

Agenda Item No:	11	
Committee:	Audit and Risk Management Committee	
Date:	29 November 2021	
Report Title:	Corporate Risk Register review	

11 Purpose / Summary

- To provide an update to the Audit and Risk Management Committee on the Council's Corporate Risk Register.

12 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.
- The Audit and Risk Management 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.

13 Recommendations

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

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

14 Background / introduction

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

15 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
 - Audit and Risk Management 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 The Corporate Risk Register is very much a “living document”; the Audit and Risk Management Committee reviews it quarterly.
- 5.7 Where exceptional new risks present themselves, they can be referred to Audit and Risk Management Committee urgently as appropriate.
- 5.8 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.

- 5.9 Risk awareness is embedded across the Council and it is important that risk awareness and management is integral to the Council's culture. To achieve this, risk awareness and training are important.
- 5.10 It is important that Members have regard for risk when considering matters and making decisions at Council, Cabinet and Committees. In addition, Audit and Risk Management Committee must take a strategic overview of risk and consider the highest risks to the Council as set out in the Corporate Risk Register.

16 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 all recommended changes highlighted in green. Additional actions taken to mitigate the impact of the Covid-19 pandemic situation have been incorporated into the Risk Register.
- 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.
- 6.5 The register also includes some narrative around the Risk Management Process (at section 2); the Monitoring and Escalation Framework (at section 4); the Risk Appetite and tolerance levels; and a heat map showing all the residual risks at page 28.

17 Next steps

- 7.1 Officers will continue to bring a reviewed and updated Corporate Risk Register to Audit and Risk Management Committee on a regular basis.

18 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.

Corporate risk register

Reviewed and updated **November 2021**



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 Risk Management process

- 2.1 Risk Management is designed to identify what could affect the achievement of objectives, and to plan a proportionate response.
- 2.2 The Council's approach to Risk Management is documented within the Risk Management Framework. It aims to ensure that risks are identified for both strategic and operational activity. This includes:
- corporate and service priorities;
 - project management;
 - decision-making and policy setting; and
 - financial and performance monitoring and planning.
- 2.3 The Risk Management Framework provides tools to manage risks for the different types of system and control environment; such as the Corporate Risk Register to capture and summarise significant and strategic risks; team risk registers which help inform service planning and actions; risk and hazard identification documents are shared with management as appropriate during audit reviews; and health and safety risk assessments which are updated annually by teams.
- 2.4 The frequency and mechanism for monitoring risks reflects the type of monitoring system, and the pace of changing circumstances, for example:
- Project risks will be recorded in project risk registers, and are reviewed frequently throughout the projects life.
 - Operational risks are identified through audit and inspection work, and are assigned dates and ownership.
 - Operational risks are identified through service planning and are linked to the service plan actions. These are typically monitored monthly through team meetings as part of the Councils Performance Management framework.
- 2.5 The Annual Governance Statement records governance actions, which are reviewed biannually as good practice. The Corporate Risk Register comprises strategic and significant risks. The register can both inform and reflect risks recorded in other risk management systems. It may refer to more detailed analysis of risks, presented to committees, such as the Medium Term Financial Strategy. Appropriately, mitigation may be linked to specific actions recorded and monitored through service plans, or committee forward plans.
- 2.6 Risks are categorised, and scored according to their impact and likelihood. This activity allows managers, to prioritise resources to mitigate them. Strategic and significant risks are defined by the Councils risk appetite.

2.7 The outcomes of this process are reported to the Audit and Risk Management Committee at least twice each year in the form of the attached Corporate Risk Register. The Risk Management process, and register, will provide assurance for the Annual Governance Statement.

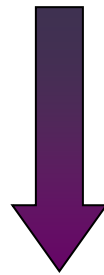
3. How risks are scored

3.1 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.

3.2 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.

3.3 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

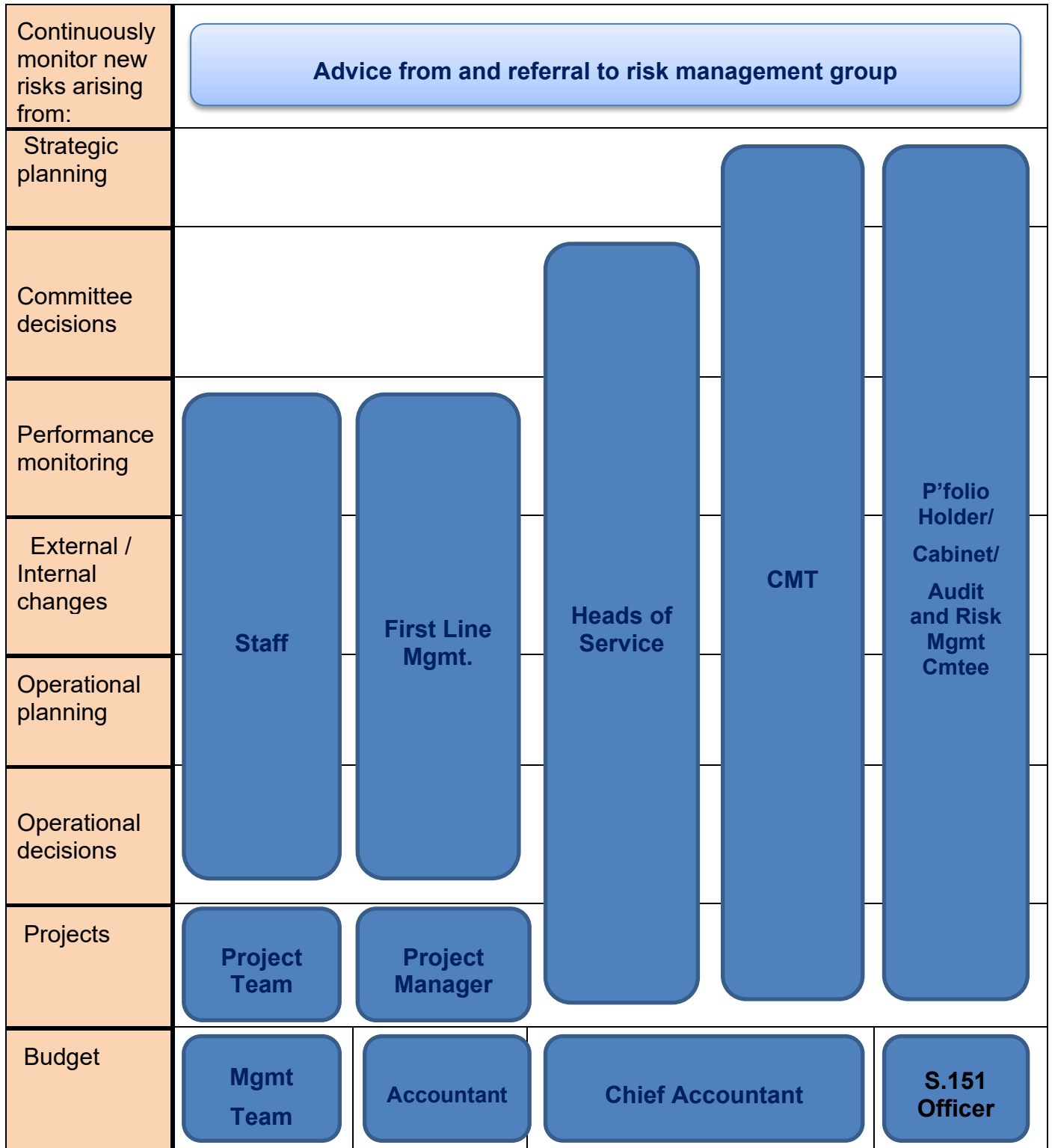
IMPACT x LIKELIHOOD = RISK SCORE

3.4 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

4. Monitoring and escalation framework

4.1 The following diagram illustrates the key stakeholders for different classification of risk management:



5.0 Risk appetite and tolerance levels

5.1 Risk appetite and tolerance is the amount of risk an organisation is prepared to accept, or be exposed to at any point in time. It can indicate where action is required to reduce risk to an acceptable level, plus opportunities for positive outcomes which can be monitored.

5.2 The Council has adopted the approach and definitions used by CIPFA and the Institute of Risk Management:

Risk appetite

“The amount of risk an organisation is willing to seek or accept in the pursuit of its long-term objectives”.

An example may be consideration of the funds or resources that an organisation is prepared to invest in a venture where success is not guaranteed but that would yield benefits.

Risk tolerance

“The boundaries of risk taking outside which the organisation is not prepared to venture in the pursuit of its long-term objectives”.

An example may be a Treasury Management Strategy that rules out certain types of investment options.

5.3 Typically an individual’s perception of an acceptable risk is the same irrespective of which definition is used. Differences may occur where risks cannot be controlled or completely eliminated. For example political and legislative change is an external driver which cannot be fully mitigated. In this instance the risk tolerance, and ability to manage the risk, may be greater than risk appetite.

5.4 It is recognised that the tolerance or appetite is subjective, and may change according to the environment, internal and external drivers. Consequently it is important, regardless of the terms used, that everyone has a consistent approach to risk taking to prioritise resources effectively.

5.5 The Councils risk appetite is set by the Corporate Management Team (CMT) and is reviewed periodically. This provides guidance to everyone on acceptable levels of risk taking, to encourage a consistent approach to risk management.

5.6 Different risk appetites can be illustrated on a five-by-five matrix as three levels: high, medium, and low. The Council is risk aware and the current level is determined by CMT as medium. This provides guidance that any inherent risk scored at 15 or greater is to be considered for the Corporate Risk Register.

5.7 Once controls are in operation the risks can be scored again to illustrate the residual risk.

6. The corporate risk register at a glance

6.1 Please see below for a summary of current risks and their scores. More detail follows in section 7 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	
8	Funding changes make Council unsustainable	5	5	25	4	5	20	8
9	The Council's ability to cope with a natural disaster	5	4	20	4	4	16	9
3	Failure of contractors and suppliers working on the Council's behalf	4	4	16	3	4	12	10
4	Failure of IT systems	5	5	25	4	3	12	11
6	Breach of ICT security causes loss of service	5	5	25	4	3	12	12
16	Service provision affected by organisational change	4	5	20	3	4	12	13
17	Political changes in national priorities	5	4	20	3	4	12	14
1	Legislative changes	5	5	25	2	5	10	15
10	Major health and safety incident	4	4	16	3	3	9	16
11	Fraud and error committed against the Council	5	4	20	3	3	9	17
13	Failure of Governance in major partners or in the Council as a result of partnership working	4	5	20	3	3	9	18
14	Failure to achieve required savings targets	4	5	20	3	3	9	19
18	Capital funding strategy failure	5	4	20	3	3	9	20
19	Poor communications with stakeholders	4	5	20	3	3	9	21
20	Failure of the Council's Commercialisation and Investment Strategy	5	4	20	3	3	9	22
21	The Council's failure to deal with Covid and/or a pandemic situation	5	5	25	2	4	8	23
12	Failure of external investment institutions	5	4	20	2	4	8	24
2	Brexit	5	5	25	2	3	6	25
5	Insufficient staff to provide Council services	4	5	20	2	3	6	26
7	Lack of access to Council premises prevents services being delivered	5	5	25	2	3	6	27
15	Over-run of major Council projects in time or cost	4	5	20	3	2	6	28

7 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			
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"> • S151/ Chief Finance Officer • Financial Regulations & Standing Orders • Appropriately trained staff • MTFS • Professional economic forecasts • Community consultation on service priorities • Our Council for the Future programme • Political decisions linked to budget strategies • CMT efficiency planning • The My Fenland Transformation Programme • Executive steer of service /capital priorities. • Review fees /changes. • Reserves • Financial Mgt System • Budget monitoring. 	4	5	20	Peter Catchpole	<ul style="list-style-type: none"> • Using intelligence to model and plan for future changes and risks and move away from reliance on Govt funding to balance our budget. • Regular monitoring of current position and reporting to Members. • Workforce planning covers all scenarios. • Inclusion in national working groups, modelling and lobbying for funding system after RSG ceases. • Sharing Council's Efficiency Plan with the Government allows guaranteed multi-year grant settlement raising funding certainty. • Shared services and partnership working • Pursuing all opportunities for external funding <ul style="list-style-type: none"> • Commercial Investment Strategy 	<p>The likelihood rating has been reviewed/amended in light of the ongoing pandemic situation. The impact has decreased with mitigation, but the likelihood remains high as it this outside the Council's sphere of control</p> <p>We are closely monitoring local government finance and the Council's current 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 are still delayed due to the Pandemic; there is some potential for this to impact on the Council's long-term financial position. The Council will continue to monitor the risk rating.</p> <p>The Council has an agreed Commercialisation and Investment Strategy which will enable the Council to generate additional income.</p> <p>Each service is required to review and identify any opportunities for transformation, commercialisation, and efficiency. The Council has delivered Phase 2 of the 'My Fenland' transformation programme, which will deliver significant savings over the Council's current MTSP period and is now looking at the next phase for Council for the Future (CFF) Transformation.</p> <p>The Council's income has been significantly impacted by the pandemic, with Council Tax, Business Rates income, and most other income streams reduced. The Council has received Government funding to address these deficits in some areas, but there is a likelihood that there will be an additional adverse impact on the Council's future financial deficit.</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			
9	<p>Risk:- The Council's ability to cope with a natural disaster or any emergency event</p> <p>Effects:- Natural disaster: malicious or accidental incident affects support required by civilians or disrupts existing Council services.</p> <p>Failure to maintain robust emergency planning</p>	5	4	20	<ul style="list-style-type: none"> •Emergency plan •Emergency planning exercises beyond the district •Business continuity plans •Regular exercise and joint public sector workshops for Emergency Planning •Emergency Planning Communication s Strategy •Review of approach with partner organisations as a result of lessons learned from 'near miss' flood events. •Local Resilience Forum 	4	4	16	CMT	<ul style="list-style-type: none"> • Regularly test Emergency Plan • Test Service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training • Ongoing management response group and regular conference call and action planning • The risk assessments for all Council buildings have been reviewed and updated as aa result of Covid-19, and all workplaces are Covid secure. • 	<p>The likelihood rating has been reviewed in light of the ongoing pandemic being identified as a separate risk.</p> <p>Management Team conduct periodical exercise to test the Council's readiness for an emergency.</p> <p>The Council's Emergency Management and Rest Centre Plans 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> <p>The Council has implemented a rota for senior officers to be 'on call' at Gold (Strategic), Silver (Tactical) and Bronze (Operational) levels in the event of an emergency.</p> <p>The Council's response to any emergency will complement and support the coordinated CPLRF and Public Sector response to any such incident.</p> <p>CPLRF are leading on the County's response to the current pandemic and key senior staff attend regular multi-agency briefing and planning meetings.</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, including the impact of the Pandemic</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	4	16	<ul style="list-style-type: none"> • Procurement processes – including financial aspects/ contract standing orders/ equality standards • Contract process – creation of robust contracts • Accountability and risk ownership documented • Service Level Agreements • Contract monitoring • Trained/skilled staff • Project management • Relationship Management • Business Continuity Plans 	3	4	12	CMT	<ul style="list-style-type: none"> • Regular monitoring of contracts and performance by Managers. • Ensure that contracts have risk registers and mitigation in event of contract failure. • Ensure all contractors have reviewed and refreshed their business continuity arrangements and plans in light of the pandemic • 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. • Potential contractors and suppliers are always checked for financial stability and business continuity by the Accountancy/ Procurement teams before contracts are let. 	<p>FDC's Contract Manager manages/monitors the performance of the main Grounds Maintenance contract and the Leisure Service contract.</p> <p>All other shared services/contracts have a full review and governance process in place to ensure ongoing delivery and performance standards.</p> <p>The Leisure service (outsourced) contact includes the requirement for contingency in case of service failure. Covid-19 has had a profound impact on the leisure industry, including impacting on Freedom Leisure. FDC has supported the contract (according to the terms of the contract) during the lockdown period FDC will carefully monitor Freedom Leisure's financial robustness and its ability to continue to trade as facilities reopen. This monitoring includes maintaining contact with other Freedom contracted Councils, working with the LGA, and working with independent industry consultants and Sport England.</p> <p>As we emerge from the pandemic, financial support to Freedom will ease as they return to pre-Covid levels of income to the centres. A promising start has been made since reopening following lockdown.</p> <p>Refresher training on procurement to be delivered to all awarding managers</p> <p>Process of due diligence checks to be implemented for all relevant contracts and/or suppliers. We will be proactively reviewing contracts, preparing for new contracts/the renewal of existing contracts and monitoring the performance of our suppliers against agreed KPIs.</p> <p>The procurement plan has been updated and we are currently in the process of quality assuring all data held with service leads</p> <p>The impact score has been reviewed and amended in light of the additional mitigation actions</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			
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	5	25	<ul style="list-style-type: none"> • Data protection policy and procedure • Freedom of Information publication scheme • Data retention policy and procedure for archive and disposal • Information breach response plan • Monitoring Officer role comprises Senior Information Risk Officer function • Business continuity plans • ICT system security • Public Services Network compliance • Paperless office project • Countywide information sharing framework 	4	3	12	Carol Pilson / Peter Catchpole	<ul style="list-style-type: none"> • Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing. • Regular review of business continuity plans • Disaster Recovery testing is undertaken at regular intervals • Additional ICT resource has been recruited 	<p>An additional internet feed to Fenland Hall has been installed to improve resilience.</p> <p>The likelihood score reflects the increase globally of cyber crime</p> <p>The Council's internet and email protocols have been updated.</p> <p>All Council employees are undertaking Cyber security training</p> <p>As a result of the Covid-19 pandemic, 60% of staff have been homework enabled, which has proved the resilience of the Council's ICT infrastructure</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			
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"> • Anti-virus software • Geographically distributed servers • Tested disaster recovery plan • Back-ups stored off site • Secondary power supply • Revised security policies • Critical services' business continuity plans include manual operation 	3	4	12	Peter Catchpole	<ul style="list-style-type: none"> • Effective auditing of systems and data held. • Data backed-up securely off-site. • Regular penetration testing. • Likelihood of a breach is reduced by above mitigation 	<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> <p>The likelihood score reflects the increase globally of cyber crime</p> <p>All Council employees are currently undertaking Cyber security training.</p> <p>Elected Members to undergo GDPR refresher training</p> <p>The impact score has been reviewed and amended in light of the additional mitigation actions</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"> Working environment / org culture Audit & Risk Management Committee Consultation with Management, Trade Union, and Staff Partnership group (MTSP) Flexible working Established suite of people policies & procedures Business continuity plans Management training “Springboard” appraisal for all staff support and development Robust human resource management procedures, which are considered at CMT level. Regular performance monitoring and management Access to interim arrangements Robust sickness absence management Project management processes 	3	4	12	Peter Catchpole	<ul style="list-style-type: none"> Robust management of all organisational change. Business continuity plans for each service. Culture of Council remains effective Workforce planning, which includes succession planning for key roles and talent management A comprehensive programme of health surveillance for groups of employees who work in certain service areas (e.g., refuse drivers, workshop, port staff, etc.) Trained Mental Health First Aiders in place Stress awareness training Resilience training Staff engagement and consultation processes 	<p>Plans are regularly checked and tested.</p> <p>All services have up to date Business Continuity Plans in place; and have reviewed and updated their Business Continuity Plans in the light the Covid-19 pandemic.</p> <p>All organisational changes must be supported by a full rationale and business cases and are present to and considered by the senior management; If approved, the proposed change is subject to consultation process, and then progressed and managed by a wider project group to ensure all service provision issues are properly considered and managed. This project management approach is maintained for all such changes/programmes, and is supported by communication, engagement and training support for staff groups affected.</p> <p>The Council has a health and wellbeing programme in place which supports the existing suite of Policies, Codes of Practices, and processes, this includes a wide range of support to help promote and encourage their good health and wellbeing, such as:</p> <ul style="list-style-type: none"> A dedicated Occupational Health Advice and guidance support service available for all colleagues. Access to a health care plan for all employees (at nil cost to the Council) to enable financial support to access a wide range of health care specialists and interventions (e.g., chiropractic services, dental treatment, acupuncture, reflexology, chiropody etc.) A confidential Employee Assistance Programme (EAP), which provides a counselling service to staff where needed. A dedicated online platform offering a wide range of support and advice for all employees of a comprehensive range of issues.

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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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"> Financial & workforce planning Monitoring by CMT and resultant Cabinet reports Clear corporate planning and regular performance monitoring Effective service & financial planning Respond to national consultation on key policy changes <p>Membership of LGA as a Council Outside Body</p>	3	4	12	Paul Medd	<ul style="list-style-type: none"> Understanding and acting on intelligence from LGA, CIPFA and other local government sources. Resources identified, approved, and implemented without delay. Constant monitoring Horizon scanning via professional bodies Joint/collaborative working 	The likelihood of legislative change remains high due to the current ongoing pandemic situation, and as a result of Brexit, albeit that Brexit itself has been identified as a risk to the Council. (see reference number 2)

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/ significant legal challenge</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> <p>Risk of GDPR breach and ICO sanction/fine</p> <p>Risk of administrative or other challenge in relation to the Council's overall governance/acts/omissions.</p>	5	5	25	<ul style="list-style-type: none"> Monitoring Officer Horizon scanning by Legal/CMT/Mgt Team Service Manager responsibilities Financial & workforce planning Membership of professional/ Local Govt bodies aids horizon scanning Mgt of change approach to mitigate significant impact to the organisation and its staff Detailed project plans to change implementation Respond to consultations on new legislation Insurance 	2	5	10	Carol Pilson/ CMT	<ul style="list-style-type: none"> Use intelligence to identify impending changes and their effects. Ensure staff trained and procedures changed. Use professional networking to identify best practice for responding to change. We respond to government consultations on changes to legislation or policy to influence its development. Operate in accordance with best practice. Seek specialist external legal advice where required. 	<p>Officers continue to horizon-scan for legislative changes and their effects.</p> <p>The Council has in house senior legal advice as well as through its links with external organisations such as EM Lawshare and PCC Legal. Specialist external advice will be sought in relation to complex/technically challenging matters as appropriate.</p> <p>The Council has compiled an Information Asset Register of all records it holds 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>All staff undergo GDPR training, and opportunities for further Member training in this area are currently being explored</p> <p>The Council now has a dedicated GDPR Officer, and each service is required to have a dedicated GDPR lead</p> <p>Waste and Resources Strategy (Environment Bill) changes to waste collection and treatment to the corporate risk register. These changes lack full detail yet, this will come in the Autumn, but it will involve changes in how we are funded and what is expected of us as a local authority. The lack of clarity is part of the risk at present.</p>

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10	<p>Risk: - Major health and safety incident</p> <p>Effects: - Major Health & 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"> • Health & Safety (H&S) Panel • All service areas are represented at H&S Panel, and raise H&S issues as required • H&S procedures – addressed at every service area • H&S audits in all services • Specialist H&S advisor • Corporate wide H&S training • Insurance • Aligned Port Health and Safety arrangements • Port Management Group and annual independent audit • Robust sickness management processes 	3	3	9	CMT	<ul style="list-style-type: none"> • Ensure health and safety is discussed at relevant team meetings. • Ensure service updates are given at each H&S Panel meeting • Ensure equipment inventory and inspections are up to date. • Review Risk Assessments and Action Plans. • Capture Port near misses and asses learning points • Work with partners such as Lincs CC to manage risk associated with Port Operations including Crosskeys Bridge • All high-risk areas have increased systems of management in place, e.g., the Port Safety Management Group 	<p>A thorough Health and Safety regime at the Council ensures that the residual risk remains carefully managed</p> <p>Programme of targeted health and safety refresher training is in place as per service specification.</p> <p>Health and Safety performance is monitored regularly, and accident statistics remain low.</p> <p>All site risk assessments have recently been fully reviewed and updated in light of the Covid-19 pandemic. Specific measures have been put in place to ensure all sites are 'Covid-19 Safe', and these are reviewed regularly.</p> <p>Flu jabs are being provided for employees</p> <p>In light of all the contingency measures being taken, the impact rating has been reviewed and revised.</p> <p>Ongoing feasibility work is ongoing in relation to emergency moorings near to Crosskeys Bridge.</p>

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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>	4	4	16	<ul style="list-style-type: none"> • Anti-fraud & corruption policy/ strategy • Financial Regulations / Standing Ord • Codes of conduct • Appropriately trained staff • Appropriate culture and risk awareness • Segregation of duties • Supported financial mgt system • Budget monitoring regime • Internal Audit review of sys /and controls • Bribery & corruption / fraud risk assessments • Indemnity insurance • Whistle-blowing procedure • Annual Governance Statement • ARP fraud resource • National Fraud Initiative 	3	3	9	Peter Catchpole / Carol Pilson	<ul style="list-style-type: none"> • Increase staff vigilance • Fraud awareness training for Managers • Raise profile internally and externally for successful prosecutions <p>Robust processes are in place in relation to the Business Grants processes</p>	<p>The likelihood reflects the number of additional grants the Council is now administering as a result of the pandemic. The Council is working with the NFI on assurance.</p> <p>The Council has assisted with each annual National Fraud Initiative, cross-matching information with records held nationally.</p> <p>The Fraud team within the Anglia Revenues Partnership (ARP) continue to work on this area.</p> <p>The Council's Anti-Fraud and Corruption Strategy is currently being reviewed.</p> <p>A fraud awareness training programme for all staff is being finalised and is planned to be delivered virtually.</p> <p>The Council's ICT systems have also been reviewed and updated to provide better protection against potential fraud – please see risk 6 (Page 21)</p> <p>The initial impact has been revised based on the assumed value of and potential loss being major and not catastrophic. The mitigating actions therefore also reduce 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, CCTV</p>	4	5	20	<p>Cabinet and O&S, bi-annual stakeholder events ensure accountability</p> <ul style="list-style-type: none"> • ARP Joint Committee and Operational Improvement Board, Cabinet, O&S, joint risk registers • CNC Joint Members Board, Cabinet plus O&S • Shared Planning Board, Cabinet plus Overview and Scrutiny, joint performance indicators • Project plans / perf monitoring shared risk registers PCCA Membership. 	3	3	9	Carol Pilson / Peter Catchpole	<ul style="list-style-type: none"> • Assurance that governance models correctly followed and in the Council's interests. • Support Members in governance of partnership bodies. • Ensure that the Council's interests are protected as Members of the Combined Authority and as Officers working on joint projects. • Ensure all Partners have robust Business Continuity Plans in place • GDPR compliance Robust ICT governance processes 	<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 Covid-19 pandemic continues to further our good relationships with countywide colleagues through the Covid response groups, the CPLRF etc., with opportunities for mutual aid being actively explored.</p>

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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"> • Heightened analysis of budgets and services by CMT • Implement Service Transformation • Implement Procurement Strategy • Corporate plan • Pursue action to increase income streams • Performance Management Framework • Budget and performance monitoring • Robust Workforce planning • Project Management processes • Our Council for the Future programme • The My Fenland Transformation Programme 	3	3	9	CMT	<ul style="list-style-type: none"> • Robust control of corporate Transformation Plan. • Regular progress reports and assurance to Members. • Organisational and Service transformation programme • Commercialisation and Investment Strategy • Transformation and Recovery Plans 	<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>Cabinet have considered the Council's projected positive financial outturn position.</p> <p>The Council has implemented Phase 2 of the 'My Fenland' transformation programme, which is on target to deliver significant savings over the Council's current MTSP period and is now looking at the next phase for Council for the Future (CFF) Transformation.</p> <p>The Council's income has been significantly impacted by the pandemic, with Council Tax, Business Rates income, and most other income streams reduced. The Council has received Government funding to address these deficits in some areas, but there is a likelihood that there will be an additional adverse impact on the Council's future financial deficit</p> <p>As part of the Council's Transformation Programme, the Council has recognised that this is an opportune time to commence a full Accommodation Review, which could contribute significantly to future savings requirements. The pandemic has seen around 60% of the Council's workforce successfully moved to remote working models. In addition to this, the Council has undertaken a conditions survey for Fenland Hall, which is likely to require some significant investment in terms of repair and remedial work.</p>

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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"> • Asset mgt plan • Asset disposal linked to capital programme • Corporate Asset Team • CMT monitoring of capital receipts/effect on capital prog' • Regular Cabinet review of the capital prog', member with responsibility for assets • Additional funding opp's identified and pursued where possible • Project lead monitors site valuations linked to econ' dev' proposals. • Marketing and identification of potential land purchasers, flexibility of planning guidance aligned to market needs • Continued consultation with econ ptners 	3	3	9	Peter Catchpole	<ul style="list-style-type: none"> • Forward planning and horizon scanning. • Regular high-level monitoring of direction of travel and mitigation required. • Asset Management Plan. <p>Asset disposal strategy</p>	<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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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 Reputational damage Staff turnover Increased sickness absence</p>	4	5	20	<ul style="list-style-type: none"> Internal and external regular publications Staff and management meetings Regular staff communication from the Chief Executive Key stakeholder networks for consultation Forums for perceived hard to reach groups Co-ordinated press releases Comments, Compliments and Complaints monitoring and reporting procedure Customer Service Excellence accreditation Consultation strategy MTSP 	3	3	9	Carol Pilson	<ul style="list-style-type: none"> CSE Action Plan. Staff survey and Wellbeing survey Public consultations on key issues. 3cs refresher training Team meetings “What’s Breaking” communication and “Horse’s Mouth” updates from the Chief Executive to all staff Use of social media communication mediums <p>Fully updated website</p>	<p>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.</p> <p>All change projects are supported by a robust project management approach, which includes a communication programme to ensure that stakeholders are fully informed.</p> <p>The ongoing Covid-19 pandemic had led to increased and improved communication mechanisms and methods</p>

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20	<p>Risk: - Commercial uncertainties associated with decisions taken as part of the Council's Commercial and Investment Strategy.</p> <p>Effects: - Reputational damage Financial loss Impact on services, staff, and community</p>	5	4	20	<ul style="list-style-type: none"> • Robust oversight and governance arrangements • Expert professional advice • Robust budget management • Thorough project management and business cases process 	3	3	9	CMT	<ul style="list-style-type: none"> • All governance requirements have been put in place and will be robustly reviewed going forward • Fenland Future Ltd (FFL) has been constituted, with all appropriate governance requirements in place • Dedicated external expert resources are identified and procured to support where required • Annual audit on all governance arrangements 	<p>This risk will be closely monitored to enable any new actions for mitigation to be identified and put in place.</p> <p>The Council's Commercial and Investment Strategy has a scoring matrix to inform all potential investment opportunities, which are considered fully by the Investment Board before they are ratified.</p> <p>Full business cases for all identified opportunities are taken to the Investment Board for consideration. This will also include a full appraisal of the potential risks and issues for each investment opportunity, as well as recommendations on the delivery methodology. i.e., FDC or FFL and resource required to deliver each project.</p> <p>FFL's Business Plan has now been approved.</p>

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21	<p>The Council's failure to deal with Covid and/or a pandemic situation</p> <p>Includes the adverse impact on all aspects of service delivery</p>	5	5	25	<ul style="list-style-type: none"> Additional resources Covid Gold group Working with key partner agencies (Public Health, CPLRF, ARP etc.) Supporting delivery of Business grants and self-solation payments Agile working, 60% of staff are home-work enabled, and all services have split into 'bubbles' to maintain resilience and business continuity ICT infrastructure Ongoing communications to public and workforce 	2	4	8	CMT	<ul style="list-style-type: none"> Regularly test Emergency Plan Test Service Business Continuity Plans Ensure key emergency planning staff attend regular liaison meetings and training Ongoing management response group and regular conference call and action planning Support of vaccination programmes Enduring transmission programmes Additional temporary resources have been identified to support key services Weekly update on current epidemiology statistics 	<p>The Council has implemented a rota for senior officers to be 'on call' at Gold (Strategic), Silver (Tactical) and Bronze (Operational) levels in the event of emergencies. The Council's response to any such situation will complement and support the coordinated CPLRF and Public Sector response to any such incident.</p> <p>CPLRF are leading on the County's response to the current pandemic and key senior staff attend regular multi-agency briefing and planning meetings.</p> <p>On 1st November 2021, Cambridgeshire and Peterborough Counties entered an Enhance Response Area Status (ERA), in light of the transmission rates of Covid-19 within these areas. The ERA status allows us to push for additional support to:</p> <ul style="list-style-type: none"> Accelerate & target 12-15 vaccination roll out to key areas and schools where infections are highest Accelerate booster vaccinations for eligible groups who have had their second vaccination more than six months ago Increase vaccination rate in areas with the lowest uptake <p>In addition, as part of ERA status the area will enter into further discussions with the DfE about additional measures it can use in schools, but in the meantime, it will continue to:</p> <ul style="list-style-type: none"> Encourage secondary school teachers or pupils who are household contacts of positive cases to take daily LFT tests Continue with advice given to schools before the half term that face coverings should be worn in secondary school communal areas, and that meetings happen virtually where possible Encourage anyone who is a household contact of a positive case to take daily rapid tests until a negative PCR test is received

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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"> • Policy for maximum investment/ borrowing levels limits liability • Credit ratings • Financial management • Reserves • Insurance • Medium Term Financial Strategy • Treasury Management Strategy 	2	4	8	Peter Catchpole	<ul style="list-style-type: none"> • Effective Treasury Management strategy. • Robust auditing of processes and policies. 	<p>The Council's treasury management position is regularly reviewed and is currently showing a good position.</p> <p>The Treasury Management Strategy was considered is currently being reviewed.</p> <p>Updates are provided to Cabinet and Council on a half-yearly basis.</p>

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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"> • Horizon scanning by Legal Services / CMT / Heads of Service • Financial & workforce planning • Membership of professional and Local Govt bodies aids horizon scanning • Management of change approach to mitigate against significant impact to the organisation and its staff • Detailed project plans to manage implementation of changes 	2	3	6	Peter Catchpole / Carol Pilson	<ul style="list-style-type: none"> • Understanding and acting on intelligence from LGA, CIPFA and other local government sources. • Identifying policies that require changing, their effects and governance as Brexit effects start. 	<p>The Council has fully reviewed information on its workforce and the requirements for any EU workers; and has also liaised with all partners to ensure their preparedness in this area.</p> <p>The Council continues to monitor progress and take account of any effects on local government as they emerge.</p> <p>The Council has a Corporate Brexit Project group; and 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).</p> <p>The Council have also promoted Community awareness in this area by providing signposting information via Community Support teams.</p>

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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"> • Learning & Development framework / Training • Working environment /culture • Staff Committee • MTSP • Flexible working • Established suite of people policies & Procedures • Business continuity plans • Management training • 121s /Springboard staff development and appraisals • Service planning process • Access to interim staff via frameworks • Effective sickness management • Effective Governance structures 	2	3	6	CMT	<ul style="list-style-type: none"> • Ensure all services have effective Workforce plans incorporated into Service Plans, which ensure all work is prioritised • Effective succession planning. • Effective use of project management approaches/ principles when delivering priorities/ strategies 	<p>All services have published service plans, learning requirements and workforce plans to ensure teams are staffed according to current establishment and to take account of priorities and longer-term trends.</p> <p>All service Business Continuity Plans have been updated in light of the Covid-19 pandemic to ensure that key priority and statutory services can be maintained in the event of a significant loss of staff through illness or absence.</p> <p>60% of the workforce have been home-work enabled, which will maintain the delivery of a significant number of Council services. Other key/priority services have individual Business Continuity measures in place to maintain service delivery.</p> <p>A mapping exercise of all key processes is continuing to automate and e-enable where possible to increase and further improve Council resilience.</p> <p>Aware of potential skills shortages (nationally) in HGV drivers – but this is not currently an issue here. We will continue to monitor this.</p>

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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"> • Alarm and security systems • Fire drills • Business continuity plans • Emergency planning network • ICT disaster recovery and offsite testing • Relocation procedures - critical and support services • Geographically distributed sites • Remote working • Statutory building inspection and checks Corporate Business Continuity Plans 	2	3	6	Peter Catchpole	<ul style="list-style-type: none"> • Regularly test Emergency Plan • Test service Business Continuity Plans • Ensure key emergency planning staff attend regular liaison meetings and training • Provision of 'drop down' facilities for staff 	<p>Emergency plans – ongoing programme of review, testing and training of staff involved in a response</p> <p>Plans regularly checked and tested with emergency planning exercise conducted at intervals.</p> <p>Improved ICT systems provide better/increased opportunities for remote/agile working</p> <p>60% of the workforce has been homework enabled, with access to Council's systems, which continues to maintain the delivery of a significant number of Council services.</p> <p>All key/priority services have individual Business Continuity measures in place to maintain service delivery.</p> <p>The Covid-19 situation has demonstrated that access (lack of/limited) to the building has not impacted the Councils ability to deliver services. The Council has introduced virtual meetings and remote/agile working to minimise this risk.</p> <p>The Council has implemented Pay Point, which has enabled our resident to pay their bills (by cash or card) in a much greater number of more local rural locations across the district.</p>

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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. Reputational damage</p>	4	5	20	<ul style="list-style-type: none"> • Project Management methodology • Contract Standing Orders & Financial Regulations • Service plans • Budgetary control • Management and Portfolio Holder oversight • Forecasting • Horizon scanning • Amended ways of working; models have changed with remote working but remain effective. 	3	3	9	CMT	<ul style="list-style-type: none"> • Robust project management. • Effective risk registers for projects. • All projects have a CMT sponsor with experienced management membership • Project Management Board oversight • Legal due diligence around Grant Agreements 	<p>The likelihood rating reflects the ongoing pandemic situation and the impact of this.</p> <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. These include Future High Street Fund, Levelling Up Fund, etc.)</p> <p>The impact of the pandemic has inevitably delayed the delivery of some projects (e.g., High Street, Wisbech), but this is factored into the revised project plans going forward.</p> <p>The Council has now delivered Phase 2 of the 'My Fenland' transformation programme, which is on target to deliver significant savings over the Council's current MTSP period and is now looking at the next phase for Council for the Future (CFF) Transformation.</p>

