

Corporate Risk Register			Assigned To	Related Covalent actions							Corporate Plan actions	
Code	Title	DRAFT RISK		Code	Title	Planned Start Date	Due Date	Org. Unit	Man. By	Assigned To	action	officer responsible
07-SR-1 FINANCE - Effectively managing our finances and operating within budget												
07-SR-1-01	Continually improving financial management and delivering value for money services	Failure to improve financial management, deliver value for money services and exercise sound resource management	Adrian Webb	07-CP-F01	Establishing a sound financial strategy	11/12/07	29/02/08	Finance	Webb, Adrian	Bradley, David		
			07-CP-F02	2007/08 Budget	11/12/07	18/02/08	Finance	Webb, Adrian	Webb, Adrian	Minimise any overspend for 2007/08	Chief Finance Officer	
			07-CP-F03	2008/09 Budget	11/12/07	18/02/08	Finance	Webb, Adrian	Webb, Adrian	Produce a balanced budget for 2008/09	Chief Finance Officer	
			07-CP-F04	Medium Term Financial Strategy	11/12/07	18/02/08	Finance	Webb, Adrian	Webb, Adrian	Revise and update the Medium Term Financial Strategy	Chief Finance Officer	
			07-CP-F05	Budget Monitoring	11/12/07	31/07/08	Finance	Webb, Adrian	Webb, Adrian	Produce template for provide regular budget monitoring reports	Chief Finance Officer	
			07-CP-F06	Asset Rationalisation	11/12/07	18/02/08	Corporate Support & Revenue	Martin, Simon	Martin, Simon	Produce a plan for better utilisation of organisational assets	Director of Operational Services (Corporate Support and Revenue)	
07-SR-1-02	Delivering effective and sustainable procurement	Failure to deliver effective and sustainable procurement	Michael Perry	07-CP-F07	Procurement	11/12/07	31/03/08	Assistant Chief Executive	Perry, Michael	Perry, Michael	Maximise use of the Essex Procurement Hub and Procurement Agency for Essex	Assistant Chief Executive

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07-SR-2 PARTNERSHIPS - Working to deliver effective and co-ordinated services with partners													
07-SR-2-01	Actively seeking opportunities for delivering services in partnership and developing shared service provision;	Structural change challenging existing partnership arrangements leading to a reduction in the effectiveness or the number of partnership and shared working provisions and preventing investigation of new opportunities.	Adrian Webb	07-CP-PT01	Sustainable Community Strategy/Local Area Agreement	11/12/07	30/06/08	Partnerships & Performance	Clarke, Elaine	Clarke, Elaine			
					07-CP-PT02	Strategic Partnerships	11/12/07	31/03/09	Chief Executive	Bovaird, Alasdair	Bovaird, Alasdair		
					07-CP-PT03	Shared services	11/12/07	31/01/08	Partnerships & Performance	Clarke, Elaine	Clarke, Elaine	Seek partnership arrangements with other public, private and third sector organisations to promote effective working, and develop plan for shared services to provide a platform for early assessment of potential partnership arrangements	Director of Central Services (Partnerships and Performance)
07-SR-2-02	Actively leading Uttlesford Futures, our local strategic partnership and contributing to the delivery of the local area agreement	Reputational and business risk associated with failure to effectively deliver Council's contribution to Uttlesford Futures	Adrian Webb	07-CP-PT04	Sustainable Community Strategy	11/12/07	31/03/08	Partnerships & Performance	Clarke, Elaine	Clarke, Elaine	Publish new sustainable community strategy and action plans, with agreed performance indicators and targets	Director of Central Services (Partnerships and Performance)	
					07-CP-PT05	Local Area Agreement	11/12/07	30/06/08	Partnerships & Performance	Clarke, Elaine	Clarke, Elaine	Negotiate targets for the new local area agreement in partnership with Essex County Council and the wider Essex Partnership	Director of Central Services (Partnerships and Performance)

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07-SR-2-03	Working in partnership to improve the safety, health and wellbeing of our communities	Failure to provide adequate resources and support to the community and adversely affecting the quality of life of Uttlesford residents	Adrian Webb	07-CP-PT06	Strategic Assessment and Anti-Social Behaviour Strategy	11/12/07	31/03/08	Partnerships & Performance	Clarke, Alaine	Stewart, Alex	Lead on the strategic assessment of community safety and produce an anti-social behaviour strategy, in conjunction with the Crime and Disorder Reduction Partnership	Director of Central Services (Partnerships and Performance)
				07-CP-PT07	Scores on Doors Scheme	11/12/07	31/03/08	Environmental Health	Smith, Geoff	Smith, Geoff	Recommend a Scores on Doors scheme that provides a food hygiene rating via the website for implementation in 2008	Director of Operational Services (Environmental Health)
				07-CP-PT08	Choice Based Lettings	11/12/07	30/11/07	Housing Management	Millership, Roz	Millership, Roz	Introduce a choice based lettings scheme to give housing applicants more choice about where they want to live	Directors of Operational Services (Housing Management)
				07-CP-PT09	Homelessness Strategy	11/12/07	30/06/08	Housing Management	Millership, Roz	Millership, Roz	Review the homelessness strategy and identify housing priorities to better prevent homelessness	Directors of Operational Services (Housing Management)
				07-CP-PT10	Supported Housing	11/12/07	31/01/09	Housing Management	Millership, Roz	Millership, Roz	Review and update the supported housing service to ensure that the stock and type of support available meets the needs of elderly and vulnerable people	Directors of Operational Services (Housing Management)
				07-CP-PT11	Homeless Accommodation	11/12/07	31/03/09	Housing Management	Millership, Roz	Millership, Roz	Improve provision, range and quality of temporary accommodation for the homeless by eradicating use of bed and breakfast and developing managed short-term accommodation	Directors of Operational Services (Housing Management)
07-SR-2-04	Improving access to sport, leisure and cultural activities;	Failure to provide adequate resources and support for access to sport, leisure and cultural activities and adversely affecting the quality of life of Uttlesford residents	Adrian Webb	07-CP-PT12	Leisure Connection	11/12/07	31/03/09	Partnerships & Performance	Clarke, Alaine	Bradley, Gaynor	Monitor the PFI with Leisure Connection and develop sports and leisure at Lord Butler, Great Dunmow and Mountfitchet Romeera	Director of Central Services (Partnerships and Performance)
				07-CP-PT13	Sports Outreach	11/12/07	31/03/08	Partnerships & Performance	Clarke, Alaine	Bradley, Gaynor	Develop the community sports outreach programme provided for young people in the evenings to improve social interaction and reduce anti-social behaviour	Director of Central Services (Partnerships and Performance)

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07-SR-3 PEOPLE - Consulting and engaging with staff and customers												
07-SR-3-01	Encouraging community participation through effective consultation and engagement;	Customer expectations not met if unable to provide required services for the needs of stakeholders and a lack of capacity to deliver improvement	John Mitchell	07-CP-P03	Consultation	11/12/07	31/03/08	Partnerships & Performance	Clarke, Elaine	Clarke, Elaine	Embed the consultation framework to better co-ordinate and more effectively engage the community, and in partnership with Essex County Council, develop TalkEssex and an online toolkit to assist practitioners in designing and carrying out consultation	Director of Central Services (Partnerships and Performance)
			07-CP-P04	Committee Structure and Area Panels	11/12/07	31/03/08	Community Engagement	Auty, Richard	Auty, Richard	Establish a new and more effective committee structure, including revision to the area panels to improve engagement of parish and town councillors and the community	Chief Executive (Community Engagement)	
			07-CP-P05	Migrant Workers	11/12/07	30/09/08	Partnerships & Performance	Clarke, Elaine	Hayden, Sue	Work with migrant worker communities and help them become self-supporting, in partnership with Braintree and East Hertfordshire district councils	Director of Central Services (Partnerships and Performance)	
07-SR-3-02	Developing the customer service centre and improving access to services;	Customer service improvements not realised and associated savings not achieved	Diane Burrige	07-CP-P02	Uttlesford 2011 - Customer Care	11/12/07	30/09/08	Corporate Support & Revenue	Martin, Simon	Martin, Simon		
			07-CP-P06	UConnect	11/12/07	31/03/09	Corporate Support & Revenue	Martin, Simon	Martin, Simon	Deliver the milestones for developing the customer service centre	Director of Operational Services (Corporate Support and Revenue)	
			07-CP-P07	Dunmow Library	11/12/07	31/01/08	Corporate Support & Revenue	Martin, Simon	Martin, Simon	Develop plan for introducing a council presence within Dunmow library	Director of Operational Services (Corporate Support and Revenue)	

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07-SR-3-03	Maintaining a high level of corporate governance and standards	Failure to meet Corporate Governance requirements	Michael Perry	07-CP-P09	Performance Management	11/12/07	31/03/09	Partnerships & Performance	Clarke, Alaine	Clarke, Alaine	Embed the performance management framework to deliver continuous improvement, including developing Covalent to co-ordinate corporate planning, budget setting, risk management and performance	Director of Central Services (Partnerships and Performance)
				07-CP-P10	External Inspection and Challenge	11/12/07	31/03/09	Partnerships & Performance	Clarke, Alaine	Clarke, Alaine	Learn from external inspections and peer challenges, and implement recommendations to continually improve	Director of Central Services (Partnerships and Performance)
				07-CP-P11	Scrutiny	11/12/07	31/03/09	Partnerships & Performance	Clarke, Alaine	Clarke, Alaine	Develop the scrutiny function and a framework for responding to the new community call for action	Director of Central Services (Partnerships and Performance)
				07-CP-P12	Complaints Management	11/12/07	31/03/08	Partnerships & Performance	Clarke, Alaine	Clarke, Alaine	Develop corporate monitoring of customer comments, compliments and complaints	Chief Executive (Community Engagement)
07-SR-3-04	Developing and maintaining a motivated and high performing workforce;	Inability to recruit and maintain suitably qualified, experienced and motivated staff	John Mitchell	07-CP-P01	A motivated and high performing workforce	11/12/07	29/02/08	Human Resources	Bovaird, Alasdair	Clarke, Alaine		
				07-CP-P13	Mobile and Homeworking	11/12/07	31/01/08	Corporate Support & Revenue	Martin, Simon	Martin, Simon	Develop a strategy for mobile and homeworking and encourage staff participation	Director of Central Services (Corporate Support and Revenue)
				07-CP-P14	Human Resources Strategy	11/12/07	29/02/08	Human Resources	Bovaird, Alasdair	Bovaird, Alasdair	Develop a strategy for HR provision, diversity and equality, capacity building, succession planning, rewards, health, safety	Director of Central Services (Human Resources)

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07-SR-4 ENVIRONMENT - Protecting and enhancing the environment													
07-SR-4-01	Opposing further expansion of Stansted Airport	Environmental and quality of life damage to the district and potential substantial award of costs against the Council if applications refused for reasons which are not justified	John Mitchell	07-CP-E02	Stansted Airport	11/12/07	31/03/09	Planning & Housing Strategy	Mitchell, John	Harborough, Roger	Inquiry on second runway	Director of Development Services (Planning and Housing Strategy)	
					07-CP-E03	Stansted Airport Inquiry	11/12/07	31/03/09	Planning & Housing Strategy	Harborough, Roger	Harborough, Roger		
07-SR-4-02	Managing development and delivering affordable housing for local people;	Young people leave local community to find affordable housing	John Mitchell	07-CP-E01	Local Development Framework Core Strategy	11/12/07	31/03/09	Planning & Housing Strategy	Harborough, Roger	Harborough, Roger	Progress the Local Development Framework Core Strategy, General Development Control and Site Specific Development Plan documents in accordance with the Local Development Scheme	Director of Development Services (Planning and Housing Strategy)	
					07-CP-E04	Local Development Framework	11/12/07	31/03/09	Planning & Housing Strategy	Harborough, Roger	Harborough, Roger		
					07-CP-E05	Housing Strategy	11/12/07	30/06/08	Housing Management	Harborough, Roger	Harborough, Roger	Develop comprehensive housing strategy to identify key issues and develop solutions to meet the housing needs of the district	Director of Development Services (Planning and Housing Strategy) Director of Operational Services (Housing Management)
					07-CP-E06	Strategic Housing Market Assessment	11/12/07	31/03/08	Planning & Housing Strategy	Harborough, Roger	Harborough, Roger	Undertake strategic assessment of housing market	Director of Development Services (Planning and Housing Strategy)
					07-CP-E07	Pre-Application Service	11/12/07	31/12/08	Planning Control	Mitchell, John	Mitchell, John	Introduce charging for pre-application services for non-householder applications	Director of Development Services (Planning Control)
					07-CP-E08	Affordable Housing	11/12/07	31/03/09	Planning Control	Mitchell, John	Mitchell, John	Maximise affordable housing gain from new developments, and work with parish councils and other bodies to identify appropriate exception sites for 100% affordable housing	Director of Development Services (Planning Control)
07-SR-4-03	Developing sustainable communities by protecting and encouraging local facilities;	Failure to assist the development of sustainable communities	John Mitchell	07-CP-E09	Economic Development	11/12/07	31/01/08	Planning & Housing Strategy	Harborough, Roger	Harborough, Roger	Bid for Rural Development Programme funding to support land-based businesses in reducing their carbon footprint	Director of Development Services (Planning and Housing Strategy)	
07-SR-4-04	Developing energy efficiency policies to reduce our carbon footprint;	Unsustainable organisational practices	John Mitchell	07-CP-E10	Energy Performance Certificate	11/12/07	31/03/08	Building Surveying	Osborne, Keith	Roos, Jake	Seek accreditation to undertake energy performance certification of new build housing	Director of Development Services (Building Surveying)	

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				07-CP-E11	Home Energy	11/12/07	31/03/09	Building Surveying	Osborne, Keith	Roos, Jake	Seek to achieve the 2010 Home Energy Conservation Act target by promoting insulation grants, paying particular attention to listed buildings	Director of Development Services (Building Surveying)	
				07-CP-E12	Climate Change Strategy	11/12/07	31/03/09	Building Surveying	Osborne, Keith	Roos, Jake	Implement actions in the climate change strategy and seek to achieve the Eco-Management and Audit Scheme accreditation	Director of Development Services (Building Surveying)	
				07-CP-E13	Environmental Policy	11/12/07	31/03/08	Building Surveying	Osborne, Keith	Roos, Jake	Establish an Environmental Policy	Director of Development Services (Building Surveying)	
				07-CP-E14	Emissions	11/12/07	31/03/08	Building Surveying	Osborne, Keith	Roos, Jake	Reduce direct emissions via an ongoing programme of emissions reduction improvements to buildings and fleet including energy efficiency, renewable and alternative fuels	Director of Development Services (Building Surveying)	

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07-SR-4-05	Improving environmental management and enforcement against environmental crime;	Failure to meet targets on waste and recycling	Diane Burridge	07-CP-E15	Waste Management	11/12/07	31/03/09	Street Services	Pridham, Ron	Pridham, Ron	Implement the waste management strategy to reduce waste and increase recycling and composting	Director of Operational Services (Street Services)
				07-CP-E16	Waste Services	11/12/07	30/09/08	Street Services	Pridham, Ron	Pridham, Ron	Explore partnership options with neighbouring councils to provide better value for money services	Director of Operational Services (Street Services)
				07-CP-E17	Street Cleaning	11/12/07	31/03/09	Street Services	Pridham, Ron	Pridham, Ron	Undertake a review of street cleaning and implement recommendations to improve the efficiency and effectiveness of the service	Director of Operational Services (Street Services)
07-SR-4-06	Improving enforcement against environmental crime;	Failure to meet targets on enforcement of environmental crime	Michael Perry	07-CP-E18	Environmental Crime	11/12/07	31/03/09	Street Services	Pridham, Ron	Pridham, Ron	Raise awareness of environmental crime and, in partnership with town and parish councils, enforce the Clean Neighbourhoods and Environment Act by issuing fixed penalty notices for littering, fly-tipping, fly-posting, graffiti and abandoned vehicles	Director of Operational Services (Street Services)

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07-SR-5 CORPORATE DEVELOPMENT											
07-SR-5-01	An effective performance and project management approach;	Mismanagement of performance and projects	John Mitchell								
07-SR-5-02	Effective communication with staff, members, partners and the public;	Misinformation and lost of trust and respect between stakeholders	John Mitchell								
07-SR-5-03	A robust risk management strategy that is fully understood by key managers and member	Unexpected risks affecting performance and creating an inability to achieve objectives	Michael Perry								