

# Corporate Risk Register

Review Month:											June 2020		
Ref	Risk Title and Description	Date Risk Identified	Risk Owner	Inherent Risk			Existing Mitigations & Controls (What has been done to control the risk?)	Residual Risk			Further Mitigations & Controls to be put into place	Target Implementation Date	Notes
				L'hood	Impact	Risk Score		L'hood	Impact	Risk Score			
1	<p><b>Failure to deliver anticipated benefits of major projects (St Sidwell's Point and Bus &amp; Coach Station)</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Failure to procure appropriate operator for leisure centre</li> <li>- Adverse weather / other delays typical of such projects</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Increased costs to Council from project overspends or overruns</li> <li>- Not realising financial and cultural benefits anticipated from project delivery</li> <li>- Damage to Council's reputation and reduced credibility to deliver major projects in future</li> </ul>	October 2017	Jo Yelland - Director	3	3	9	<ul style="list-style-type: none"> <li>- Recruited experienced Project Manager, Quantity Surveyor and delivery team</li> <li>- Established high level Programme Board to oversee progress and delivery</li> <li>- Contractor appointed to build the facility, following a 2 stage collaborative approach in procurement.</li> <li>- Fixed price Design &amp; Build Contract, with a limited amount of Provisional Sums.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>- Ongoing reporting of progress and potential issues to Client lead.</li> <li>- Technical Assurance &amp; Audit team being procured to monitor compliance with the Contract, review ongoing performance and positively challenge the build team to help promote the identification and resolution of potential issues / problems.</li> </ul>	Ongoing October 2020	<p><b>June 2020:</b> Covid 19 has impacted on the developments. Work has continued throughout the lockdown but social distancing and supply chain issues have impacted on the critical path and are likely to have increased costs. Both projects will complete in 2021 but there may be an extension to the planned completion date</p>
2	<p><b>Counter Terrorism and Community Cohesion &amp; Safety</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Brexit and the continued political uncertainty and growing divides in the country has increased likelihood of radicalisation and violent extremism across the UK. Whilst the risk level in Devon and Exeter is traditionally low, like all other areas in the country our own local risk level has heightened particularly in relation of extreme right –wing activism.</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Community unrest and extreme anti-social behaviour incidents commence and escalate leading to public unrest</li> <li>-</li> </ul>	June 2019	Jo Yelland - Director	3	4	12	<ul style="list-style-type: none"> <li>- Active leadership within the Exeter Community Safety Partnership at Executive and Senior Manager level</li> <li>- Director participation in Counter Terrorism Briefings</li> <li>- SMB informal relationships with key Community Leaders</li> </ul>	2	4	8	<ul style="list-style-type: none"> <li>- Adoption of Safer Devon Prevent Toolkit and associated of staff training</li> </ul>	Jun-20	<p><b>June 2020:</b> There is no increase in risks from counter terrorism. COVID19 has seen an increase in low level ASB complaints and recent protests (e.g BLM) have seen an increase in public gatherings but locally these have been peaceful and well run. The Exeter Community Safety Partnership continues to work together on joined up and proactive responses.</p>
3	<p><b>Delivery of Sport England Local Delivery Pilot Outcomes</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Not demonstrating year 1 outcomes (such as improving street scenes, increasing number of residents using cycling and walking routes, active school clubs etc.)</li> <li>- Not having appropriate programme management and focus on delivery</li> <li>- Council or main strategic partners restricted by existing policies (H&amp;S etc.) or lack of appetite for certain outcomes</li> <li>- Not achieving alignment with key partners (Devon CC, Exeter City Future, CCG etc.)</li> <li>- Program delivery dependent upon key individuals (Jo, James, Karime)</li> <li>- Relative inexperience of Council of delivering such programs</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Significant reputational damage due to national and regional interest in success of program which could damage Exeter CC's status and credibility and undermine future grant / funding opportunities</li> <li>- Gap in health inequalities doesn't get addressed - leading to increased demands on council, and wider public sector, services.</li> </ul>	June 2019	Jo Yelland - Director	3	4	12	<ul style="list-style-type: none"> <li>- A Commissioning Model has been adopted for programme delivery with local partners such as Active Devon leading on the implementation of key programmes which integrates into the local system and also promotes sustainability.</li> <li>- Annual outcomes clearly articulated within the programme plan.</li> <li>- Preparations made for 6 monthly assessments with Sport England including external evaluation partner secured to undertake bi-annual process evaluations.</li> <li>- Regular governance reviews to be undertaken to ensure continued engagement and buy-in from critical partners.</li> <li>- Communication strategy covering all stakeholders (especially local communities) being commissioned.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>- Pro-active 6 monthly assessments with Sport England</li> <li>- Review of governance and in particular strengthening the role of the Executive Group</li> <li>- Communication strategy covering all stakeholders (especially local communities) being developed</li> </ul>	Oct 2019 Oct 2019 Dec 2019	<p><b>June 2020:</b> The Local Delveiry Pilot Team, with support from Sport England have been at the forefront of designing and delivering the Exeter Community Wellbeing Hub: the city wide community response to the pandemic. Insights and new community networks developed have been used to create a revised Transitional Programme for the next 6 -12 months and a further bid to Sport England to extend the core funding until 2025 has been submitted. The Governance of the LDP has been reviewed and will now sit under the Liveable Exeter Place Board to ensure integration and co-ordination within the place-shaping agenda</p>
4	<p><b>Lack of proactive and preventative investment and maintenance of assets</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Historic budget savings led to under inspection of assets, increased inspections now identifying issues</li> <li>- Asset Maintenance resources removed as budget savings to prevent front line service cuts</li> <li>- Not following asset management best practice by cutting back on routine preventative maintenance and only dealing with the most urgent maintenance cases.</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Deterioration of assets to unsafe levels leading to closure</li> <li>- Under utilisation (lost income) of both car parks and sports centres</li> <li>- Increased costs in long run (potential need to demolish certain assets) rather than refurbish / redevelop</li> <li>- Current approach is not efficient value for money in long term</li> <li>- Reducing attractiveness of city centre to commerce and tourism</li> </ul>	June 2019	Dave Bartram - Director	4	3	12	#####	3	3	9	<ul style="list-style-type: none"> <li>- Business case being drawn up to articulate challenges.</li> <li>- Development of Asset Management Strategy including funded asset program of inspection and divesting assets that aren't needed.</li> </ul>	Ongoing	<p><b>June 2020:</b> Inspections of assets have been delayed by the Coronavirus outbreak. The higher risk assets identified so far were presented with a funding request to the 02 June Executive committee and will go to the 21 July Council for final approval. As lockdown restrictions ease, inspection work is restarting with a more comprehensive asset investment plan expected in August.</p>

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5	<p><b>Information Governance failure (including Council experiencing a cyber attack)</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Lack of appropriate policies and processes</li> <li>- Staff awareness and understanding of requirements and best practice for managing data effectively</li> <li>- Inadequate cyber defences</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Disruption to IT systems could result in inability to deliver key services</li> <li>- Sensitive personal, corporate or financial information could be accessed/released unlawfully</li> <li>- Council may not be permitted to access the PSN secure connection</li> <li>- Non-compliance with the General Data Protection Act (GDPR) potentially leading to significant fines</li> </ul>	April 2017	Karime Hassan - Chief Executive	3	4	12	<ul style="list-style-type: none"> <li>- Information Security Policy and Information Security Forum in place</li> <li>- Training for existing staff complete and schedule for new staff in place</li> <li>- Disaster recovery and business continuity policies in place</li> <li>- Regular staff reminders on this issue</li> <li>- Comprehensive IT service from STRATA (company owned by three local authorities) including range of mitigations (firewalls, penetration testing, email and web filtering, anti virus software etc.)</li> <li>- Regular, timely software updating to mitigate new vulnerabilities.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>- Consider lessons learnt from Council incidents</li> <li>- Review compliance with automated updates</li> <li>- Review use of third party data storage and security arrangements.</li> <li>- Consider optimal frequency and method for providing assurance to SMB (potential inclusion of monthly STRATA report)</li> <li>- Reconvene Information Governance Group to maintain corporate oversight of information governance issues.</li> </ul>	Ongoing Ongoing Ongoing October 2020 October 2020	<p><b>June 2020:</b> Staff reminded of their Information Governance responsibilities and guidance on how to keep information secure when working from home has been published on the intranet.</p> <p>Work still progressing on providing assurance to SMB.</p>	
6	<p><b>Insufficient business continuity arrangements to recover critical services effectively</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Critical services not identified</li> <li>- Insufficient plans in place to recover critical services</li> <li>- Lack of testing of plans to ensure arrangements suitable</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Essential services not recovered in timely fashion</li> <li>- Adverse media and public criticism leading to lack of trust in council</li> <li>- Non compliance with Civil Contingency Plan</li> </ul>	April 2013	Karime Hassan - Chief Executive	3	4	12	<ul style="list-style-type: none"> <li>- List of critical services agreed with SMB</li> <li>- Corporate Business Continuity Plan approved by SMB which sets out roles and responses to certain events (loss of building, loss of ICT etc.)</li> <li>- IT Disaster Recovery Plan in place</li> <li>- Business Continuity plans developed for all L10Critical services</li> <li>- Business Continuity Test Exercise to be carried out</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>- Regularly review business continuity plans to ensure they are fit for purpose</li> <li>- Internal Audit to undertake review of Business Continuity Management</li> </ul>	Ongoing Sept 2020	<p><b>June 2020:</b> All services have produced business continuity plans and these are reviewed regularly by the Strategic Management Board as part of the Council's response to the COVID-19 emergency.</p> <p>Test exercise planned for June was negated due to occurrence of emergency event.</p>	
7	<p><b>Lack of leadership capacity to effectively deliver additional Council objectives and priorities</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Significant draw on management resources following unanticipated new commitments or changes in political expectations</li> <li>- Medium Term Financial Plan will be under strain because of national decisions on New Homes Bonus and re-setting business rates</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Higher likelihood of potential governance and performance failures due to stretched resources</li> <li>- Limited capacity for leading and delivering change activity impacting upon achievement of councils strategic priorities</li> <li>- Staff morale and burnout if over prolonged period</li> </ul>	June 2019	Karime Hassan - Chief Executive	4	4	16	<ul style="list-style-type: none"> <li>- Experienced and resilient senior management team</li> <li>- Sufficient resourcing in place to deliver existing commitments and corporate plan.</li> <li>- Organisational culture with values set up to deliver</li> <li>- Succession planning / effective deputies</li> <li>- Strong record of bringing in funding to support new initiatives / agenda and additional agenda.</li> <li>- Director appointed for Liveable Exeter housing programme</li> <li>- Place Board give visibility to broader programme and access to national funding routes</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Support development of political discipline regarding understanding of challenges when embarking on new initiatives and recognition of resourcing levels within the Council.</li> <li>- Encourage more robust peer challenge amongst Members</li> <li>- Review method of celebrating achievements of council</li> <li>- Consider leadership development of tier 3/4 managers to develop strategic capability</li> </ul>	TBC	No further update this quarter.	
8	<p><b>Inability to deliver carbon neutral aspirations for Exeter by 2030</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Financial pressure and economics of carbon reduction</li> <li>- Behavioural challenges over influencing businesses and public</li> <li>- Technical capability to deliver</li> <li>- Lack of control over all stakeholders (businesses, visitors etc.)</li> <li>- Political environment and acceptance of policy changes required</li> <li>- Misalignment with Devon Climate Plan</li> <li>- Failure to engage with resident and business of Exeter to ensure solutions proposed meet real need</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Reputational</li> <li>- Failure to deliver inclusive growth and retain vibrancy of Exeter as a great place to live</li> <li>- Conflict within Region</li> <li>- Short term changes may not be sustainable</li> </ul>	08.11.19	Karime Hassan - Chief Executive	4	3	12	<ul style="list-style-type: none"> <li>- Strategic partnerships</li> <li>- Appointment of programme director for Exeter City Futures to form collaborative city governance focussed on carbon neutral</li> <li>- 12 Goals defined for the city to provide framework for carbon neutral. Goals reflect priorities of business and residents</li> <li>- Plans in place to develop roadmap for carbon neutral 2030</li> <li>- Other major public sector organisations have already committed to becoming carbon neutral (e.g. University of Exeter, Devon County Council)</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>- Continue to invest in supporting ECF as a partner organisation to ensure that the ambition to be net-zero is continually communicated and residents and businesses are engaged; ensuring all voices are heard and the solution being developed are benefitting the residents and business.</li> <li>- Improve national communication positioning Exeter as a leading sustainable City highlighting what we are doing - through ECF and Livable Exeter activities</li> <li>- Ensure clear alignment with DERG and national climate action plans to ensure Exeter's plan is incorporated</li> </ul>	Apr-20	No further update this quarter.	

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9	<p><b>Failure to meet Exeter's Housing supply needs as a planning authority and meet strategic 5 years ambitions</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Inadequate Land supply</li> <li>- Not granted enough planning permissions</li> <li>- Student development cannot be included in housing supply figures</li> <li>- House builders drip feeding</li> <li>- Political / community buy in to developments</li> <li>- GESP and/or Exeter Development Delivery DPD not progressing as quickly as possible. Political changes at neighboring boroughs leaving an unclear position</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Financial risks with increased appeals, and potentially lost income</li> <li>- Social outcomes - inequality, rising social service costs - significant waiting list</li> <li>- Reputational impact if development on not appropriate location</li> <li>- Risk of losing planning appeals on sites where there are objections in principle.</li> <li>- Vulnerable to developers - not able to protect areas that are identified as residents priorities</li> </ul>	June 2013	Bindu Arjoon - Director	4	3	12	<ul style="list-style-type: none"> <li>- Brownfield opportunities identified and developed into the Liveable Exeter strategy.</li> <li>- Higher density developments being encouraged within the city centre.</li> <li>- Social Housing being developed following the lifting of borrowing cap- ambition for 500 homes over 10 years'</li> <li>- Appropriately briefing members to ensure robust decision making processes</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>- Greater Exeter Strategic Plan being developed. Subject to approval by the relevant Committees of the four Greater Exeter local authorities, the GESP will be publically consulted on during September-November 2020. Further rounds of consultation will follow. Adoption of the GESP is currently timetabled for 2023.</li> <li>- Local plan for Exeter CC also being developed as plan B. Scoping underway.</li> <li>- Selling positive image of high quality high density brownfield developments - continuing consultations. Future Place commission has developed an urban design toolkit to support higher density developments.</li> </ul>	Ongoing	<p><b>June 2020:</b> Staff resources are being sought for both GESP and the Local Plan to allow both to progress and work on the evidence base to support the Exeter Local Plan is also being sought. Formation of a Local Plan team will also allow for other statutory duties to be undertaken such as annual monitoring of the housing land supply as if the land supply falls below 5 years decisions need to be taken based on national policy only leaving the Council with less control. A proactive approach to housing delivery is being taken through the Liveable Exeter programme and Exeter City Living.</p>	
10	<p><b>Failure to adapt council workforce to ensure appropriate skills and experience</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Ageing workforce (half of staff over 50, considerable enough)</li> <li>- Difficulty to recruit into key areas - professional areas (planners, lawyers)</li> <li>- Empowerment, skills and engagement of managers to enable this change</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Loss of experience</li> <li>- Increased spending on agency workers</li> <li>- Not having cost effective council services delivering the right outcomes</li> <li>- Service disruption</li> <li>- Cost of appeals / challenges across the council services</li> <li>- Increased stress / pressure on workforce</li> </ul>	June 2019	Baan Al-Khafaji	3	3	9	<ul style="list-style-type: none"> <li>- Market supplement scheme in place</li> <li>- Apprenticeship opportunities for new and existing staff</li> <li>- Employing part qualified staff and training them (internal and external) - procurement, planning etc.</li> <li>- Improvements in metric tracking (age, gender, skills profiles)</li> <li>- Business Partnering model allowing for greater collaboration between service areas and HR.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>- Effective use of metrics utilising new system (within 12 months)</li> <li>- Ensure robust implementation of new workforce planning process (local mgmt team led)</li> <li>- Utilising agile program to compliment modernisation of work environment</li> <li>- Review of progress against GDR.</li> </ul>	TBC	No further update this quarter.	
11	<p><b>Maintaining the Financial Sustainability of the Council</b></p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Fair funding review from central government involving rebaselining of business rates (income loss of £1.8m per annum) and determination of a new formula which could have funding implications.</li> <li>- Inability to deliver £2.4m savings target over two year period</li> <li>- Move to 75% business rate retention rather than government grant increases volatility of income and dependence upon growing local economy and business rates.</li> <li>- Inability to grow Exeter city centre and associated business rates etc.</li> <li>- Policy, regulatory or legislative changes which are not fully funded from central govt.</li> <li>- Failure to realise commercial ambitions of council</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- unable to balance budget</li> <li>- reduced income for council services</li> <li>- larger than anticipated cuts (in year or over longer term)</li> <li>- reduction in reserves</li> <li>- impacts on council services and therefore resident outcomes</li> </ul>	January 2018	Dave Hodgson - Chief Finance Officer	4	4	16	<ul style="list-style-type: none"> <li>- Detailed MTFP assessed and agreed with Members</li> <li>- 5 point savings plan agreed and being implemented with suitable governance arrangements in place.</li> <li>- Budget report in new year and recommendations to members briefing in December 2019.</li> <li>- Significant investment in city centre regeneration (st sidwell's point &amp; bus station) including developing a new vision for the rest of the site which includes mixed use</li> <li>- New Business Development manager appointed to identify and grow commercial opportunities</li> <li>- Strong level of unringfenced general fund reserves to protect against shocks</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>- Continue to respond to consultations making case for council</li> <li>- Lobby government for relaxation of council tax increase restrictions</li> <li>- Further development of role and scope of business development manager position</li> </ul>	Dec-20	<p><b>June 2020:</b> The level of risk has increased as a result of Covid-19. The current medium Term Financial Plan requires £5.8 million reductions to balance as a result of projections based on lower business rates receipts and increased costs.</p>	

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12	<p><b>Inability to deliver carbon neutral operations for Exeter City Council by 2022</b></p> <p>The Council have committed to make their own operations carbon neutral ahead of 2030 in order to lead the City by example. There is a risk that this is not achieved.</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>- Failure to establish a clear target and trajectory to reduce carbon impact from Council operations</li> <li>- Failure to communicate and engage with staff at all levels to understand the changes required and to identify solutions</li> <li>- Inability to establish baseline and indicators that can measure progress</li> <li>- Unclear ownership of cross-directorship activity and failure to identify/deliver efficient action</li> <li>- Conflicts between carbon reduction and other strategic priorities e.g. cost savings</li> <li>- Failure to balance need for immediate practical action with need for analysis of baseline</li> <li>- Failure to understand the scale of resources (human and financial) required to deliver change</li> <li>- Financial pressures mean resources are not available</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Reputational</li> <li>- Carbon reduction targets will become harder as we approach 2030 which mean the financial investment will increase</li> <li>- Central government may mandate changes that are costly to implement and dont meet local needs</li> </ul>	08.11.19	Karime Hassan - Chief Executive	4	3	12	<p>Full Council have agreed to make operations of Exeter City Council carbon neutral</p> <p>Corporate Energy team has already delivered impactful projects linked to energy reduction and renewal energy generation.</p> <p>Passive Haus projects demonstrating commitment to energy efficient council housing stock.</p>	2	3	6	<p>- Develop cross-directorship sustainability plan that includes: 1.energy (reduction and generation); 2. mobility (Council fleet and staff travel); 3.Sustianability (air quality, biodiversity, resource management); 4. capability (skills, data, operational processes)</p> <p>- Appointment of Director/Senior Officer to assess cross-directorship sustainability performance and identify areas for improvement as well as tracking and reporting progress on carbon performance</p> <p>- Undertake full review of internal policies and processes that are in conflict with carbon neutral aspirations and highlight opportunities for change</p> <p>- Improve communications of Council activities to make own operations carbon neutral and showcase as exemplar to other organisations</p>	Apr-20	No further update this quarter.
13	<p><b>Inability to manage and respond to COVID-19 pandemic</b></p> <p><u>Potential Causes:</u></p> <p>Due to a loss of income from business rates, commercial rents and car parking charges, the council is unable to put measures in place to manage and support its staff and stakeholders during and after the pandemic</p> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- - Loss of staff due to illness</li> <li>- Loss of income for the council</li> <li>- Closure of Civic Centre</li> <li>- Negative impact on economy for Exeter and wider region</li> <li>- Unable to support Exeter Community Wellbeing</li> <li>- Adverse impact on service delivery</li> </ul>	March 2020	CX	4	4	16	<ul style="list-style-type: none"> <li>- All office based staff are working agile and flexibly and can work from home</li> <li>- All services have business continuity plans in place which are reviewed regularly</li> <li>- Sickness levels regularly reviewed</li> <li>- Regular SMB meetings to review and manage the council's response</li> <li>- Exeter Wellbeing Hub established</li> <li>- Wellbeing guidance for staff and managers published on intranet</li> <li>- Further digitalisation of services</li> <li>- Exeter Recovery Plan has been prepared</li> <li>- Emergency budget has been prepared</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>-Finalise and approve the Exeter Recovery Plan</li> <li>-Work with partners to deliver the Exeter Recovery Plan</li> <li>-Executive to agree the Emergency Budget</li> <li>-Continue to communicate with staff and provide additional wellbeing support as needed</li> </ul>	TBC Ongoing July 20 Ongoing	New Risk.