

Cotswold District Council - Corporate Risk Register 2019-20 Q2

Overarching strategic risks

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D01-017	If the UK leaves the European Union with no deal then there could be a disruption to the delivery of Council services which would impact on residents/communities	Community Financial Performance	Support from the LGA  Local Resilience Forum  Government funding to support Councils  Business Continuity Plans  Service specific planning - Publica ERS, Ubico and GLL  Publica Executive Director undertaking role of Brexit Lead Officer as per requirement from MHCLG	3	3	9	07-Oct-19	07-Oct-19 No change in rating. The current date for exiting is 31 October and the new government is committed to leaving on that date. All LRF/SCG meetings are on hold at the present time but updates are reviewed as and when they are provided. Government (via MHCLG) is escalating preparations for leaving with or without a deal. A lead officer has been designated to represent the council in communications with central government and updates are being provided on a regular basis. A 'Brexit' Risk Register has been prepared for CDC and is reviewed on a weekly basis by the Brexit Planning Group.	Executive Director - Commissioning; Head of Paid Service
CRR-D01-018	If the Government does not provide adequate funding to the Council to enable the Council to fulfil new expectations of the Council's role in preparations for the UK exit from the EU, there could be negative implications on the Council's reputation or the Council's finances	Financial Community	Publica Executive Director undertaking role of Brexit Lead Officer as per requirement from MHCLG  Local Resilience Forum  Government funding	3	3	9	07-Oct-19	07-Oct-2019 Secretary of State has written to the Council setting out his expectations of the role the Council should fulfil in preparations for the UK leaving the EU. £53k has been provided to date by the government to CDC to fund its Brexit preparations.	Executive Director - Commissioning; Head of Paid Service

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D01-014	If the Government imposes legislative changes that are not expected then it could have an impact on the Council's finances and other resources	Financial Community	Horizon scanning Professional publications Four year funding settlement	3	3	9	07-Oct-19	07-Oct-2019 No change in rating. The Council responded to the consultation on Defra's Waste and Resources strategy. The Strategy suggests that garden waste collection should be free which if imposed would have a significant financial impact on the Council. Defra published its consultations response to the Resources and Waste Strategy on 23 July. There are likely to be further developments with Statute once Brexit is concluded. Any financial implications will be considered as part of the update to the Council's MTFS	Chief Finance Officer
CRR-D01-019 (new)	If there are insufficient resources to deliver the objectives of the new Corporate Strategy and Plan then the expectations of our communities may not be met resulting in lower satisfaction and reputational damage	Financial Community Reputational	Medium Term Financial Strategy	3	3	9	07-Oct-19	New risk added in Q2. The financial implications of the Council's new Corporate Strategy will be developed over coming months and will feed into the refresh of the Medium Term Financial Strategy.  This risk links to risk CRR-D02-028 regarding the Local Government Funding Settlement over the Medium Term. This is the biggest risk to the deliverability of the objectives in the new Corporate Strategy.	Chief Finance Officer
CRR-D01-016	If the Council fails to successfully implement the Local Plan and new National Planning Framework then central government may intervene and/or speculative planning applications may increase	Financial Reputational	Local Plan Adopted in Aug 2018.  Local Plan Programme Board reconvened with updated Terms of Reference and membership	3	1	3	04-Oct-19	04-Oct-2019 No change in rating. Ongoing monitoring of the housing supply and delivery indicates that we are on target. New programmes of work are being developed to ensure clarity of timeframes and resource requirements as part of the local plan review.	Group Manager - Strategic Support

Financial management & control

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D02-028	If the Local Government settlement over the medium term is unfavourable then the Council's savings target may need to increase	Financial	<p>Medium Term Financial Strategy</p> <p>Capped value of New Homes Bonus in MTFS (mitigates against fall in housing development)</p> <p>2020 Vision Programme/shared working</p> <p>Four year funding settlement</p>	5	4	20	07-Oct-19	<p>07-Oct-2019 No change in rating. The MTFS is currently in the process of being updated. A one-year Spending Round 2019 has been announced which is indicating a roll-forward of funding from 2019/20 with an inflationary increase. New Homes Bonus awarded for 2020/21 will be for one year only (no legacy payments from 2021/22 due to implementation of Fairer Funding changes). The significant changes to LG Funding (75% Business Rate Retention, Business Rate Reset, Fairer Funding Review and new Spending Round) have been delayed until 2021/22.</p> <p>Members and Officers are working on contingency plans to address the potential funding gap from 2021/22.</p>	Chief Finance Officer
CRR-D02-018	If unavoidable budget pressures exceed provision within the MTFS then the Council may need to: find additional income or savings, use its reserves, or there may be pressures on services or tax levels and agreed budget targets will not be achieved	Financial	<p>Service Delivery Planning</p> <p>Budgetary control system</p> <p>CT/HoS consider financial pressures</p> <p>Key variances reported to Cabinet and Overview and Scrutiny Committee</p>	4	5	20	07-Oct-19	<p>07-Oct-2019 No change in rating. The MTFS is currently being updated and will include significant additional costs of the new waste service from 2020/21.</p> <p>The Council has announced a Climate Emergency and financial resources will be required to enable the Council to take action. Funding for a Climate Change Manager will be included in the update to the MTFS. One-off funding has been made available from earmarked reserves to fund research which will enable the Council to develop a costed action plan.</p> <p>Members and Officers are working on a plan to increase income to the Council to fund both new objectives from the new Corporate Strategy and to bridge the expected funding gap from 2021 as a result of changes to local government funding.</p>	Chief Finance Officer

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D02-030	If Ubico is unable to deliver services to the required standard or to budget then it could damage the Council's reputation and result in additional costs for the Council	Financial Reputational	Service management  Performance monitoring  Service risk registers	4	5	20	07-Oct-19	07-OCT-2019 No change in rating. The waste fleet has deteriorated before expected resulting in high levels of breakdown, and as a consequence is impacting on residents and increasing service costs. The fleet is being re-procured as part of a new service. Modelled costs for the new service were agreed at Council in December and embedded in the budget in February, however, costs have been reviewed and estimates revised. There are elements such as fleet numbers and tonnages which are based on estimates and may be subject to change which could increase costs. The new service will now launch in March 2020 but new vehicles will go into service as soon as they are received in the Autumn replacing vehicles in poor condition.	Group Manager - Commissioning
CRR-D02-027	If Publica does not deliver the agreed objectives in accordance with its business plan then the planned savings for the Council would not be delivered and consequently there would be a risk that services could not be delivered in line with the budget	Financial Reputational	Programme Board  Local Political Support  National Political Support  Early Engagement with employees and Unions  Funding provided to develop detailed business case	3	4	12	07-Oct-19	07-Oct-2019 Likelihood increased from 2 to 4. At the end of Q1, good progress was being made in delivering the savings of £930,000 included in the revenue budget for 19/20 and a small underspend was reported. Progress in preparing actions to deliver against business case targets for 2020/21 has not yet identified sufficient deliverables to give assurance that the remaining business case and MTFS savings for the councils will be achievable in 2020/21.	Head of Paid Service; Managing Director

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D02-024	If the Council is unable to meet the savings required to balance the budget then it may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services	Financial Performance Community	Regular meetings with Members and Cabinet  MTFS and budget process  CT/SMT discussions and lead  Vision 2020 programme	3	3	9	07-Oct-19	07-Oct-2019 Likelihood reduced from 4 to 3. At the end of Q1, the Council's financial performance was in line with budget expectations and Publica was on target to deliver the savings for Q1.  The level of savings required as a result of changes to local government funding which will now come into effect in 2021/22 remains unclear. The Council is developing contingency plans to deliver the savings, or generate additional income, required from changes to local government funding	Chief Finance Officer
CRR-D02-029	If contractors do not meet their obligations under key contracts then it could lead to a fall in service standards, reduced customer service or a failure to meet legal requirements	Financial Reputational	Robust and effective contract management to ensure standards and requirements in contracts are met and any failings are identified and addressed quickly and effectively  Regular meetings to review performance/standards	3	3	9	07-Oct-19	07-Oct-2019 No change in rating. An internal audit report has identified improvement in procurement and contract management to be implemented.	Group Manager - Commissioning
CRR-D02-005	If there is a legal challenge to any of the Council's decisions or actions then there may be financial or policy implications	Financial Legal Reputational	Managerial advice and supervision  Legal advice and effective role of monitoring officer  Robust internal procedures  200k in MTFS for planning appeals	3	2	6	09-Oct-19	09-Oct-2019 No change in rating	Head of Legal

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D02-002	If the Council fails to meet income targets then it may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services	Financial Performance Community	Systems of budgetary control  Appropriate marketing of services and consideration of effective charging levels  Project management arrangements	3	3	9	07-Oct-19	7-Oct-2019 Impact increased from 2 to 3 as development control income is significantly under the budget expectation. Income budget will be reviewed as part of update of MTFS.	Chief Finance Officer
CRR-D02-017	If the level of pay inflation exceeds provision in the MTFS then the Council may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services	Financial	National negotiations on pay award	3	3	9	07-Oct-19	07-Oct-2019 Impact and Likelihood increased from 2 to 3 to reflect pressure on the inflation assumption within the MTFS. Unions have submitted a claim of 10% for 2020. This risk will be kept under review as the pay claim progresses.	Chief Finance Officer
CRR-D02-023	If there was a civil emergency in the District then there could be a financial burden on the Council in responding to it	Financial	Mutual aid arrangements would enable support and reduce the resource burden on one individual council  The Belwin scheme enables costs incurred over a threshold (approx. £22K) to be reclaimed  Insurance of council's assets and some loss income  General Fund Working Balance  Flood engineering schemes in place to minimise the impact of severe weather and reduce the risk of property flooding	2	3	6	01-Oct-19	01-Oct-19 No change in rating. There are good internal controls in place to help mitigate this financial risk	Group Manager - Strategic Support

Customer focus

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D03-007	If the Council does not consult properly, or Publica does not consult properly on the Council's behalf, then the Council's decisions could be challenged	Community Reputational Legal Financial	Press and PR officer  Cotswold News  Engagement strategy  Neighbourhood coordination meetings  Annual Town & Parish council meetings  Annual Budget consultation	3	2	6	07-Oct-19	07-Oct-2019 No change in rating. Consultation on Rugby Club parking project undertaken prior to Planning application being submitted and determined. Several consultations related to the Waterloo car park have taken place and will continue. No new consultations planned until later in the year on the budget	Head of Paid Service

Organisational learning, staffing & development

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D04-003	If Publica or the Council is unable to recruit suitable staff and retain them, particularly in some key service areas then the level of service delivery may be reduced	Performance Financial Reputational Community	Financial incentives (market force supplement scheme)  Work with partners to address skill shortages	3	3	9	30-Sep-19	30-Sep-2019 No change in rating. Quarterly performance reports are shared with Joint Management Team so any necessary mitigation to maintain service delivery levels can be discussed. Some difficulty recruiting senior staff in certain professions, e.g. Planning & Building Control. Monthly HR reports to Exec also highlight recruitment. An apprentice scheme is in place and an intern and graduate scheme has commenced. Implementation of the new pay and grading structure which will provide more flexibility in rewarding staff will take place later this financial year.	Head of Paid Service; Managing Director
CRR-D04-010	If secondments to posts in the Transformation team are not backfilled then the level of service delivery in some services may be reduced	Performance Reputational Community	Flexible working  Performance management framework  Partnership working	3	3	9	30-Sep-19	30-Sep-2019 No change in rating. A review has been undertaken and concluded that there was no impact on the 'day job'. Customer satisfaction rate via face to face and telephone channels was high at 100% and 94% in Q2	Head of Paid Service; Managing Director

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D04-009	If staff morale and motivation is low in Publica then the level of service delivered may be reduced in some services	Performance Community	<p>Communication</p> <p>Comprehensive consultation and engagement process</p> <p>Change management training</p> <p>Joint Liaison Forum</p> <p>2020 Engagement Strategy</p>	3	3	9	07-Oct-19	07-Oct-2019 No change to rating. Changes to Terms and Conditions have been agreed with Unions and have been implemented reducing one of the areas that was causing concerns for staff. Amendments to the pay and grading proposals were made during the summer and further discussions held with unions. Whilst working relationships with unions remain strong they were unable to support a ballot on the proposals and therefore Publica has commenced a direct 45 day consultation with staff with a view to implementing the scheme from 1 April 2020. Completion of the pay and grading proposals should complete the technical aspects of the organisational design changes and allow the completion of this major part of the transformation programme, reducing uncertainty for employees and improving organisational morale.	Head of Paid Service; Managing Director
CRR-D04-011	If key Officers in the Council (such as the Head of Paid Service, Chief Finance Officer or Monitoring Officer) are not available, the Council may not be able to respond effectively to urgent matters which could result in reputational or financial damage	Legal Financial Reputational	<p>Deputy CFO and Monitoring Officers in place</p> <p>Support from Shared Legal Services team- employed by the Publica Partner Councils</p> <p>Support from professionals within Publica (e.g. Strategic Directors, Group Managers, Accountants, HR)</p> <p>Support available from other Statutory Officers from across the Publica Partner Councils</p> <p>Effective working relationships between Officers and Cabinet Members</p>	3	2	6	07-Oct-19	07-Oct-2019 No change to rating.	Head of Paid Service; Managing Director



Business processes

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D05-001	If the Council's data is of poor quality or it does not make appropriate use of its data then the decisions it makes may be flawed	Reputational Financial Legal Performance Community	Internal processes and self assessments  Internal audit assurance and support  Dedicated staff resource on performance management and data quality  Performance Management Framework	3	3	9	30-Sep-19	30-Sep-2019 No change in rating. Data quality and the use of information is being addressed as part of the organisational re-design. A Business Manager has now been appointed who is responsible for business analytics and a Lead officer for information	Chief Finance Officer; Head of Paid Service
CRR-D05-016	If the Council does not comply with relevant Information Management legislation including the new GDPR and Transparency Agenda then the government may intervene which could have a reputational impact on the Council	Financial Reputational Legal	Access to Information Policy  FOI process reviewed  LGA guidance and supporting documents & templates	3	3	9	01-Oct-19	01-Oct-2019 No change in rating. Progress on the GDPR action plan is being reported to the Council and Publica, and includes advice and guidance at staff inductions. The online training programme has now been successfully rolled out across Publica	Data Protection Officer; Head of Paid Service
CRR-D05-019	If contractors do not comply with health and safety requirements then there could be both financial and reputational implications for the Council	Financial Reputational	Contract management in place to ensure appropriate measures such as risk assessments, appropriate policies, and training is in place.  GOSS Health and Safety business partners provide advice and support	4	2	8	07-Oct-19	07-Oct-2019 No change in rating	Group Manager - Commissioning

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D05-013	If there is insufficient capacity to respond to an emergency then the Council may not be able to deal effectively during emergencies resulting in reputational damage	Reputational Legal Financial Community Performance	Contract terms with Everyone Active and GOSS e.g. use of leisure centre as a rest centre  Mutual aid arrangements  Good will of staff  Ward Members, Town & Parish Councillors on hand/training provided  Enhanced community resilience arrangements	3	2	6	01-Oct-19	01-Oct-19 At the end of quarter 4 2018/19 the likelihood rating was increased to 2 to 3 because the nominated District Emergency Planning Liaison Officer (DEPLO) had left and a replacement was yet to start in post.  A new emergency management framework has been developed which includes two deputy DEPLOs for Cotswold District, as a well as an overall emergency planning lead for the Publica partnership.  The likelihood rating has therefore been reduced back to 2.	Head of Paid Service; Managing Director
CRR-D05-010	If there is severe weather then the Council may be unable to deliver key services which could impact on residents	Performance Community Reputational	BCPs  Weather reports/national news  Remote working solution available to staff	3	2	6	01-Oct-19	01-Oct-2019 No change in rating. All business continuity plans have been updated.	Head of Paid Service; Managing Director
CRR-D05-011	If the Council's IT System / infrastructure failed due to cyber attacks and/or virus then system performance could be reduced leading to poor service delivery/financial impact	Performance Financial Legal Reputational	Preventative measures introduced such as blocking of USB and other devices  Undertaken and passed a central government ICT audit, meeting the very high standards set for network security  Introduction of new / revised joint policies  Periodic staff awareness training  BCP in place and reviewed & tested	3	2	6	01-Oct-19	01-Oct-2019 No change in rating. All Councils have PSN accreditation, which compliments the Cyber Essential Plus, which is a Government-backed, industry-supported scheme to help organisations protect themselves against common online threats	Group Manager - Business Support Services

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D05-012	If there is a loss of data (both on site and as a result of remote/mobile working) / security failure in our IT systems then it could lead to a reduced level of service and have a negative impact on the Council's reputation and finances	Performance Financial Legal Reputational	Preventative measures introduced such as blocking of USB and other devices  Undertaken and passed a central government ICT audit, meeting the very high standards set for network security  Introduction of new / revised joint policies  Periodic staff awareness training  BCP in place and reviewed & tested	3	2	6	01-Oct-19	01-Oct-2019 No change in rating. All Councils have PSN accreditation, which compliments the Cyber Essential Plus. The final module of the online training system (Bob's Business) has now been rolled out and completed by staff which is helping to reinforce the need for staff to be aware of their responsibilities with regards to data security, passwords and GDPR	Group Manager - Business Support Services
CRR-D05-014	If the Council's buildings are destroyed then it would be unable to operate/deliver services which would impact on residents /communities	Reputational Financial Legal Performance Community	BCPs including ICT contingency plans  Remote access  Mutual aid through Shared working strategy  Insurance  Fail over protocol	3	2	6	01-Oct-19	01-Oct-2019 No change in rating. All business continuity plans have been updated.	Group Manager - Strategic Support

Longer term risks

Risk Code	Description	Risk Factors	Internal Controls	Current Impact	Current Likelihood	Current Rating	Last Review Date	Latest Note	Assigned To
CRR-D06-002	If Health and Safety procedures and risk assessments are not in place /being followed then staff could be injured undertaking Council duties which would impact on their health and wellbeing, affect their ability to work and create liability issues for the Council	Legal Financial Reputational	Health and Safety procedures Access to weather forecasts Lone workers policy Business Continuity Plans	4	2	8	30-Sep-19	30-Sep-2019 No change in rating. No reportable incidents to the Health & Safety Executive in the quarter. Fire Risk Assessments on all our buildings in Cirencester have been carried out; the results have been reported to the responsible person. H&S policy will be reviewed in October. All guidance documents for staff have been reviewed, and now awaiting approval. H&S will be a standard item on the Senior Managers' meeting each quarter	Head of Paid Service; Managing Director