



Corporate Risk Register

Review: Apr-23

Reference	Category	Corporate Plan Alignment Area	Risk Description	Risk Scoring		Target Date
				Inherent	Residual	
1	Strategic	Net Zero Carbon City	Delivering against the key challenges in the Net Zero Carbon City section of the Corporate Plan.	16	16	Apr-30
2	Strategic	Healthy and Active City	Making progress towards a Healthy and Active City	12	6	Mar-25
3	Strategic	Leading a Well-run Council	Adapting the council workforce to ensure appropriate skills and experience	9	6	Jan-23
4	Strategic	Leading a Well-run Council	Maintaining the Financial Sustainability of the Council	16	8	Feb-24
5	Strategic	Leading a Well-run Council	Maintaining the Council's Property and Infrastructure Assets	16	12	Feb-24
6	Strategic	Housing and Building Great Neighbourhoods	Delivering Housing and Building Great Neighbourhoods and Communities	16	16	Mar-25
7	Strategic	Thriving Culture and Heritage	Maintaining a thriving Culture and Heritage sector	9	2	Mar-26
8	Strategic	Prosperous Local Economy	Delivering against the key challenges in the 'Prosperous Local Economy' section of the Corporate Plan.	12	9	Mar-24
9	Strategic	Leading a Well-run Council	Progressing the design and delivery of a corporate Customer and Digital Strategy	16	12	Mar-24

Internal				External							Risk Appetite Rating
Resources				Risk Drivers for Appetite							
Time	Financial	People	Assets	Political	Financial	Reputational	Regulatory	Legal	Compliance	Community	
High	High	High	High	Very High	Low	Very High	Very Low	Very Low	Low	High	Cautious (M)
Medium	Medium	High	High	Very High	Low	Very High	Low	Low	Low	High	Open to Risk (H)
Medium	High	Low	Very Low	Very High	Very High	Very High	Medium	Medium	Medium	Very High	Open to Risk (H)
High	Low	High	Very Low	Very High	Very High	Very High	Very High	Very High	Very High	Very High	Cautious (M)
Very High	Very High	High	Very High	Medium	Very High	High	High	Very High	Very High	Very High	Cautious (M)
Very High	High	Medium	Low	Very High	High	Very High	High	High	High	Very High	Open to Risk (H)
Medium	High	High	Medium	High	High	Medium	High	Low	Low	Medium	Cautious (M)
Low	Low	Low	Low	Very High	Very High	High	Medium	Low	Low	Very High	Open to Risk (H)
High	High	High	High	Medium	High	Medium	Medium	Low	Low	Medium	Open to Risk (H)

Corporate Risk Register

					Review Month:			May 2023			
Ref	Date Risk Identified	Risk Owner	Inherent Risk			Mitigations & Controls	Residual Risk			Tracking notes and monitoring	Target Implementation Date
			L'hood	Impact	Risk Score		L'hood	Impact	Risk Score		
1	Delivering against the key challenges in the Net Zero Carbon City section of the Corporate Plan.										
	<p><u>The key challenges are:</u></p> <ul style="list-style-type: none"> GHG emissions in Exeter are on a downward trajectory with emissions down by a third from 2008 to 2019. However, this reduction is largely due to the reduction in the carbon intensity of the national electricity grid. There has been a 64% reduction in emission from the power sector (with most generation plant located outside Exeter) between 2007 and 2019. It is concerning that emissions from buildings and transport are exceeding targets set for 2020 and the lack of progress in these sectors, combined with growth in the city, will potentially lead to increases in emissions. Significant work to reduce emissions from buildings and transport will be required to deliver Net Zero for the City. <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> No resources within ECC assigned to Citywide Net Zero ambitions Financial pressures and the large costs of carbon reduction Behavioural challenges over influencing businesses and public Technical capability to deliver and limited solutions available on the market Lack of control over all stakeholders (businesses, visitors etc.) Political environment and acceptance of policy changes required Misalignment with UK and Devon Climate Plan Failure to engage with resident and business of Exeter to ensure solutions proposed meet real need. <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Exeter does not meet its citywide target of becoming Net Zero by 2030. 										
	November 2019	PH - Climate & Ecological Crisis Officer Lead: None Identified	4	4	16	We are working with the University and Devon County Council to support their work in this area and focusing on reducing our own carbon emissions. Our internal carbon net zero plan is now the subject of a separate risk register presented half yearly to the Audit & Governance Committee by the Corporate Energy Manager, Net Zero Team at the request of members.	4	4	16	May 2023: None.	Apr-30
2	Making progress towards a Healthy and Active City										
	<p><u>Potential causes</u></p> <ul style="list-style-type: none"> Inability to deliver a cost neutral leisure service due to the financial nature of the service, cost of service delivery, and political aspiration of running a well run adequately funded service. Increasing socio-economic challenges and their impact on health inequalities and wellbeing with fuel poverty for example, resulting in reduced mental and physical wellbeing, with people in particular groups increasingly feeling isolated and unable to cope. Finding a sustainable funding model for Wellbeing Exeter, which we know makes a difference to the health and wellbeing of individuals and communities at a time of increasing pressure on public sector budgets. The ongoing risks to public swimming pools, gyms and leisure centres nationwide as a consequence of the Covid pandemic and increasing costs. The impact of the increasing cost of living, wage bill and energy on costs, whilst trying to keep costs to Exeter residents low. Responding to the post-pandemic impact on health inequalities and deprivation including a decrease in physical inactivity for those on low incomes or from culturally-diverse communities. <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Inability to deliver a cost neutral leisure service. Conflict between aspiration of delivering 'cost neutral' and political expectation to deliver a well run service. Wellbeing Exeter closure and significant impact on creating stronger communities Inequalities deepen across the city. Sport England don't continue to fund work - including capital development for Wonford Short term changes may not be sustainable 										
	May 2023	Portfolio Holder for Leisure and Physical Activity Officer Lead: Director for Culture, Tourism and Leisure	4	3	12	Sport England provide external funding until 2025 and possibly longer. Playing Pitch Strategy identifies opportunities SSP has increased leisure membership beyond 10,000 and provides the opportunity for wider reach. Built Facilities Strategy underway. Engagement with multiple stakeholders around delivery of Wellbeing Exeter. Strong defined and realistic commercial targets monitored regularly	3	2	6		Mar-25

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3	Adapting the council workforce to ensure appropriate skills and experience										
	<p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> - Ageing workforce (half of staff over 50, considerable enough) - Difficulty to recruit into key areas - professional areas (planners, lawyers) - Empowerment, skills and engagement of managers to enable this change <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> - Loss of experience - Increased spending on agency workers - Not having cost effective council services delivering the right outcomes - Service disruption - Cost of appeals / challenges across the council services - Increased stress / pressure on workforce 										
	June 2019	Corporate & Democratic Services and Environmental Health Officer Lead: Director Corporate Services	3	3	9	<ul style="list-style-type: none"> -Market supplement scheme in place -Retention scheme being worked on -New performance and development scheme to help with work force planning agreed by SMB. -Pay strategy review (working with the LGA) to be commence in 2024. -Employee wellbeing framework being progressed. -New behavioural framework agreed by SMB. - Apprenticeship opportunities for new and existing staff continue. - Robust review of essential skills and recruitment to enable employing part qualified staff and training them whilst working. - Improvements in people metric reporting to SMB (e.g age, gender, skills profiles) - Building on the agile and flexible program to work towards hybrid working to continue modernisation of working practices. -Creation of a staff think tank to consider how we might improve office work environment. - Business Partnering model allowing for greater collaboration between service areas and HR 	2	3	6	<ul style="list-style-type: none"> Market supplement scheme now formally codified in a policy. Draft retention scheme submitted to JCNC, but additional work required. New performance and development reviews to be formally launched in September 2023. New provider for our employee assistance programme recruited and launched in April 2023. New behavioral framework to be launched by 2024. Creative dream team (think tank) meeting fortnightly and progressing well. 	Jan-23

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4	Maintaining the Financial Sustainability of the Council										
	<p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> - Inability to deliver £5.1m savings target over four year period (to 2027-28); - Inability to maintain Business Rates income at levels currently generated; - Policy, regulatory or legislative changes which are not fully funded from central govt; - Impact of high inflation, rising interest rates and other external economic factors; - Potential for Local Government Finance redistribution (including a reset of Business Rates); <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> - Significant reductions required to Statutory Services, which become unable to function legally; - unable to balance budget, Government intervention required; - larger than anticipated reductions (in year or over longer term). - reduction in reserves below minimum level; - impacts on council services and therefore resident outcomes. 										
	January 2018	Leader of the Council Officer Lead: Director Finance	4	4	16	Detailed MTFP assessed and agreed with Members; - One Exeter plan agreed and being implemented with suitable governance arrangements in place; - Budget for 2023-24 agreed; - Significant investment in city centre regeneration (St Sidwell's point & bus station) including developing a new vision for the rest of the site which includes mixed use; - Appropriate level of unringfenced general fund reserves to protect against shocks; - Identify and bid for alternative sources of funding; - Lobby government for relaxation of council tax increase restrictions; - The Council has a clear strategy to address the savings required.	2	4	8	May 2023 - The MTFP has been rolled over and work has begun on reviewing the One Exeter Programme in the context of the updated Plan. Energy price inflation has started to ease and is expected to fall over the year before stabilizing. The Council will also benefit from the Change in VAT treatment for Leisure.	Feb-24

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5	Maintaining the Council's Property and Infrastructure Assets										
	<p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> • Council owns 100 operational properties and 600 Commercial Properties as well as 28 Bridges, 50 Parks, 90 Play Areas Footpaths, Highways, walls and a River, Canal and other watercourses • Shortages of materials and labour causing delay and increased costs across the capital programme • Interest Rate rises causing the cost of borrowing to rise significantly • Additional Borrowing adds pressure to the financial stability of the Council. <p><u>Potential impacts:</u></p> <ul style="list-style-type: none"> • Increased costs to Council • Sheer number of assets extremely high for a District Council, potential to cause significant financial harm • Delay in all projects, predominantly the condition survey projects and HRA programme, leading to prolonged periods of buildings being below the standard the Council is aiming for 										
	August 2021	Leader of the Council Officer Lead: Director Finance	4	4	16	<ul style="list-style-type: none"> - Consider Programme of Asset rationalisation - Identify alternative sources of funding to reduce borrowing - Commercial Properties mainly let on a full repairing lease basis - Reviewed existing capital programme to defer and remove schemes. - Change of emphasis to internally borrow in the short term to offset interest rate rises. 	4	3	12	May 2023: Capital Programme has been reduced. This does not mitigate the risk of deterioration of assets, but manages the risk to the financial position. Targeted review of assets to determine value. Making review of long leases a priority to deliver further capital receipts	Feb-24

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7	Maintaining a thriving Culture and Heritage sector										
	<p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> • Uncertainty around National Portfolio Organisations • To be seen by the Arts Council as 'Priority Place' against levelling up schematics • Moving from delivery to enabling and facilitation • Inability to create a flourishing night-time economy • A need to balance cultural ambition with the national funding picture and local financial challenges • A need to support Visit Exeter as a vital mechanism for promotion of our events, business and cultural offer. • Budget savings to address the medium term financial plan • UNESCO City of Lit working as a separate entity to the city, which is the designation holder. <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> • Loss of NPO funding • Loss of wider impact of cultural regeneration of the city. • Inability to support night time economy • Inability to support cultural sector • Inability to deliver services including RAMM, Corn Exchange, Red Coats, Custom House, Underground Passages, Box Office • Non-renewal of UNESCO status • Reputational impact locally, nationally and internationally 										
	May 2023	Deputy Leader Officer Lead: Director Culture, Tourism and Leisure	3	3	9	Strong relationship with Arts Council England and stakeholders. New five year Cultural Strategy being developed with tangible deliveries. Significant cultural assets owned and run by the cultural sector. UNESCO City of Literature status awarded and monitored. Funding agreed with ACE until 2026 with Exeter's National Portfolio Organisations	1	2	2		Mar-26
8	Delivering against the key challenges in the 'Prosperous Local Economy' section of the Corporate Plan.										
	<p><u>The key challenges are:</u></p> <ul style="list-style-type: none"> • Retention and recruitment, with some difficult-to-fill vacancies, which is stifling business growth. • A rise in residents becoming economically inactive, particularly those in the 50+ age groups. • Matching the learning and skills opportunities for residents with current and future job opportunities. • Low levels of graduate retention from the University of Exeter. • Levels of aspiration amongst our young people and limited awareness of opportunities. <p><u>Potential Causes:</u></p> <p>Following budget reductions in April 2019 and the discretionary services review implemented in April 2023 there is no longer an economic development service or skills function. Both discretionary services have ceased and there is no officer resource or budget to progress this corporate priority.</p> <p><u>Potential Impacts:</u></p> <p>The identified key challenges are not addressed.</p>										
	May 2023	Deputy Leader Officer Lead: Director Net Zero and City Management	3	4	12	We have worked with the University and Exeter College to enable them to take on more of a leading role in this area.	3	3	9		Mar-24
9	Progressing the design and delivery of a corporate Customer and Digital Strategy										
	<p><u>The key challenges are:</u></p> <p>Digital technology has, and is continuing to change the way people live, connect and work. The Covid-19 pandemic has seen resident and customer expectations shift. Digital technology has evolved significantly and for most of us, digital technologies have become an essential part of our lives and we all want easy access to joined-up information and efficient secure services in the palm of our hand. People increasingly expect to interact with organisations wherever they like, whenever they like, on whichever device they have and on whatever channel they choose. With customer behaviour changing faster than ever, the task of digital transformation demands significant changes to people, processes and technology.</p> <p>We are currently lagging behind many other Councils in our development of digital services and how we engage with our customers to improve and develop them. We have identified this as a priority to address in the One Exeter programme. We are taking a strategic approach and will be launching a draft Customer Communication and Digital Services Strategy consultation alongside developing a digital road map in partnership with Strata our shared IT Company and our co-owners (Teignbridge and East Devon District Councils).</p> <p>Our key challenges are the pace and scale of transformation needed in business processes; functional and organisational structures; culture; skills and resources within the Council and also within and between Strat and our partners.</p> <p><u>Potential Causes:</u></p> <p><u>Potential Impacts:</u></p> <p>Failure to agree and implement the required level of Corporate change will impact on the ability of the Council to deliver a balanced MTFP which requires transformational change in how are services are delivered. One Exeter requires staff working more effectively to meet increases in demand with higher costs and reduced income. Digital, integrated and automated services are essential to achieving the most cost-effective outcomes for customers.</p>										

