

STRATEGIC RISK REGISTER

Risks marked * are above tolerance and require managing

No	Rating	Lead HoS	Short name	Vulnerability	Trigger	Consequence
5	B3	Head of Human Resources and Customer Services	Publicity, promotion and reputation	There is a risk that the Council does not publicise or promote itself effectively or that the action of Members or Officers results in the public losing trust and confidence in the Council.	Negative activity or publicity. Failure of the Council to adequately promote what it does.	<ul style="list-style-type: none"> • Staff morale suffers • Pressures on existing staff • Complaints outweigh compliments • Adverse public reaction • The public are not willing to engage with the Council.
6	D3	Head of Human Resources and Customer Services	Increasing workforce age profile	There is a risk that issues arise due to the increasing age profile across the Council's workforce. The Council has put in place a Workforce Development Plan to address the issues. Talent Book a succession planning tool developed by Zurich insurance is now being piloted in 5 services. A wider reorganisation of the Council is being undertaken.	Several key members of staff retire simultaneously or future talent lost because opportunities for promotion are not available	<ul style="list-style-type: none"> • Key skills and experience lost • Difficult to recruit staff with same levels of experience/skills/qualifications • Gaps appear in structures • Leadership vacuum • Pressures on existing staff • Adverse impact on service delivery • Service failure • Criticism by inspection • Adverse publicity
7	D2	Head of Human Resources and Customer Services	Management skills	There is a risk that managers do not have appropriate people management skills.	Managers are unable to deal effectively with difficult people management issues.	<ul style="list-style-type: none"> • Staff frustrated • Staff feel there is a lack of support • Performance suffers • Lack of confidence in managers • Low officer morale • Issues escalate • Frequent involvement of human resources staff and unions • Increased cost of resources • Possible litigation issues • Reputation as an employer suffers

9	B2	* Head of Housing Services	Insufficient affordable housing	<p>There is a risk that there is a significant shortfall of affordable housing in the district to meet existing and emerging housing needs.</p> <p>There is a risk that a stagnant housing market in the current economic climate will affect the rate at which new affordable housing developments come forward.</p> <p>There is a risk that a fall in property prices will affect the viability of schemes and consequently the ability of developers to meet s.106 obligations for on site affordable provision.</p> <p>The reduction in grant and the introduction of Affordable Rent Tenancies (ART) could result in few low paid households being able to access affordable housing or housing costs take up a large proportion of household income.</p>	Increased number of households in unsatisfactory housing	<ul style="list-style-type: none"> • Failure to achieve affordable housing targets in accordance with the Core Strategy • Increased Homelessness pressures including temporary housing costs • Increased overcrowding • Adverse impacts on health and education • Local people unable to access affordable housing • Local people, especially the young, unable to afford to live in the area and consequently leave • Unsustainable communities • Lack of opportunities for first time buyers to access affordable housing • Unaffordable “affordable housing” due to introduction of the ART product
10	C3	Acting Head of Corporate Performance	Communication	<p>There is a risk that communication throughout the Council up, down and between departments is not fully effective.</p>	An important piece of information is not understood by all staff with consequences	<ul style="list-style-type: none"> • Key messages not consistently understood across council • Misunderstandings develop • Staff feel unable to communicate up the organisation • Staff/manager relations suffer • Staff do not feel trusted or empowered • Staff feel undervalued • Morale suffers

						<ul style="list-style-type: none"> • Co-operation between staff and management worsens • Productivity falls • Services adversely affected
12	A1	*	Head of Financial Services	<p>Unable to fund the financial forecast</p> <p>There is a risk that there will be an inability to fund the financial forecast due to an inadequate revenue base the severe reduction in Government support and the need to find substantial budget reductions. Pressures on the budget include:</p> <ul style="list-style-type: none"> • Severe reduction in formula grant • Disabled facilities grants • Loss of income e.g. Leisure Services due to reduction in service standards, asset quality, economic situation etc. • Loss investment interest • Reduction in supporting people funding • Sea defences • Increasing demand for Council services in a time of austerity 	Preparation of the financial forecast	<ul style="list-style-type: none"> • Future budget gaps remain • Service reductions • Staff redundancies • Cost pressures and service improvements resisted • Reserves diminished • Public complaints / campaign • Council aspirations not achieved • Local and central political conflict • Potential for capping • Not able to fund statutory obligations • Not able to fund key priorities • Potential challenge for non delivery of services
14	E1		Head of Legal Services	<p>The Council fails to implement a legislative change or be unable to incorporate Government policy changes.</p> <p>There is a risk that, due to the constant stream of legislation and policy documentation which the Council must be aware of and comply with, that there is a feeling that the Council is often 'playing catch up' with legislation / policy /initiatives.</p>	Council fails to implement a legislative change e.g. licensing act	<ul style="list-style-type: none"> • Services are delivered in accordance with 'out-of-date' regulations • Legislative requirements breached • Practices challenged • Practices reviewed • Resources diverted to contesting challenge • Insufficient financial provision to meet claims • Effect on council tax/ reserves

						<ul style="list-style-type: none"> • Disciplinary issues • Staff morale suffers • Censure by audit/ inspection • Adverse publicity • Service intervention • Image of council damaged 	
15	A2	*	Head of Human Resources and Customer Services	Maintenance of Council buildings	There is a risk that the Council, in challenging financial circumstances, has to have a pragmatic approach to maintenance to minimise costs which results in deteriorating assets.	Insufficient maintenance to stop property deteriorating	<ul style="list-style-type: none"> • Backlog maintenance continues to grow • Reactive maintenance higher than desired • Preventative / reactive improvements are not undertaken • Whole life costing does not occur • Inefficient use of resources / increased cost • Planned maintenance to meet minimum standards • Complaints from public / litigation • Resources diverted to defending the claim • Impact on claims history • Adverse publicity
17	D2		Overview and Scrutiny Manager	Partnerships	There is a risk that the Council does not have robust governance arrangements in place for key partnerships resulting in the partnership not delivering against the Council's priorities.	Non delivery by partners	<ul style="list-style-type: none"> • Council service delivery objectives for partnerships not realised • Council resources are wasted • Council's role in partnership is questioned • Tensions arise within the partnership • Partnership fails • Unforeseen accountabilities and liabilities fall on the Council • Poor value for money so adverse effect on Council Tax • Adverse impact on performance • Adverse publicity
19	A1	*	Head of Technical and Procurement Services	Sea defences	There is a risk that, as a coastal authority and in relation to climate change issues, that reduced provision or maintenance of or a	Sea defence failure	<ul style="list-style-type: none"> • Preventative / reactive improvements are not undertaken • Problems stored for later years • Breach of defences with subsequent flooding

				collapse of sea defences could have a severe environmental impact and cause damage to local property and infrastructure.		<ul style="list-style-type: none"> • Threat to property and possibly life • Complaints from public / litigation • Adverse publicity • Local economy adversely affected 	
20	B2	*	Head of Technical and Procurement Services	Pandemic outbreak	There is a risk that there will be a loss of key staff both short and long term due to a pandemic. There could also be an impact of this on outside business, the loss of infrastructure and the supply chain.	Declaration of pandemic by the Department of Health	<ul style="list-style-type: none"> • Loss of key staff • Loss of community centres • Loss of resources through closure of buildings • Loss of income • Loss of supply chain • Increased workload (eg increased death rate) • Loss of transportation • Increased demands for social care
24	A2	*	Acting Head of Environmental Services	Inter Authority Agreement for the Essex Waste Partnership Strategy Programme	There is a risk that there is an inability to fund the required contribution under the Inter Authority Agreement causing a loss of waste diversion and leading to the Council's failure to contribute to the Essex Joint Municipal Waste Management Strategy.	The Council was unable to fund its proportion of a food waste collection service.	<ul style="list-style-type: none"> • Loss of £525K revenue and £205K capital. • Failure to meet obligations signed up to in the Essex Joint Municipal Waste Management Strategy. • Increased council tax bills for residents in the district. • Failure in dealing with waste and carbon management in the CAA. • No foreseeable funding mechanism for increased diversion from landfill for the districts waste.
26	D2		Acting Head of Corporate Performance	The Council suffers full or partial loss of ICT service capacity.	There is a risk that the Council suffers full or partial loss of ICT capacity resulting in the Council not being able to deliver critical services.	Technical loss or failure of services by one or more ICT service suppliers to deliver their contracted services.	<ul style="list-style-type: none"> • Loss or severe disruption to front line or back office service delivery (depending on the nature of the specific loss of ICT service).
27	C2	*	Head of	Housing	Self financing business plan	Interest rate	<ul style="list-style-type: none"> • Unable to repair and maintain HRA assets

			Housing Services	Revenue Account business plan becomes unaffordable	becomes unaffordable due to interest rate changes, unforeseen major expenditure items or Government reopening debt settlement resulting in reduced service provision	changes Unforeseen expenditure Government reopening debt settlement	<ul style="list-style-type: none"> Estate management service provision declines resulting in increased levels of ASB and poor management of estates/properties
28	D1	*	Executive Manager Planning	Adoption of the LDF	There is a risk that there are delays adopting the LDF or it is not supported by robust and timely evidence.	There are significant delays in completing various elements of work and/or associated decision making processes within the demanding timescales needed to deliver the LDF.	<ul style="list-style-type: none"> LDF cannot be adopted within deadlines LDF not supported by robust evidence Missed opportunities to maximise income from planning obligations and the Council is unable to secure funding through the Community Infrastructure Levy (CIL) Adverse impact on the Council's reputation via external scrutiny of the process and associated outcomes. Inability to deliver on a timely manner on Council Priorities / Strategies where an adopted LDF plays a key role in progressing key initiatives, plans etc. Evidence base out of date or not robust requiring it to be refreshed and updated which would incur significant additional costs.
30	A2	*	Acting Head of Environmental Services	Local Deprivation	There is a risk that the announced spending cuts will have an additional impact on the most deprived in the district which is already below the national average in respect of levels of deprivation.	Reductions in national and local public spending and services	<ul style="list-style-type: none"> Reduction in public section spending including welfare and benefits Increased deprivation in already deprived areas that increases the gap in terms of social, environmental, educational and health issues. Increased demand on Council services at a time when resources will be reduced