

Appendix 2 - Corporate Risk Register

Inherent Risk								Residual Risk				Assurances	Actions			
Risk No.	Risk Description	Cause	Effect	Owner	Likelihood	Impact	Score & RAG	Key Controls	Likelihood	Impact	Score & RAG	Sources of assurance over key controls	Actions	Owner	Target Date	Action RAG
CUSTOMER PERSPECTIVE																
A2	East Cambridgeshire Trading Company (ECTC) fails to deliver upon its business plan and expected levels of performance.	Poor performance by the Company with a lack of challenge and oversight. Failure to embed effective governance arrangements and segregation of duty.	Failing to achieve corporate priorities and Medium Term Financial Strategy. Reputational risk.	D-CS	3	5	15 (A)	Business Plans, Articles of Association and Shareholder Agreements. Established shareholder arrangements. Regular reporting to Finance and Assets Committee (in remit as Shareholder committee) and Full Council. Company Business Plans include risk register. Independent Chairperson. Independent external audit review of accounts, and opportunity to commission ad-hoc advice if required. S151 Officer and Monitoring Officer present as non-voting members at Board meetings. Council has a Debenture Agreement in place providing security over all loan funding it provides to the Company	2	5	10 (A)	The ECTC Business Plan presented to Finance and Assets Committee 23 rd June 2022.	2023/24 Business Plan to be prepared and presented to Board and Finance and Assets Committee	DC	Mar 2023	G

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A3	Failure to deliver the housing strategy, and provide affordable housing to residents within the district.	Challenges to future supply due to housing market and Government policy.	Failure to deliver the Council's commitment to 'genuine affordable' housing.	D-C	3	4	12 (A)	<p>Council Support Programme to Community Land Trusts.</p> <p>Community Led Development SPD.</p> <p>Newly published Strategic Housing Market Assessment (SHMA)</p> <p>Loan provided to ECCLT to deliver 15 Shared Ownership Units in Ely.</p> <p>Approved £100k homes allocation policy.</p> <p>Establish relationship with Homes England and local allocation policy.</p> <p>First Homes Interim Policy Statement presented to Finance & Assets Committee in June 2022.</p> <p>Land supply monitoring report published.</p>	2	3	6 (A)	In 2021/22 the Council recorded 154 Affordable housing completions in the District. This is the highest amount delivered over 10 years, and is more than three times the annual average delivered in the past 10 years.	Discuss pipeline with Homes England for grant funding	D-C	On-going	G

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A4	Homelessness in the District.	<p>Increase in homelessness driven by external factors such as the cost of living crisis (fuel and energy), Universal Credit and the Homelessness Reduction Act.</p> <p>Breakdown of relationships following Ukrainian's being taken into homes via the Homes for Ukrainian Scheme.</p> <p>Government's Asylum dispersal programme</p>	Impact on the Council finance and resources.	D-C	4	5	20 (R)	<p>Frontline resources focussed on preventing homelessness.</p> <p>Council retained hostels.</p> <p>Housing now has community advice within the department meaning that residents now have a one stop shop for early intervention and homelessness prevention.</p> <p>Community bus is now on the road and stops at various locations throughout the month to give advice on housing and community advice.</p> <p>Team continues to prevent homelessness. Bed and breakfast accommodation is only utilised in exceptional circumstances relating to specific individual needs.</p> <p>Homes for Ukrainian's internal working group meeting as necessary.</p> <p>Resettlement Officer and additional admin. support recruited to assist with the Ukrainian schemes.</p> <p>Community Hub set-up.</p> <p>Working with multiple organisations, including SERCO who will be responsible for sourcing housing for Asylum dispersal programme.</p>	3	3	9 (A)	2020/21 Internal Audit of Homelessness – Satisfactory Assurance	Ensure Foundry Platform kept up to date.	D-CS	On-going	G

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A5	Cost of living crisis impacting on the residents of East Cambridgeshire	Increase in cost of utilities and food Increase in interest rates leading to increase in mortgage payments and other debts	Health and wellbeing compromised. Residents having to choose between fuel and food Financial hardship could lead to homelessness. Increase in mental health issues	DO	4	5	20 (R)	<p>Cost of living pages on ECDC website</p> <p>Energy efficiency officers providing advice on available funding for fuel and energy efficiency measures</p> <p>PECT – providing additional support on energy efficiency and funding for fuel</p> <p>Warm hubs open throughout the district – Cambridgeshire Acre</p> <p>Cost of living events being help to provide advice and support</p> <p>Sign post to Food banks</p> <p>Joining up with community groups/voluntary organisations/CCC/PCN to ensure effective sign posting to most appropriate organisation.</p> <p>Aware of funding available to those impacted by hardship and ensuring they access it, including the exceptional hardship fund (£10,000) set up by Council.</p>	3	3	9 (A)	PECT and Cambridgeshire Acre funded until end of March to provide help and support.	<p>Continue to collaborate with key delivery partners</p> <p>Keep up to date with available funding streams</p>	DO	On-going	G

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C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources.	Major civil emergency potentially due to: <ul style="list-style-type: none"> • Loss of access to premises • Severe weather events (including from the impacts of climate change) • Fuel shortages • Communications failure • Pandemics • Loss of utilities • Terrorist events • Supply chain failure (including as a result of Brexit and the war in Ukraine) 	Inability to access key staff or resources resulting in reduced ability to deliver services. Increased requests for Council resources and services Health and safety impact on staff and vulnerable residents Damage to Council property and impact on residents Reputation damage	CEX	3	4	12 (A)	Council Emergency and Business Continuity plans in place with ongoing review programme. Staff training and exercises, both internally and externally facilitated. Member of the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF). CPLRF multi-agency emergency plans. ICT functionality allowing staff to work remotely where required.	2	2	4 (G)	2019/20 Internal Audit of Business Continuity – Satisfactory Assurance Emergency Planning Audit 2020/21 Risk Register - Rolling Assurance Programme (Business Continuity 2022)	CPLRF monitoring of potential power outage scenarios over the winter.			
C2	Loss of data or access to ICT systems due to a breach of information security and / or weaknesses in the IT infrastructure.	ICT systems abuse, intrusion or failure. Under investment in IT infrastructure and lack resource to implement change. Employees not having the right tools for the job to work efficiently.	Business interruption resulting in reduced ability to deliver services. Not prepared for disaster recovery. Non-compliance with legislation, resulting in financial penalties and reputational risk. Inefficient working.	ITM	3	4	12 (A)	ICT Disaster Recovery Plan. System and Penetration testing regime. ICT Security Policy. Government Connect and Public Sector Network compliance. Implementation of Office 365	3	3	9 (A)	Disaster Recovery exercise took place in September 2022 ICT Monitoring Strategy now in place	Incident Management log to be created through the new Helpdesk software.	ITM	Feb 2023	A

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C3	Non-compliance with legislative and regulatory requirements.	Changes in legislation from Central Government or Professional bodies can impact many areas, for example: <ul style="list-style-type: none"> • health and safety, • equalities, • safeguarding, • environmental legislation, • employment law. 	Financial penalties for non-compliance. Reputational risk.	CMT	2	3	6 (A)	Monitoring changes to legislation that impacts the Council. Topical examples include H&S sentencing guidelines, and earlier closedown of accounts. Procedural rules are changed as required and training delivered at least annually. Safeguarding Policy 2022. Safeguarding leads nominated. Health and safety management system. Disaster Recovery Plan and supporting systems / hardware. Equality, Diversity and Inclusion policy. Training on equality, diversity and inclusion for Members and officers rolled out. Equality monitoring reports published. Annual health and safety report presented to Finance and Assets Committee (October 2022) RIPA policy (Regulation of Investigatory Powers Act) Whistleblowing Policy	1	3	3 (G)	Annual senior management assurance statements. 2022/23 Internal Audit review of Assets of Community Value – Good / Substantial Assurance. 2022/23 Internal Audit review of Safeguarding – Satisfactory Assurance 2022/23 Internal Audit review of Enforcement Policy Compliance – Satisfactory Assurance	All Staff Safeguarding Training organised. Updates to RIPA policy, following inspection. Updates to Whistleblowing policy	H&CA-M D-LS D-LS	Mar 2023 Mar 2023 Mar 2023	G G G

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C4	Failure to achieve compliance with Data Protection legislation (UK General Data Protection Regulations and Data Protection Act 2018).	Data breaches. Failure to meet legislation deadlines. ICT system failure / cyber-attack.	ICO monetary penalties, enforcement notices, prosecution. Compensation claims and reputational damage.	D-LS	3	5	15 (A)	All Council staff required to undertake annual online data protection training. All new staff briefed at Corporate Induction. Data breach register maintained. All breaches risk assessed, investigated and recommendations made. Record of Processing Activity in place and maintained by Information Officer. Member training provided as part of induction programme.	2	4	8 (A)	2020/21 Internal Audit review of Data Protection– Substantial Assurance for control design; Satisfactory Assurance for compliance.	CMT has agreed that annual training for staff will be mandatory from 2022. 2022 training launched in December	D-LS	Mar 2023	
C6	Failure of corporate governance and counter fraud and corruption controls.	Attempts at fraud and corruption from internal or external sources are successful due to inadequate corporate governance and counter fraud controls.	Financial losses and reputational damage. Impact on service delivery.	CMT	3	3	9 (A)	Counter fraud training for officers as part of induction process. Gifts and hospitality registers. Counter fraud and ethical governance policies and procedures. Anti-money laundering policy is part of the Constitution. Internal control framework including segregation of duties and authorisations. Reviewed annually for Annual Governance Statement. Participation in National Fraud Initiative. Fraud awareness promotion on annual basis, with targeted reminders in year. Fraud reporting tool available internally and externally. Fraud risk assessments completed in relation to Covid-19 business grants and post payment assurances.	2	3	6 (A)	Annual senior management assurance statements.	Cambridgeshire Fraud Hub to be launched to reduce Council Tax fraud	D-F	Mar 2023	A

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LEARNING AND GROWTH																
D2	Failure to deliver upon strategic development plans and requirements.	The Council not being able to demonstrate a five-year land supply for housing or an up-to-date Local Plan. However, on 21 st April 2020 the Council did regain its five-year land supply, though developers are challenging this. Lack of up to date Local Plan. Lack of delivery of permitted schemes by developers.	Planning applications can only be refused if the adverse impacts significantly and demonstrably outweigh the benefits of the proposal, in accordance with the presumption in favour of the sustainable development. More speculative development Not delivering quantity of housing/employment to meet needs of the district	D-C	3	4	12 (A)	Development Management to manage speculative applications when submitted. Work with developers to help delivery of sites. Robustly defend appeals in order to maximise chances of success (note: ultimately, it will be a planning inspector, in reaching a decision on an appeal, that will determine whether the inherent risk materialises). Our latest Five Year Land Supply calculations demonstrate that the Council continues to have a very healthy supply of homes coming forward, of approximately 7 years' worth. This continues to put the Council in a very strong position should any developer attempt to challenge that it cannot demonstrate enough supply.	3	4	12 (A)	The East Cambridgeshire District Council Five Year Land Supply Report published August 2022 - ECDC 5YLS Report Aug 2022 - full and published.pdf (eastcambs.gov.uk)	Awaiting feedback on public examination of the Single Issue Review of Local Plan.	D-C	Jan 2023	G

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D8	Difficulties with staff recruitment, absence (including sick leave) and retention – leading to lack of resources.	Lack of staff resources in terms of numbers due to high turnover or failed recruitment exercises. Lack of staff resources in terms of knowledge, skills and behaviours due to poor staff retention.	A shortage of staff in roles across the Council and a loss of knowledge and skills, could lead to service failure, which in-turn could result in an increased level of complaints, poor reputation and financial penalties from breaches in legislation or failure to follow rules, procedures and meet deadlines. More acute in areas with reliance on single officer.	CMT	4	3	12 (A)	Investment in training and up-skilling existing staff. Absence Management policy. Management Development training has been delivered to all Service Leads and team leaders. Remote working policy. Service Delivery Plans reintroduced and presented to Policy Committees in March 2022. Use of market supplements and recruitment agencies where necessary. Starters and leavers report presented to Finance and Assets Committee. Monthly review by Corporate Management Team of impact on service delivery. Exit interviews.	3	2	6 (A)	Key appointments made, new Director, Operations and Service Lead for Planning now in post. Six-month review of Service Delivery Plans presented to Committee in November 2022	New Service Delivery Plans for all services will be developed and presented to Committee Internal Audit of service planning currently being progressed	CM T CM T	Mar 2023 Jan 2023	G

Corporate Priorities:

- 1 Sound financial management
- 2 Improving transport
- 3 Housing
- 4 Cleaner, greener East Cambridgeshire
- 5 Social and community infrastructure

Key to risk owners (above):

- CEX Chief Executive
- D-CS Director, Commercial Services
- D-F Director, Finance
- D-LS Director, Legal Services
- D-C Director, Community
- D-O Director, Operations
- HSM Health & Safety Manager
- HRM Human Resources Manager
- CMT Corporate Management Team
- ITM IT Manager
- H&CA-M Housing & Community Advice Manager

Appendix 3 - Corporate Risk Register Heat Map

Summary of Residual Scores for Corporate Risks

Impact	Very High	5		A2, A6			
	High	4		B1, C4	B2, D2		
	Medium	3	C3	A3, C6	A4, A5, C2		
	Low	2		C1	D8		
	Negligible	1					
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
Likelihood							

Red scores – in excess of the Council's risk appetite. Action is needed to redress, with regular monitoring. In exceptional circumstances residual risk in excess of the risk appetite can be approved if it is agreed that it is impractical or impossible to reduce the risk level below 16. Such risks should be escalated through the management reporting line to Corporate Management Team, Resources and Finance Committee and Council.

Amber scores – likely to cause the Council some difficulties (risk score 5 to 15) – six monthly monitoring.

Green scores (risk score 1 to 4) – low risk, monitor as necessary.

Code	Title
A2	East Cambridgeshire Trading Company fails to deliver upon its business plan and expected levels of performance
A3	Failure to deliver the housing strategy, and provide affordable housing to residents within the district
A4	Homelessness in the district
A5	Cost of Living crisis
A6	East Cambridgeshire Street Scene Ltd fails to deliver upon its business plan and expected levels of performance
B1	Inability to balance budget
B2	Failure to achieve expected levels of development and planning income
C1	Failure to maintain service delivery and support the community in the event of an unforeseen emergency or loss of resources
C2	Loss of data or access to ICT systems due to a breach of information security or weaknesses in the IT infrastructure
C3	Non-compliance with legislative and regulatory requirements
C4	Failure to achieve compliance with the General Data Protection Regulations & Data Protection Act
C6	Failure of corporate governance and counter fraud and corruption controls
D2	Failure to deliver upon strategic development plans and requirements
D8	Difficulties with staff recruitment, absence and retention – leading to lack of resources

