

Colchester Borough Council Strategic Risk Register
JULY 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. | 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. 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, prudent use of reserves where necessary to mitigate in-year losses and thematic approach to 20/21 budget process to identify savings and achieve a sustainable position. Further lobbying of central government to cover all losses as promised. | | | Chief Operating Officer | 3 | 5 | 15 |
| ST4 | Covid-19 Pandemic | Ongoing, and recovery , impacts of the COVID-19 pandemic on the council, the communities, our customers and the economy. | Strategic | 5 | 4 | 20 | Very High | The ongoing and future 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. | | | | 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). Specific recovery actions, including Reopening of the High Street, being monitored through the project management process. | | | Chief Operating Officer | 5 | 3 | 15 |
| ST2 | Spending Power | The government changes following the General Election, and impacts of Covid19, are likely to result in a comprehensive spending review impacting on public funding, including that of our partners e.g. Fair Funding Review, Business Rates Retention. | 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. | | | Chief Operating Officer | 4 | 3 | 12 |
| 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 | | | | 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 upcomin legislative / policy changes | | | Chief Operating Officer | 3 | 4 | 12 |

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| SP2 | Staff Resources | Staff shortages due to an inability to recruit and / or staff sickness. | 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 |
| 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 number of vulnerable residents and claimants. | 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. A+24:31T THE CURRENT TIME, DUE TO THE UNKNOWN IMPACTS OF COVID-19, MITIGATION DOESN'T REDUCE THE SCORE. | | | Strategic Director, Customers and Relations | 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. | | | 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. | | | Assistant Director, Corporate & Improvement | 2 | 5 | 10 |
| 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 | 3 | 9 |

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| 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 | | | | Ensure that the IT Disaster Recovery plan, and service plans, adequately reflect the organisation's requirements and provide an effective framework for maintaining service provision. Regularly review the IT development strategy to ensure it continues to support the organisations ambitions and provides appropriate safeguards for IT service delivery. | | | Assistant Director, Corporate & Improvement | 2 | 4 | 8 |
| 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 |

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| 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, <small>including financial considerations and business</small> | | | 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, | | | 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 practise for encouraging more diverse applications to all vacancies and identifying external opportunities to encourage minority and diverse sectors to engage with the Council. | | | Strategic Director, Customers and Relations | 2 | 3 | 6 |

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

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