

Agenda Item No:	<b>6</b>	
Committee:	<b>Corporate Governance</b>	
Date:	<b>29 July 2019</b>	
Report Title:	<b>Corporate Risk Register quarterly review</b>	

## **1 Purpose / Summary**

- To provide a quarterly update to the Corporate Governance Committee on the Council's Corporate Risk Register.

## **2 Key issues**

- The Council's Risk Management Strategy ensures the effective maintenance of a risk management framework by:-
  - embedding risk management across core management functions;
  - providing tools to identify and respond to internal and external risk;
  - linking risks to objectives within services and regularly reviewing these.
- Corporate Governance Committee has asked that the Council's Corporate Risk Register is reviewed and presented to it quarterly.
- The latest Corporate Risk Register (**Appendix A**) is attached to this report.

## **3 Recommendations**

- The latest Corporate Risk Register is agreed as attached at Appendix A to this report.

<b>Wards Affected</b>	All
<b>Forward Plan Reference</b>	N/A
<b>Portfolio Holder(s)</b>	Cllr Chris Boden – Leader and Portfolio Holder for Corporate Governance
<b>Report Originator(s)</b>	Sam Anthony – Head of HR&OD
<b>Contact Officer(s)</b>	Paul Medd – Chief Executive Peter Catchpole –Corporate Director & Chief Finance Officer Carol Pilson – Corporate Director Gary Garford – Corporate Director  Sam Anthony – Head of HR&OD
<b>Background Paper(s)</b>	Previous reviews of the Corporate Risk Register: minutes of Corporate Governance Committee

## **4 Background / introduction**

4.1 This is the latest quarterly update in respect of the Corporate Risk register.

## **5 Considerations**

5.1 The Council has seven considerations when considering risk:-

- Performance – can we still achieve our objectives?
- Service delivery – will this be disrupted and how do we ensure it continues?
- Injury – how do we avoid injuries and harm?
- Reputation - how is the Council's reputation protected?
- Environment – how do we avoid and minimise damage to it?
- Financial – how do we avoid losing money?
- Legal – how do we reduce the risk of litigation?

5.2 Members and Officers share responsibility for managing risk:-

- Members - have regard for risk in making decisions
- Corporate Governance Committee – oversee management of risk
- Corporate Management Team – maintain strategic risk management framework
- Risk Management Group – Lead Officers across the Council promote risk management and a consistent approach to it
- Managers – identify and mitigate new risks, ensure teams manage risk
- All staff – manage risk in their jobs and work safely.

5.3 Risk is scored by impact and likelihood. Each have a score of 1-5 reflecting severity. The overall score then generates a risk score if no action is taken, together with a residual risk score after mitigating action is taken to reduce risk to an acceptable level.

5.4 The level of risk the Council deems acceptable is the “risk appetite”. The Council accepts a “medium risk appetite” in that it accepts some risks are inevitable and acceptable whereas others may not be acceptable.

5.5 Managers consider risks as part of the annual service planning process. Each service has a risk register with the highest risks being reported at a strategic level, forming the Corporate Risk Register. The Corporate Management Team, supported by the Risk Management Group ensures that the highest risks are regularly reviewed and mitigating action undertaken.

5.6 Each year the Risk Management Strategy is reviewed and agreed by Corporate Governance Committee.

5.7 The Corporate Risk Register is very much a “living document”; the Corporate Governance Committee reviews it quarterly.

5.8 Where exceptional new risks present themselves, they can be referred to Corporate Governance Committee urgently as appropriate.

5.9 Risk appetite has been considered. The Council takes a medium risk appetite, accepting that the current climate in Local Government is subject to great change and

that some risks are necessary in order for the Council to move forward and continue to deliver high quality, cost-effective services. As a result of this; in some instances it is not possible to significantly reduce residual risk. Having said this, some decisions may need to be made in a timely manner and this could increase risk appetite accordingly. The Council's overall risk appetite should be reviewed regularly.

- 5.10 Risk awareness is embedded across the Council. Whilst the Risk Management Strategy sets out how all levels of Officers should understand and take risk into account, it is important that risk awareness and management is integral to the Council's culture. To achieve this, risk awareness and training are important.
- 5.11 It is important that Members have regard for risk when considering matters and making decisions at Council, Cabinet and Committees. In addition, Corporate Governance Committee must take a strategic overview of risk and consider the highest risks to the Council as set out in the Corporate Risk Register.

## **6 Changes to the Corporate Risk Register**

- 6.1 The Risk Register has been reviewed by the Corporate Risk Management Group and Corporate Management Team, with no changes made to the identified risks.
- 6.2 Mitigating actions and progress have been updated.
- 6.3 Commentary regarding all risks and action being taken to ensure current risks are minimised has been updated in the Risk Register.
- 6.4 All updates are highlighted in green.

## **7 Next steps**

- 7.1 Officers will continue to bring a reviewed and updated Corporate Risk Register to Corporate Governance Committee on a quarterly basis.

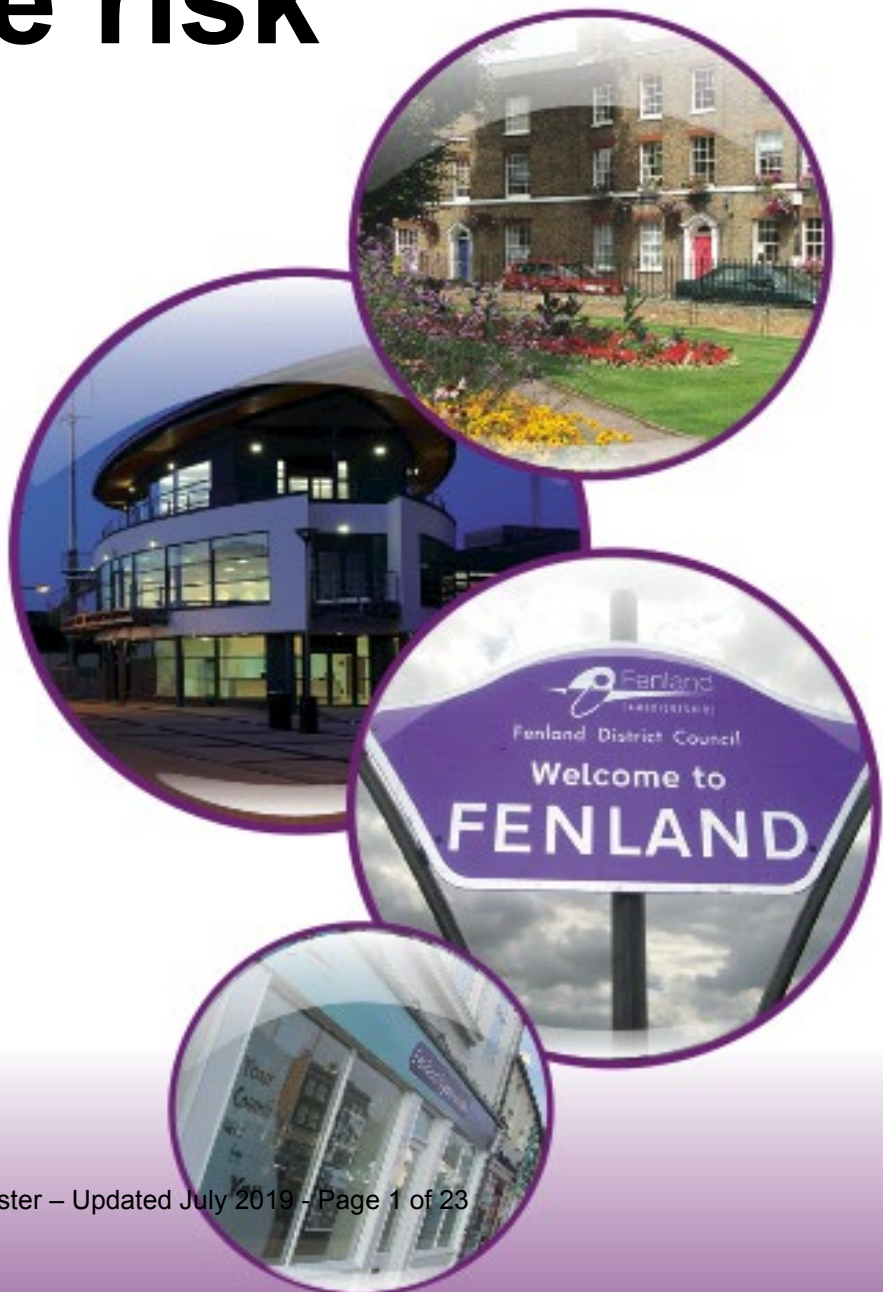
## **8 Conclusions**

- 8.1 The risk management process provides assurance for the Annual Governance Statement, which is substantiated by reports from the Council's External Auditors in their issuance of an unqualified audit opinion.
- 8.2 Regular review (and updating as appropriate) of the Risk Management Strategy and Corporate Risk Register will further build the assurance required above.

## Appendix A

# Corporate risk register

Reviewed and updated **July 2019**



## 1 Introduction

- 1.1 This is the latest Corporate Risk Register. Please refer to the Council's Corporate Risk Strategy for further information about how the Council approaches risk management. Actions and comments for each risk have been revised and other changes are highlighted in green.

## 2 How risks are scored

- 2.1 The Council has adopted a consistent scoring mechanism for all risk identification, as it enables risks identified from other systems to be escalated to the Corporate Risk Register.
- 2.2 The probability - "likelihood", and effect - "impact", of each risk must be identified in order to help assess the significance of the risk and the subsequent effort put into managing it.
- 2.3 The risk score is calculated by multiplying the impact score by the likelihood score:

IMPACT	
Score	Classification
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic



LIKELIHOOD	
Score	Classification
1	Highly unlikely
2	Unlikely
3	Possible
4	Probable
5	Very likely

**IMPACT x LIKELIHOOD = RISK SCORE**

2.4 The impact and likelihood of risks is scored with regards the below levels:-

Score	1	2	3	4	5
Criteria	Insignificant impact	Minor impact	Moderate Impact	Major Impact	Catastrophic Impact
Performance	Objectives still achieved with minimum extra cost or inconvenience	Partial achievement of objectives with compensating action taken or reallocation of resources.	Additional costs required and or time delays to achieve objectives – adverse impact on PIs and targets.	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities.	Unable to achieve corporate objectives and/or corporate obligations.
Service Delivery	Insignificant disruption on internal business – no loss of customer service.	Some disruption on internal business only – no loss of customer service.	Noticeable disruption affecting customers. Loss of service up to 48 hours.	Major disruption affecting customers. Loss of service for more than 48 hours.	Loss of service delivery for more than seven days.
Physical	No injury/claims.	Minor injury/claims (first aid treatment).	Violence or threat or serious injury/claims (medical treatment required).	Extensive multiple injuries/claims.	Loss of life.
Reputation	No reputational damage.	Minimal coverage in local media.	Sustained coverage in local media.	Coverage in national media.	Extensive coverage in National Media.
Environmental	Insignificant environmental damage.	Minor damage to local environmental.	Moderate local environmental damage.	Major damage to local environment.	Significant environmental damage attracting national and or international concern.
Financial	Financial loss < £200,000	Financial loss >£200,000 <£600,000	Financial loss >£600,000 <£1,000,000	Financial loss >£1,000,000 <£4,000,000	Financial loss >£4,000,000
Legal	Minor civil litigation or regulatory criticism	Minor regulatory enforcement	Major civil litigation and/or local public enquiry	Major civil litigation setting precedent and/or national public enquiry	Section 151 or government intervention or criminal charges

### 3 The corporate risk register at a glance

3.1 Please see below for a summary of current risks and their scores. More detail follows in section 3 of this document, in which the individual risks are ordered by severity of current risk, in descending order.

Ref	Risk	Risk if no action			Current risk			Page in this register
		Impact	Likelihood	Score	Impact	Likelihood	Score	
1	Legislative changes	5	5	25	2	5	10	10
2	Brexit	5	5	25	2	5	10	11
3	Failure of contractors and suppliers working on the Council's behalf	4	5	20	3	4	12	7
4	Failure of IT systems	5	4	20	4	2	8	19
5	Insufficient staff to provide Council services	4	5	20	2	3	6	20
6	Breach of ICT security causes loss of service	5	5	25	2	3	6	21
7	Lack of access to Council premises prevents services being delivered	5	5	25	2	3	6	22
8	Funding changes make Council unsustainable	5	5	25	3	3	9	12
9	The Council's ability to cope with a natural disaster	5	5	25	4	4	16	5
10	Major health and safety incident	4	4	16	4	3	12	8
11	Fraud and error committed against the Council	5	4	20	3	3	9	13
12	Failure of external investment institutions	5	4	20	2	4	8	14
13	Failure of Governance in major partners or in the Council as a result of partnership working	4	5	20	3	3	9	15
14	Failure to achieve required savings targets	4	5	20	3	3	9	16
15	Over-run of major Council projects in time or cost	4	5	20	3	2	6	23
16	Service provision affected by organisational change	4	2	20	3	4	12	9
17	Political changes in national priorities	5	4	20	3	4	12	6
18	Capital funding strategy failure	5	4	20	3	3	9	17
19	Poor communications with stakeholders	4	5	20	3	3	9	18



#### 4 Corporate risk register

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
9	<p>Risk:- The Council's ability to cope with a natural disaster.</p> <p>Effects:- Natural disaster; malicious or accidental incident affects support required by civilians or disrupts existing Council services.</p>	5	5	25	<ul style="list-style-type: none"> <li>•Emergency plan</li> <li>•Emergency planning exercises beyond the district</li> <li>•Business continuity plans</li> <li>•Regular exercise and joint public sector workshops for Emergency Planning</li> <li>•Emergency Planning Communications Strategy</li> <li>•Review of approach with partner organisations as a result of lessons learned from 'near miss' flood events.</li> <li>•Local Resilience Forum</li> </ul>	4	4	16	CMT	<ul style="list-style-type: none"> <li>• Regularly test Emergency Plan</li> <li>• Test Service Business Continuity Plans</li> <li>• Ensure key emergency planning staff attend regular liaison meetings and training</li> </ul>	<p>Key staff such as Paul Medd attend regular multi-agency briefing and planning meetings.</p> <p>Management Team conducted an exercise to test our readiness for an emergency.</p> <p>Recovery Training has been delivered to all senior managers by the Cambridge and Peterborough Local Resilience Forum (CPLRF); additional training is in progress (Loggist, Recovery and Tactical Management).</p> <p>The Council's Emergency Management and Rest Plan have been updated. We have increased and trained the number of volunteer rest centre staff available.</p> <p>The Council will retain the use of each of the four Leisure Centres for rest centre sites.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
17	<p>Risk:- Political changes in national priorities</p> <p>Effects:- Changes in national political priorities may result in immediate changes that require additional resource to achieve and fail to reflect priorities determined by consultation.</p>	5	4	20	<ul style="list-style-type: none"> <li>• Financial &amp; workforce planning</li> <li>• Monitoring by CMT and resultant Cabinet reports</li> <li>• Clear corporate planning and regular performance monitoring</li> <li>• Effective service &amp; financial planning</li> <li>• Respond to national consultation on key policy changes</li> <li>• Membership of LGA as a Council Outside Body</li> </ul>	3	4	12	Paul Medd	<ul style="list-style-type: none"> <li>• Understanding and acting on intelligence from LGA, CIPFA and other local government sources.</li> <li>• Resources identified, approved and implemented without delay.</li> </ul>	<p>The risks of legislative change remain high as a result of the effects if the Brexit negotiation process, albeit that Brexit itself has been identified as a risk to the Council. (see reference number 2)</p> <p>The impact and likelihood scores have been revised. The mitigation and actions noted will minimise the impact, but the Council has a very limited ability to influence the likelihood. The overall risk score remains the same</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
3	<p>Risk:- Failure of contractors and suppliers working on the Council's behalf</p> <p>Effects:- Failure of contractor or partners to deliver services or meet agreed performance objectives leads to additional costs or failed objectives.</p>	4	5	20	<ul style="list-style-type: none"> <li>• Procurement processes – including financial aspects/ contract standing orders/ equality standards</li> <li>• Contract process – creation of robust contracts</li> <li>• Accountability and risk ownership documented</li> <li>• Service Level Agreements</li> <li>• Contract monitoring</li> <li>• Trained/skilled staff</li> <li>• Project management</li> <li>• Relationship Management</li> <li>• Business Continuity Plans</li> </ul>	3	4	12	CMT	<ul style="list-style-type: none"> <li>• Regular monitoring of contracts and performance by Managers.</li> <li>• Ensure that contracts have risk registers and mitigation in event of contract failure.</li> </ul>	<p>The Leisure service was outsourced in December 2018 Included within the contact is the requirement for contingency in case of service failure.</p> <p>Potential contractors are always checked for financial stability by the Accountancy team before contracts are let.</p> <p>Individual Council services share their own contingency to cover for contractor failure, and this is part of the Business Continuity Plan for each Service Area.</p> <p>We are carefully monitoring risks of supplier failure such as Capita issuing a profits warning over recent months.</p> <p>We have appointed a Contract Manager post whose role is to manage/monitor the performance of the Grounds Maintenance contract and the Leisure Service contract.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
10	<p>Risk:- Major health and safety incident</p> <p>Effects:- Major Health &amp; Safety incident at Council leads to costs for inquiry, disruption to service and possible prosecution</p>	4	4	16	<ul style="list-style-type: none"> <li>• Health &amp; Safety (H&amp;S) Panel</li> <li>• H&amp;S procedures – addressed at every service area</li> <li>• H&amp;S audits in all services</li> <li>• Specialist H&amp;S advisor</li> <li>• Corporate wide H&amp;S training</li> <li>• Insurance</li> <li>• Aligned Port Health and Safety arrangements</li> <li>• Port Management Group and annual independent audit</li> </ul>	4	3	12	Peter Catchpole /Gary Garford	<ul style="list-style-type: none"> <li>• Ensure health and safety is standard agenda on all team meetings.</li> <li>• Ensure equipment inventory and inspections are up to date.</li> <li>• Review Risk Assessments and Action Plans.</li> <li>• Capture Port near misses and asses learning points</li> </ul>	<p>A thorough Health and Safety regime at the Council ensures that the residual risk remains carefully managed</p> <p>Programme of ongoing refresher training is in place</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
16	<p>Risk:- Service provision affected by organisational change</p> <p>Effects:- Service provision and performance affected by organisational change, industrial action and/or staff sickness resulting in complaints, poor performance and possible further costs.</p>	4	5	20	<ul style="list-style-type: none"> <li>• Working environment / org culture</li> <li>• Staff Committee</li> <li>• Consultation with Staff Side</li> <li>• Flexible working</li> <li>• Established suite of people policies &amp; procedures</li> <li>• Business continuity plans</li> <li>• Management training</li> <li>• “Springboard” appraisal for all staff support and development</li> <li>• CMT monitor and lead on human resource management.</li> <li>• Regular performance monitoring and management</li> <li>• IIP</li> <li>• Access to interim arrangements</li> </ul>	3	4	12	Peter Catchpole	<ul style="list-style-type: none"> <li>• Business continuity plans for each service.</li> <li>• Culture of Council remains effective.</li> </ul>	<p>Plans regularly checked and tested.</p> <p>Services have reviewed their Business Continuity Plans in the light of wider local government lessons learnt from the Grenfell Tower fire.</p> <p>All services have up to date Business Continuity Plans in place.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
1	<p>Risk:- Legislative changes</p> <p>Effects:- Changes arising from Central Government or EU legislation requiring significant alteration to organisational capacity, such as impact of welfare reform and universal credit, effects of devolution, introduction of new burdens.</p>	5	5	25	<ul style="list-style-type: none"> <li>Monitoring Officer</li> <li>Horizon scanning by Legal/CMT/Mgt Team</li> <li>Service Manager responsibilities</li> <li>Financial &amp; workforce planning</li> <li>Membership of professional/ Local Gov bodies aids horizon scanning</li> <li>Mgt of change approach to mitigate significant impact to the organisation and its staff</li> <li>Detailed project plans to change implementation</li> <li>Respond to consultations on new legislation</li> </ul>	2	5	10	Carol Pilson	<ul style="list-style-type: none"> <li>Use intelligence to identify impending changes and their effects.</li> <li>Ensure staff trained and procedures changed.</li> <li>Use professional networking to identify best practice for responding to change.</li> <li>We respond to government consultations on changes to legislation or policy to influence its development.</li> </ul>	<p>Officers continue to horizon-scan for legislative changes and their effects.</p> <p>Further news on the longer term future of Local Government funding is still awaited.</p> <p>The most recent legislative change has been that the General Data Protection Regulation which came into force on 25<sup>th</sup> May 2018.</p> <p>The Council has compiled an Information Asset Register of all records it hold in both paper and electronic form, worked with IT system suppliers and conducted a staff awareness campaign to ensure that staff understand and are compliant with GDPR.</p> <p>The majority of information held by the Council is held with a legal basis for holding such as election and Council Tax records.</p> <p>The impact and likelihood scores have been revised. The mitigation and actions noted will minimise the impact, but the Council has a very limited ability to influence the likelihood. The overall risk score remains the same</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
2	<p>Risk:- Brexit</p> <p>Effects:- Uncertainty during transition period, followed by potential legislative, funding and policy changes after UK leaves EU may adversely affect the Council and its ability to provide services.</p>	5	5	25	<ul style="list-style-type: none"> <li>• Horizon scanning by Legal Services / CMT / Heads of Service</li> <li>• Financial &amp; workforce planning</li> <li>• Membership of professional and Local Govt bodies aids horizon scanning</li> <li>• Management of change approach to mitigate against significant impact to the organisation and its staff</li> <li>• Detailed project plans to manage implementation of changes</li> </ul>	2	5	10	<p>Peter Catchpole / Carol Pilson</p> <ul style="list-style-type: none"> <li>• Understanding and acting on intelligence from LGA, CIPFA and other local government sources.</li> <li>• Identifying policies that require changing, their effects and governance as Brexit effects start.</li> </ul>	<p>Whilst there has been a further delay to the potential implementation of Brexit, we continue to monitor progress and take account of any effects on local government as they emerge.</p> <p>The Council is actively preparing for the likely outcomes of ongoing Government Brexit negotiations:</p> <ul style="list-style-type: none"> <li>• The Council has a Corporate Brexit Project group;</li> <li>• The Council is an active partner of the Cambridge and Peterborough Local Resilience Forum (CPLRF), who have been tasked with looking at the potential impacts of a “No Deal” Brexit, and the associated local Impact. This is being led by the Cambridgeshire Fire and Rescue Service</li> <li>• The Council is a member of the Cambridgeshire Public Service Board, (This is the Executives of the partner organisations within the county, and Brexit is a standing item on their current agenda).</li> </ul> <p>The Council is reviewing information on its workforce and the requirements for any EU workers; we are also liaising with all partners to ensure their preparedness in this area.</p> <p>The impact and likelihood scores have been revised. The mitigation and actions noted will minimise the impact, but the Council has a very limited ability to influence the likelihood.</p>	

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		Impact	Likelihood	Score		Impact	Likelihood	Score			
8	<p>Risk:- Funding changes make Council unsustainable</p> <p>Effects:- Economic changes, imposed savings requirements, changes to local government funding systems, uncertainties of pilot pension fund.</p> <p>Financial Mgt of NNDR, CTS leads to change in income /spending making Council unsustainable.</p>	5	5	25	<ul style="list-style-type: none"> <li>• S151/ Chief Finance Officer</li> <li>• Financial Regulations &amp; Standing Orders</li> <li>• Appropriately trained staff</li> <li>• MTFS</li> <li>• Professional economic forecasts</li> <li>• Community consultation on service priorities</li> <li>• Our CSR programme</li> <li>• Political decisions linked to budget strategies</li> <li>• CMT efficiency planning</li> <li>• Efficiency Plan and CSR plan.</li> <li>• Executive steer of service /capital priorities.</li> <li>• Review fees /changes.</li> <li>• Reserves</li> <li>• Financial Mgt System</li> <li>• Budget monitoring.</li> </ul>	3	3	9	Peter Catchpole	<ul style="list-style-type: none"> <li>• Using intelligence to model and plan for future changes and risks and move away from reliance on Govt funding to balance our budget.</li> <li>• Regular monitoring of current position and reporting to Members.</li> <li>• Workforce planning covers all scenarios.</li> <li>• Inclusion in national working groups, modelling and lobbying for funding system after RSG ceases.</li> <li>• Sharing Council's Efficiency Plan with the Government allows guaranteed multi-year grant settlement raising funding certainty.</li> </ul>	<p>We are closely watching local government finance and the 2019-20 Council budget and Medium Term Financial Plan reflects how the Council will balance its budget and maintain appropriate reserves.</p> <p>The Fair Funding Review and Business rate Retention Scheme is being reviewed nationally, and there is some potential for this to impact on the Council's long-term financial position. Until this review is complete, the impact will be unknown, but the Council will continue to monitor the risk rating.</p>



Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
11	<p>Risk:- Fraud and error committed against the Council</p> <p>Effects:- Potential for fraud, corruption, malpractice or error, by internal or external threats. In addition to immediate financial loss, this could harm reputation and lead to additional inquiry costs and penalties.</p>	5	4	20	<ul style="list-style-type: none"> <li>• Anti-fraud &amp; corruption policy/ strategy</li> <li>• Financial Regulations / Standing Ord</li> <li>• Codes of conduct</li> <li>• Appropriately trained staff</li> <li>• Appropriate culture and risk awareness</li> <li>• Segregation of duties</li> <li>• Supported financial mgt system</li> <li>• Budget monitoring regime</li> <li>• Internal Audit review of sys /and controls</li> <li>• Bribery &amp; corruption / fraud risk assessments</li> <li>• Indemnity insurance</li> <li>• Whistle-blowing procedure</li> <li>• Annual Governance Statement</li> <li>• ARP fraud resource</li> <li>• National Fraud Initiative</li> </ul>	3	3	9	Peter Catchpole and Carol Pilson	<ul style="list-style-type: none"> <li>• Increase staff vigilance</li> <li>• Fraud awareness training for Managers</li> <li>• Raise profile internally and externally for successful prosecutions</li> </ul>	The Council has assisted with each annual National Fraud Initiative, cross-matching information with records held nationally.

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		Impact	Likelihood	Score		Impact	Likelihood	Score			
12	<p>Risk:- Failure of external investment institutions</p> <p>Effects:- Failure of external investment institutions affecting availability of funds or return on investment reducing cash flow and resource availability</p>	5	4	20	<ul style="list-style-type: none"> <li>• Policy for maximum investment/ borrowing levels limits liability</li> <li>• Credit ratings</li> <li>• Financial management</li> <li>• Reserves</li> <li>• Insurance</li> <li>• Medium Term Financial Strategy</li> <li>• Treasury Management Strategy</li> </ul>	2	4	8	Peter Catchpole	<ul style="list-style-type: none"> <li>• Effective Treasury Management strategy.</li> <li>• Robust auditing of processes and policies.</li> </ul>	<p>The Council's treasury management position is regularly reviewed and is currently showing a good position.</p> <p>The proposed Treasury Management Strategy was considered in February 2019.</p> <p>The impact and likelihood scores have been revised. The mitigation and actions noted will minimise the impact, but the Council has a very limited ability to influence the likelihood.</p>

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13	<p>Risk:- Failure of Governance in major partners or in the Council as a result of partnership working</p> <p>Effects:- Partnership governance not adopted or followed, leading to unachieved priorities and poor performance by major partner agencies:- Cambs and Peterborough Combined Authority, Anglia Revenues Partnership, CNC Building Control, Shared Planning, Payroll delivered by Bedford BC.</p>	4	5	20	<ul style="list-style-type: none"> <li>• FSP, Fenland Public Service Board, Cabinet and O&amp;S, bi-annual stakeholder events ensure accountability</li> <li>• ARP Joint Committee and Operational Improvement Board, Cabinet, O&amp;S, joint risk registers</li> <li>• CNC Joint Members Board, Cabinet plus O&amp;S</li> <li>• Shared Planning Board, Cabinet plus Overview and Scrutiny, joint performance indicators</li> <li>• Project plans / perf monitoring shared risk registers</li> <li>• PCCA Membership.</li> </ul>	3	3	9	Carol Pilson / Peter Catchpole	<ul style="list-style-type: none"> <li>• Assurance that governance models correctly followed and in the Council's interests.</li> <li>• Support Members in governance of partnership bodies.</li> <li>• Internal Audit partnership arrangements.</li> <li>• Ensure that the Council's interests are protected as Members of the Combined Authority and as Officers working on joint projects.</li> </ul>	<p>The Annual Governance Statement being reported to Corporate Governance Committee shows the Council is in a strong governance position.</p> <p>Scrutiny of ARP and Planning takes place on an annual basis and Cabinet members sit on Boards to ensure the effective delivery of partnership arrangements such as CNC Board for building control.</p> <p>The Council is currently undertaking developmental work in relation to the proposed partnership agreement with Peterborough City Council regarding the joint CCTV service for implementation in November 2019.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
14	<p>Risk:- Failure to achieve required savings targets</p> <p>Effects:- Failure to achieve efficiency saving, maximise income, or performance targets, results in greater than budgeted costs and potential risk of Council not being able to set a balanced budget.</p>	4	5	20	<ul style="list-style-type: none"> <li>Heightened analysis of budgets and services by CMT</li> <li>Implement Service Transformation</li> <li>Implement Procurement Strategy</li> <li>Corporate plan</li> <li>Pursue action to increase income streams</li> <li>Performance Management Framework</li> <li>Budget and performance monitoring</li> </ul>	3	3	9	CMT	<ul style="list-style-type: none"> <li>Robust control of corporate Transformation Plan.</li> <li>Regular progress reports and assurance to Members.</li> </ul>	<p>Delivery of Council Efficiency targets continue including delivering savings planned for in the Council's annual budget and medium term financial strategy.</p> <p>This was previously referred to and the Council's Comprehensive Spending Review (CSR), and the Transformation and Efficiency Programme (TEP)</p> <p>Cabinet have considered the Council's projected positive financial outturn position. Further 'Council for the Future' savings will be identified.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
18	<p>Risk:- Capital funding strategy failure</p> <p>Effects:- Financial risks of capital funding shortfalls leading to increased burden to the Council. Potential for marginal deficit in capital program if future funding is not realised</p>	5	4	20	<ul style="list-style-type: none"> <li>• Asset mgt plan</li> <li>• Asset disposal linked to capital programme</li> <li>• Corporate Asset Team</li> <li>• CMT monitoring of capital receipts/effect on capital prog'</li> <li>• Regular Cabinet review of the capital prog' , member with responsibility for assets</li> <li>• Additional funding opp's identified and pursued where possible</li> <li>• Project lead monitors site valuations linked to econ' dev' proposals.</li> <li>• Marketing and identification of potential land purchasers, flexibility of planning guidance aligned to market needs</li> <li>• Continued consultation with econ ptners</li> </ul>	3	3	9	Gary Garford / Peter Catchpole	<ul style="list-style-type: none"> <li>• Forward planning and horizon scanning.</li> <li>• Regular high level monitoring of direction of travel and mitigation required.</li> <li>• Asset Management Plan.</li> <li>• Asset disposal strategy</li> </ul>	<p>The Council's capital funding programme is regularly reviewed by Officers and by Cabinet.</p> <p>The current projected funding deficit will be met by borrowing and the relevant annual financing cost has been included in the Council's Medium Term Financial Plan.</p> <p>Should resources from external funding and/or capital receipts not generate the level of receipts forecast, or there is a delay in disposal of assets, then the capital programme will need re-visiting to ensure funding is sufficient to meet proposed expenditure.</p> <p>Reviews of the programme and resources available are carried out regularly during the year.</p>

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		Impact	Likelihood	Score		Impact	Likelihood	Score			
19	<p>Risk:- Poor communications with stakeholders</p> <p>Effects:- Poor communication with stakeholders and staff leads to poorly informed direction of resources and lack of support for change</p>	4	5	20	<ul style="list-style-type: none"> <li>• Internal and external regular publications</li> <li>• Staff and management meetings</li> <li>• Regular staff communication from the Chief Executive</li> <li>• Key stakeholder networks for consultation</li> <li>• Forums for perceived hard to reach groups</li> <li>• Co-ordinated press releases</li> <li>• Comments, Compliments and Complaints monitoring and reporting procedure</li> <li>• Customer Service Excellence accreditation</li> <li>• New consultation strategy now live</li> </ul>	3	3	9	Carol Pilson	<ul style="list-style-type: none"> <li>• CSE Action Plan.</li> <li>• Staff survey.</li> <li>• Public consultations on key issues.</li> <li>• 3cs refresher training</li> </ul>	The Council's CSE performance is assessed each year by an external expert. The Council has a dedicated project team to ensure ongoing progress against CSE requirements/actions across all service areas to ensure consistent and effective communication to our customers.

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
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4	<p>Risk:- Failure of IT systems</p> <p>Effects:- Failure to secure and manage data leads to loss of/ corruption of / inaccuracy of data, results in disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.</p>	5	4	20	<ul style="list-style-type: none"> <li>• Data protection policy and procedure</li> <li>• Freedom of Information publication scheme</li> <li>• Data retention policy and procedure for archive and disposal</li> <li>• Information breach response plan</li> <li>• Monitoring Officer role comprises Senior Information Risk Officer function</li> <li>• Business continuity plans</li> <li>• ICT system security</li> <li>• Public Services Network compliance</li> <li>• Paperless office project</li> <li>• Countywide information sharing framework</li> </ul>	4	2	8	Carol Pilson / Peter Catchpole	<ul style="list-style-type: none"> <li>• Effective auditing of systems and data held.</li> <li>• Data backed-up securely off-site.</li> <li>• Regular penetration testing.</li> <li>• Regular review of business continuity plans</li> </ul>	<p>GDPR is live, see risk 1.</p> <p>An additional internet feed to Fenland Hall has been installed to improve resilience.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
5	<p>Risk:- Insufficient staff to provide Council services</p> <p>Insufficient leadership and/or management capacity to deliver Council priorities</p> <p>Effects:- Constraints to effective workforce planning lead to poor standards of service or disruption to service. Service transformation and commissioning can help build resilience, but could also lead to a loss of qualified and knowledgeable staff, which exposes the council to risk of service failure and legal challenge.</p>	4	5	20	<ul style="list-style-type: none"> <li>• Learning &amp; Development framework / Training</li> <li>• Working environment /culture</li> <li>• Staff Committee</li> <li>• MTSP</li> <li>• Flexible working</li> <li>• Established suite of people policies &amp; Procedures</li> <li>• Business continuity plans</li> <li>• Management training</li> <li>• 121s /Springboard staff development and appraisals</li> <li>• Service planning process</li> <li>• Access to interim staff via frameworks</li> <li>• Effective sickness management</li> <li>• Effective Governance structures</li> </ul>	2	3	6	CMT	<ul style="list-style-type: none"> <li>• Ensure all services have effective Workforce plans incorporated into Service Plans, which ensure all work is prioritised</li> <li>• Effective succession planning.</li> <li>• Effective use of project management approaches/principles when delivering priorities/ strategies</li> </ul>	All services have published service plans, learning requirements and workforce plans for 2019-20 to ensure teams are staffed according to current establishment and to take account of priorities and longer-term trends.



Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
6	<p>Risk:- Breach of ICT security causes loss of service</p> <p>Effects:- Major IT physical hardware failure or electronic attack, such as viruses, hacking or spyware, causes disruption to services and breaches of security. A further consequence could be financial penalties and reputational risk.</p>	5	5	25	<ul style="list-style-type: none"> <li>• Anti-virus software</li> <li>• Geographically distributed servers</li> <li>• Tested disaster recovery plan</li> <li>• Back-ups stored off site</li> <li>• Secondary power supply</li> <li>• Revised security policies</li> <li>• Critical services' business continuity plans include manual operation</li> </ul>	2	3	6	Peter Catchpole	<ul style="list-style-type: none"> <li>• Effective auditing of systems and data held.</li> <li>• Data backed-up securely off-site.</li> <li>• Regular penetration testing.</li> </ul>	<p>The Council has subscribed to the National Cyber Security Centre's (NCSC) Web Check service that helps public sector organisations fix website threats. This service regularly scans public sector websites to check if they are secure. NCSC have advised that the Fenland Council site is secure.</p> <p>Council IT systems and website are as secure as possible with current anti-attack software and processes up to date. When vulnerabilities are made known by software vendors, software is updated to reduce the risk of malicious attack.</p>

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
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7	<p>Risk:- Lack of access to Council premises prevents services being delivered</p> <p>Effects:- Disruption of service provision.</p>	5	5	25	<ul style="list-style-type: none"> <li>• Alarm and security systems</li> <li>• Fire drills</li> <li>• Business continuity plans</li> <li>• Emergency planning network</li> <li>• ICT disaster recovery and offsite testing</li> <li>• Relocation procedures - critical and support services</li> <li>• Geographically distributed sites</li> <li>• Remote working</li> <li>• Statutory building inspection and checks</li> </ul>	2	3	6	Gary Garford	<ul style="list-style-type: none"> <li>• Regularly test Emergency Plan</li> <li>• Test service Business Continuity Plans</li> <li>• Ensure key emergency planning staff attend regular liaison meetings and training</li> </ul>	Plans regularly checked and tested and emergency planning exercise was conducted last month.

Reference	Risk and effects	Risk if no action			Mitigation	Current risk			Risk Owner	Actions being taken to managing risk	Comments and progress of actions
		Impact	Likelihood	Score		Impact	Likelihood	Score			
15	<p>Risk:- Over-run of major Council projects in time or cost</p> <p>Effects:- Failure to manage projects effectively leads to overruns on time or cost and failure to achieve project aims.</p>	4	5	20	<ul style="list-style-type: none"> <li>• Project Management methodology</li> <li>• Contract Standing Orders &amp; Financial Regulations</li> <li>• Service plans</li> <li>• Budgetary control</li> <li>• Management and Portfolio Holder oversight</li> </ul>	3	2	6	CMT	<ul style="list-style-type: none"> <li>• Robust project management.</li> <li>• Effective risk registers for projects.</li> </ul>	<p>Effective project management remains a Council priority.</p> <p>Major projects are closely monitored by CMT and Cabinet members and progress is reported to Council via Portfolio Holder briefings.</p>