

Colchester Borough Council Strategic Risk Register
AUGUST 2020

				Initial Score							Residual Score		
Ref	Risk Title	Description	Strategic / Recovery Strand	P	I	O	RATING	Consequences	Mitigation	Lead	P	I	O
PR1	Budget Strategy	Inability to deliver the budget strategy as planned, particularly in light of the Covid-19 pandemic, economic lockdown and consequent additional risks to the Council's budget position.	Priorities	4	5	20	Very High	Service delivery failure Financial and reputational loss by the Authority .Personal liability of Officers and Members Legal actions against the Council. Loss of stakeholder confidence in the Borough. Inability to sustain costs. Failure to deliver balanced budget as planned. A need to use balances / reserves or to adapt financial plans to deal with impact of changes. Required to use Reserves & Resources to fund capital priorities or revenue deficits. Severe impact on cash-flow leading to negative effect on performance targets.	Ensure effective use of the controls built into the annual budget strategy, to enable the organisation to respond quickly to changes. Regular monitoring of actual spend/income and sensitivity analysis to consider the impact on income streams and the capacity of the organisation to deliver services. Regular and open reporting and updating of the budget position through Cabinet and to Members and Staff, early commencement of 2020/21 budget process to identify savings and achieve a sustainable budget position. Further lobbying of central government to cover losses. Covid-secure operations to enable income-earning services to restart as early as possible.	Chief Operating Officer	3	5	15
ST4	Covid-19 Pandemic	Ongoing impacts of the Covid-19 pandemic on the council, the communities, our customers and the economy.	Strategic	5	4	20	Very High	Ongoing impacts of the Covid-19 pandemic including service and staff resilience and shortages, additional service pressures, short term changes in policy and alert status disrupting delivery of strategic priorities, impacts on service delivery with additional cost pressures and potentially reduced income levels alongside additional work to support recovery and increased demand for services brought about by increasing inequalities, job losses and higher levels of poverty.	Implementation of the Covid-19 recovery programme, monitored and shared with staff, members and partners.This covers Council, Community, Customer and Economic response and recovery and the actions/resources required to enable the Council to respond to them. Delivery of the revised Strategic Plan which incorporate recovery objectives and additional burdens (e.g. outbreak controls). Working with system leaders to ensure a joined up approach and specifically maximising the potential value from Health Alliance, One Colchester and LDP to deliver positive outcomes and support the most vulnerable across Colchester. Likewise the Business partnerships, BID, Towns Fund etc to	Chief Operating Officer	5	3	15
ST2	Spending Power	Changes in national policy, in part due to impacts of Covid-19, may impact on public funding, including that of our partners e.g. Fair Funding Review, Business Rates Retention, Local Government Reorganisation.	Strategic	4	4	16	Very High	If not properly managed then either the Council could lose the opportunity to develop further or may have enforced changes to service delivery. Adverse impact on local residents / resources. Missed opportunities to boost local economy. Conflict between Council / Government agendas. Reduction in levels of service provision and potential withdrawal of services.	Maintain a constant review of the budget situation, incl impact of decisions from central government. Identify additional actions and areas for spending as necessary. Partnership working (as per ST4) and external funding put CBC in a better position to weather any storm but also mean we are building relationships and working with key partners locally so networks are place regardless of any reorganisation.	Chief Operating Officer	4	3	12

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SP4	Compliance	Failure to protect public funds and resources – ineffective probity / monitoring systems/legislative breaches. Especially as a result of the rapid changes in service delivery required to respond to the impacts of Covid-19	Service Provision	4	4	16	Very High	Service delivery failure. Financial and reputational loss by the Authority. Personal liability of Officers and Members. Legal actions against the Council. Loss of stakeholder confidence in the Borough. Inability to sustain costs. Failure to deliver balanced budget as planned. A need to use balances / reserves or to adapt financial plans to deal with impact of changes. Required to use Reserves & Resources to fund capital priorities. Severe impact on cash-flow leading to negative effect on performance targets.	Ensure the outcomes of the assurance systems that form the internal control environment, (including Internal Audit, Risk Management, Budget process, Corporate Governance and performance management) are appropriately reported so that issues and concerns are managed, and variances are spotted at an early stage. Horizon scanning upcoming legislative / policy changes	Chief Operating Officer	3	4	12
SP2	Staff Resources	Staff shortages due to an inability to recruit and / or staff sickness or absence due to Covid-19 isolation.	Service Provision	5	3	15	Very High	Decline in service performance. Disengaged and demotivated staff. Efficiency and productivity reduction. Inability to meet changing requirements and needs. Customer perceptions decline as we deliver less. Loss of key staff	Communicate job opportunities and benefits of working at CBC clearly and imaginatively. Review opportunities to do things differently for key posts including considering the value of trading companies.	Assistant Director, Corporate & Improvement	4	3	12
ST1	EU Exit	The agreement to the UK Withdrawal Agreement by both the EU and the UK parliament potentially provides a managed withdrawal from the European Union but a large number of uncertainties remain. A 'no deal exit' could still happen at the end of 2020, following the end of the transition period, if no new trade deal is agreed between the UK and the EU. There are different potential risks depending on the agreed exit arrangements.	Strategic	4	4	16	Very High	The impacts of any EU exit will depend on a number of factors over time and the immediate implications of the withdrawal agreement. A 'No Deal' or disorderly EU Exit could impact on the macro and local economy including CBC commercial income and local businesses. There may be disruption to the Council's supply chains, legal uncertainty, and a negative impact on community wellbeing.	Continue to monitor the Government's announcements on the implications of the exit from the EU, including the potential implications of a 'no deal' Brexit. Participate fully in Essex Resilience Forum activity and exercises, complete all reporting to ERF and MHCLG, support communications to residents and businesses	Chief Operating Officer	3	4	12
SP1	Data Protection	Sensitive data, in any format, is not correctly managed, processed or protected from loss or theft in line with GDPR and Data Protection Act requirements.	Service Provision	4	5	20	Very High	Potentially severe disruption to core services and/or data theft, with financial, legal and reputational impacts for the Council, and potentially significant harm caused to residents from any breach, potential financial losses, directly or indirectly e.g. ICO fines.	Ongoing review of data security policies and protocols to ensure that they are fit for purpose and implement a training program for all staff. ICT strategy delivering more secure, cloud-based solutions and replacing legacy systems.	Chief Operating Officer	2	5	10
SP3	Cyber Security	The Council suffers a successful cyber attack on its computer systems.	Service Provision	3	5	15	Very High	Potentially severe disruption to core services, with financial, legal and reputational impacts for the Council, and potentially significant harm caused to residents.	Ongoing review of IT policies and protocols to ensure that they are fit for purpose and implement a training program for all staff. ICT strategy delivering more secure, cloud-based solutions and replacing legacy systems.	Assistant Director, Corporate & Improvement	2	5	10

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CO3	Universal Credit	Impact of the implementation of Universal Credit in Colchester could lead to additional work for CBC to help customers apply for the new single benefit. There will be a transition period whereby residents move to the new application which could be difficult for some of our more vulnerable customers. The future impacts of Covid-19 are likely to increase the	Community	3	4	12	High	The Council fails to support our most vulnerable residents leading to an increase in crisis intervention.	Regularly monitor the impact of the resources allocated to the welfare reform project, to ensure that customers are supported with signposting to appropriate providers/partners. Additional monitoring to understand impacts post Covid-19 may help to reduce the residual score.	Strategic Director, Customers and Relations	3	3	9
CO1	Partnership Delivery	Failure or inappropriate performance management of one or more strategic partnerships or key contracts E.g. Haven Gateway, LEP, ICS, CBH, Emergency Services	Community	4	4	16	Very High	The cost of service delivery is increased however quality decreases. Failure to deliver key priorities. Reputational and financial loss by the Authority. Failure to deliver expected outcomes through partnerships. Requirement to repay external funding granted to partnership – taking on the liabilities of the ‘withdrawn’ partner. External assessment of the Councils partnerships are critical and score poorly.	Review the assessment process for proposed strategic partnerships (to ensure that they will satisfy the Council’s objectives) that needs to be signed off by EMT before commitment to new partnerships is made.	Strategic Director, Customers and Relations	3	3	9
ST3	Partnership Commitment	Change of direction / policy within key partner organisation and they revise input / withdraw from projects. Increased risk due to partners having to review service provision in response to the impacts of Covid-19 on their business.	Strategic	4	3	12	High	The cost of service delivery is increased however quality decreases. Failure to deliver key priorities. Reputational and financial loss by the Authority. Failure to deliver expected outcomes through partnerships. Requirement to repay external funding granted to partnership – taking on the liabilities of the ‘withdrawn’ partner. External assessment of the Councils partnerships are critical and score poorly.	Set a formal relationship / performance review process to be used by all partnerships and ensure results are reported to senior management. Ensure that Exec Board and Leadership review partnerships on a regular basis. Embed Scrutiny Cttee process for key partnerships including CBH and the Safer Colchester Partnership.	Strategic Director, Customers and Relations & Strategic Director, Policy & Place	3	3	9
CO2	CBC Function	The expectation remains that the Council will step in to deliver services when other providers either fail or reduce service provision	Community	4	3	12	High	The Council suffers from a loss of reputation as customers’ expectations are not met. There is increased demand on existing services leading to a reduction in standards of delivery.	Ensure that Cabinet set a clear and consistent message about the role of CBC for customers and partners.	Strategic Director, Customers and Relations	3	3	9
CM1	Service Innovation	Not taking or creating opportunities to maximise the efficient delivery of services through shared provision, partnerships or commercial delivery	Commercial	4	3	12	High	If not properly managed then either the Council could lose the opportunity to develop further or may have enforced changes to service delivery. Adverse impact on local residents / resources. Missed opportunities to boost local economy. Conflict between Council / Government agendas. Reduction in levels of service provision and potential withdrawal of services.	Identify and maintain skill set required to meet future challenges, maintain partnership relationships	Strategic Director, Policy & Place	3	3	9
OP1	ICT	Major system failure causing significant service disruption	Operational	3	5	15	Very High	The rapid change in the use of technology in the first half of the year, and increasing reliance on IT to continue normal business leaves the Council vulnerable to system failures.	Ensure that the ICT Disaster Recovery plan, and service plans, adequately reflect the organisation’s requirements and provide an effective framework for maintaining service provision. Regularly review the ICT development strategy to ensure it continues to support the organisations ambitions and provides appropriate safeguards for ICT service delivery, delivering modern cloud-based solutions and replacing legacy systems.	Assistant Director, Corporate & Improvement	2	4	8

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CO4	Partnership Performance	Potential inability to agree shared outcomes/agendas with partners and the Council's ability to influence partner's performance.	Communities	3	4	12	High	The cost of service delivery is increased however quality decreases. Failure to deliver key priorities. Reputational and financial loss by the Authority. Failure to deliver expected outcomes through partnerships. Requirement to repay external funding granted to partnership – taking on the liabilities of the 'withdrawn' partner. External assessment of the Councils partnerships are critical and score poorly.	Review the assessment process for proposed strategic partnerships (to ensure that they will satisfy the Council's objectives) that needs to be signed off by EMT before commitment to new partnerships is made.	Strategic Director, Customers and Relations	2	4	8
SP5	Staff Wellbeing	Staff wellbeing or motivation declines with an impact on service delivery and resilience.	Service Provision	3	4	12	High	Decline in service performance. Disengaged and demotivated staff. Efficiency and productivity reduction Inability to meet changing requirements and needs Customer perceptions decline as we deliver less. Loss of key staff	Monitor staff morale and trends using staff surveys and by monitoring the People Dashboard; and ensure good communications with staff, exploiting new technologies such as Yammer. Implement the action plan for the People Strategy; ensuring that performance is regularly monitored. Regularly report the progress of the learning and development strategy, including financial considerations and business	Assistant Director, Corporate & Improvement	2	3	6
SP6	Customer Confrontation	There is an increase in challenging behaviour from customers, towards officers, when the Council cannot meet the customer's expectations. Alongside partners being unable to provide support or having incorrectly signposted the customer to the Council.	Service Provision	3	3	9	Medium	Officers suffer potential mental and physical issues as a result of confrontations. The ability to assist the customer is reduced. Service delivery declines	Ensure that the Health & Safety reporting process is used to record instances of violence and aggression, with regular reporting to senior management. Develop an on-line training tool for staff, for managing difficult situations. Liaise with partners, such as Police and health, about expectations for vulnerable customers. Both in terms of emergency response to issues and services that the Council can, and cannot, provide.	Strategic Director, Customers and Relations	3	2	6
EF1	Capacity	Over reliance on a limited number of people limits ability to deliver our ambition.	Efficiency	3	3	9	Medium	The Borough Council loses its status and influencing ability at sub-regional, regional and national levels.	Manage the recruitment and development processes to ensure that the organisation has the appropriate skills and expertise.	Chief Executive	3	2	6
CO5	Equality & Diversity	The Council fails to effectively engage with all sectors of the community.	Community	3	3	9	Medium	Service delivery does not meet the needs of all sectors and minority groups are not reflected in the workforce leading to a lack of challenge and change. A failure to demonstrate diversity in the workforce, and effective cross sector engagement, can have a negative impact on external assessment processes, including grant funding, as assessors are placing increasing importance on equality and diversity.	Implementation of a clear commitment to providing opportunities to all sectors of the community. That includes internal processes, such as using best practice for encouraging more diverse applications to all vacancies and identifying external opportunities to encourage minority and diverse sectors to engage with the Council. Annual reporting on E&D activities to Governance Committee to review and comment. Data retained on staffing diversity and Diversity Officer Panel being set up in one Service area to work alongside existing Diversity Steering Group to review ongoing recruitment; data; Equality Impact Assessments; Customer Accessibility. Recent review of Covid-19 impacts on BAME Community and learning to inform future planning.	Strategic Director, Customers and Relations	2	3	6

SCORE DEFINITIONS	1	2	3
Impact	<p>Very Low</p> <p>Insignificant effect on delivery of services or achievement of Strategic Vision & Corporate Objectives.</p>	<p>Low</p> <p>Minor interruption to service delivery or minimal effect on Corporate Objectives.</p>	<p>Medium</p> <p>Moderate interruption to overall service delivery/effect on Corporate Objectives or failure of an individual service.</p>
Probability	<p>10%</p> <p>May happen – unlikely</p>	<p>10 -25%</p> <p>Possible</p>	<p>26 – 50%</p> <p>Could easily happen</p>

4	5
<p>High</p> <p>Major interruption to overall service delivery or severe effect on Corporate Objectives.</p>	<p>Very High</p> <p>Inability to provide services or failure to meet Corporate Objectives</p>
<p>51 – 75%</p> <p>Very likely to happen</p>	<p>Over 75%</p> <p>Consider as certain</p>