consultation responses have been taken into account	The Council does not demonstrate how consultation responses have been taken into account when formulating policy	3	3	3	3	9		3	1	No progress on Member review of issue. Reversion to Area Forum mechanism for community engagement does not address the risk	A project team of Senior Managers has worked on this and will arrange a Members' workshop when the new Council is elected, with a view to rationalising consultation exercises to gain the maximum benefit	Roger Harborough
15-CR 07 Failure to embed sound Equality & Diversity, H&S & Corporate Governance principles	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	1	3	2	6		3	1	New equality objectives still need to be set	The Health & Safety officer previously shared with Harlow DC is now a full-time UDC employee. Regular training and updates are given to all relevant staff and the Council continues its partnership arrangements with South Cambs DC regarding equality and diversity	Roger Harborough
15-CR 08 Little money available for Highways improvements	Highways Panel unable to deliver expectations owing to ECC financial constraints	2	3	2	3	6		2	3	Uttlesford was the only highways panel in Essex to have delivered all its programmed schemes in 2015-16, with the exception of just one scheme. It had also managed to spend its entire allocated budget which was not the case with a number of other panels. The Panel's total budget for 2016-17 was £472,000. Half of this was a result of match funding from the District Council. This meant the Panel's budget was significantly higher than many other panels in Essex.	Targeted improvements in district due to local member involvement in Highways Panel/Locality Board	Roger Harborough

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15-CR 09 Inability to implement the economic strategy	Inability to implement the economic strategy which could lead to a failure to support existing businesses and attract new investment	3	1	3	2	6		3	1	Draft rolled forward strategy prepared for adoption in Q1 2016-17. Includes a review of implementation of the current strategy to inform changes of emphasis.	Implement the economic strategy in conjunction with local business representatives, West Essex partners and allocate budget to support this work	Roger Harborough
15-CR 10 Adverse impact from reform of council tax benefits	The reform of council tax benefits will adversely impact some people currently in receipt of benefits	2	2	2	2	4		2	2	LCTS scheme remains the same for 2016/17. Current caseload is lower than this time last year.	Resource and implement the Council's annual Local Council Tax Support Policy	Adrian Webb
15-CR 11 Partner organisations unable to provide sufficient resources	Partner organisations unable to provide sufficient resources in times of austerity to implement new strategies	3	4	3	3	9		3	2	Participation in EELGA peer review programme is a tool to enable this risk to be addressed; the peer review will look at relationships between council and partner bodies.	New arrangements with partner authorities will need to be increasingly challenged and focused on prioritised needs and value for money	Roger Harborough
15-CR 12 Range of services provided by the Council is too broad	Range of services provided by the Council is too broad to allow necessary focus	4	4	4	4	16		4	2	Participation in EELGA peer review programme is a tool to enable this risk to be addressed	As resources diminish the Council will need to regularly review its' priorities and its' form and function as a provider of commissioner services	Roger Harborough
15-CR 13 Shared service delivery model	Partner organisations unable or unwilling to sign-up to shared service delivery model	2	3	2	2	4		2	2	Uttlesford remains part of the planned Essex Building Control partnership and the Council continues to explore other sharing arrangements.	Continue to work with those organisations who already share UDC assets i.e. ECC. Parish Councils and voluntary sector	Adrian Webb
15-CR 14 Neighbourhood plans	Local communities do not have adequate resources to develop neighbourhood plans	2	3	2	2	4		2	2	Dunmow Neighbourhood Plan is at submission consultation stage	Strategic Initiative Fund allocation to fund resources to support communities in preparing plans and getting them adopted	Roger Harborough

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15-CR 15 Eco programme deadlines cannot be met and grant funding becomes unavailable	Changes to government eco programme mean deadlines cannot be met and grant funding becomes unavailable	3	3	3	2	6		3	3	Large programme of PV panel installations on housing stock did not complete by deadline and had to be curtailed. Discussions with providers about financial models based on new much reduced FIT levels are being progressed.	Pursue external funding opportunities for external wall insulation programme; smart procurement	Roger Harborough
15-CR 16 Potential breaches of planning control	Council is not made aware of potential breaches of planning control	2	2	2	2	4		2	1	The enforcement team accept all referrals of potential breaches (including anonymous referrals).	Parish councils act as an important communications channel for reporting potential breaches, and this function is encouraged	Michael Perry
15-CR 17 Improving heritage assets	Aspirations outstrip available resources to improve heritage assets	2	3	2	3	6		2	3	No material change	Pursue external funding opportunities	Roger Harborough
15-CR 18 Partners' agendas (for economic prosperity) are not aligned	All partners' agendas (for economic prosperity) are not aligned and what is delivered for the wider area is not in the best interest of the Uttlesford district	2	2	3	2	6		2	2	Discussions about Combined Authority paused whilst growth deals announced in March budget are assessed. Workshop for all members 12 April.	Engage strongly in LSCC, West Essex Alliance (and through West Essex Alliance seek to influence the Greater Essex Business Board and SELEP), GCGP LEP and Essex Integrated Growth Forum to promote Uttlesford's interests	Roger Harborough
15-CR 19 Aspirations of airport owners conflict with the council's views	Aspirations of airport owners conflict with the council's views on appropriate development and with community interests	3	3	3	2	6		3	2	Government intends to make policy announcement about new runway in the South East in summer. Draft aviation policy framework and National Policy Statement programmed for late 2016 followed by consultation	Seek to influence the airports policy of the new Government informed by the Davies Commission final report recommendations. Work with the airport owners to agree environmental impact mitigation measures, particularly the surface access strategy	Roger Harborough

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15-SR 01 Disruption of Council business	Disruption of council business caused by: loss of building, widespread staff absence, extreme weather conditions	3	2	3	2	6		3	2	A Business Continuity Template has been designed and is currently being trialled by departments, if agreed it is fit for purpose, it will ensure each services completed form, will sit alongside the current corporate BC activation framework, to assist in prioritising services at the time of an emergency incident.	Ensure that emergency plans are in place to provide frontline services. Maintain regular engagement in emergency planning activities, close liaison with county council and regular communication with residents. Ensure relevant HR policies are in place and understood	Michael Perry
15-SR 02 Major emergency at the airport	Major emergency at the airport e.g. due to plane crash, terrorism etc.	2	1	2	1	2		2	1	A joint emergency planning exercise with Stansted Airport is scheduled for November	Ensure that emergency plans are in place and that there is regular liaison with airport operator and engagement in emergency planning activities	Michael Perry
15-SR 03 Refugee crisis	Public expectation that the council will be sole provider of accommodation for refugees. Risk of insufficient accommodation or displacement of people on housing waiting list.	2	2	2	2	4		1	2	Next flights in Q1 and 2 2016-17. Numbers of refugees to be supported in East of England relatively limited. Need is for larger family homes. A % of families will have complex needs.	Council will work with other agencies to coordinate community response.	Roger Harborough

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15-SR 04 Greater Essex devolution												Roger Harborough
15-SR 04 (a) UDC fails to sign up to devolution	The Council fails to sign up to the devolution deal, becoming overlooked by the Combined Authority and resulting in loss of influence and investment opportunities for the District's social, environmental and amenity infrastructure	3	3	3	3	9		1	1	Discussions about Combined Authority paused whilst growth deals announced in March budget are assessed. Workshop for all members 12 April.	The Council joins the Combined Authority	Roger Harborough
15-SR 04 (b) Loss of sovereignty and control	In joining the Combined Authority the Council over time loses sovereignty and control of its strategic growth policies and becomes an agency of the Combined Authority	3	2	3	2	6		1	1	Discussions about Combined Authority paused whilst growth deals announced in March budget are assessed. Deals involved directly elected mayors. Workshop for all members 12 April.	Ensure that the Council is fully aware of the consequences before committing to the Combined Authority. Accept that in a world of diminishing resources some change in local governance is both desirable and inevitable	Roger Harborough

Risk Status	
	Alert
	Warning
	OK



Corporate & Strategic Risks 2015/16 Changes Quarter 3 to Quarter 4

Risk Code & Title	Q3 Risk Impact	Q3 Risk Likelihood	Q3 Risk Score	Q4 Risk Impact	Q4 Risk Likelihood	Q4 Risk Score
15-CR 01 Insufficient progress against savings	1	1	1	2	2	4
15-CR 02 External factors impact negatively on Council's finances	3	4	12	2	3	6
15-CR 06 The Council does not demonstrate how consultation responses have been taken into account	3	2	6	3	3	9
15-CR 07 Failure to embed sound Equality & Diversity, H&S & Corporate Governance principles	3	1	3	3	2	6