

# Corporate Risk Register

## APPENDIX A

						Review Month:			September 2024		
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<b>1</b>	<p><b>Delivering against the key challenges in the Net Zero Carbon City section of the Corporate Plan</b></p> <p><u>Challenges:</u></p> <ul style="list-style-type: none"> <li>GHG emissions in Exeter were on a downward trajectory with emissions down by a third from 2008 to 2019. 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.</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>Exeter does not meet its citywide target of becoming Net Zero by 2030.</li> </ul>										
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	November 2019	PH - Climate, Ecological Change & Communities Officer Lead: Strategic Director for Place	4	4	16	We are working with the University of Exeter and Devon County Council to support their work in this area and focusing on reducing city wide 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 Project Manager for Net Zero.	4	4	16	A Programme Manager has been appointed and is in post for two years to lead on City Wide Net Zero. Exeter Energy (1Energy) presented an overview of the proposed Exeter District Heat Network (DHN) to members. Exeter Energy has consulted on proposals for an Energy Centre, located at Grace Road Fields, Water Lane. Executive has agreed in principle, to the disposal of land at Grace Road Fields to build the Energy Centre. A review of city-wide carbon emissions has been commissioned (funded by the University of Exeter), which will be presented to Strategic Scrutiny November 2024 with future updates presented every 6 months on activity and progress	Apr-30

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<b>2</b>	<p><b>Making progress towards a Healthy and Active City</b></p> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Entrenched health inequalities in priority neighbourhoods.</li> <li>• Cost of living crisis impacting on the ability of people to participate in paid for sport and physical activity including membership/fees at council leisure centres.</li> <li>• Securing long term funding for Wellbeing Exeter with its proven ability to positively enable sustainable increases in physical activity amongst communities facing the biggest barriers and poorest health outcomes.</li> <li>• Rising energy, maintenance and staffing costs of leisure centres.</li> <li>• Achieving a balance between membership and running costs of leisure centres to achieve the Council ambition of providing a high-quality leisure service accessible and relevant to individuals and families on low incomes and culturally diverse communities.</li> <li>• Delivering planned financial and operational outcomes of St Sidwell's Point Swimming Pool and Leisure Centre.</li> <li>• Securing capital and revenue funding for the plan to create a Community Health and Wellbeing Hub at Wonford.</li> </ul> <p><b>Potential Impacts</b></p> <ul style="list-style-type: none"> <li>• Inability to achieve the strategic ambition of maintaining high-quality, city-wide, cost neutral built leisure facilities.</li> <li>• Increasing subsidies for leisure services impacting on other service provision.</li> <li>• Closure of some leisure centres reducing access to facilities for current users.</li> <li>• Wellbeing Exeter closes and systemic asset-based community development across priority neighbourhoods ends, and vulnerable communities feel let down by the council.</li> </ul>
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	May 2023 updated by Interim Director August 2024	Portfolio Holder for Leisure and Physical Activity. Officer Lead: Strategic Director, People (Interim from August 2024)	4	3	12	<p>Wellbeing Exeter Case for Change published in 2023 with a more targeted and flexible model.</p> <p>Funding secured for 24/25 through a combination of Sport England Grant and ECC Neighbourhood CIL funding.</p> <p>Successful implementation of new operating model for leisure reducing management and staffing costs resulting in reduction of deficit(subsidy) to @ £1.2m</p> <p>Marketing of ECC leisure membership delivering increases in membership @11,000.</p>	3	2	6	<p>Further review of leisure operating model to be undertaken October 2024 by new Head of Service being recruited as part of the Senior Leadership Restructure.</p> <p>Funding from Sport England being sought for 2025/2027 through Place Partnership bid awaiting final decision September 2024.</p> <p>Leisure service Built Facilities Strategy due for initial review by SMB September 2024</p>	March 2025



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<b>3</b>	<p><b>Adapting the council workforce to ensure appropriate skills and experience (Developing a future proof workforce)</b></p> <p><u>Challenges</u></p> <p>AI, robotics and digitisation technologies require acquisition of new knowledge, skills and competencies and with an aging workforces whose demographics is not reflective of the diversity of the city's population; some national shortages of some professional roles and a growing trend to more remote and hybrid working the council needs a new approach to workforce development, recruitment and retention.</p> <p><u>Potential Impacts</u></p> <ul style="list-style-type: none"> <li>• Workforce and service delivery models not meeting the needs of customers leading to poor outcomes and inefficient, unaffordable services.</li> <li>• High levels of agency and consultancy spending.</li> <li>• Low staff morale and poor recruitment and retention</li> <li>• Loss of reputation of the Council</li> </ul>										
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	August 2024 risk updated by Strategic Director People	Deputy Leader, Officer Lead: Strategic Director, People	3	3	9	<p>Market supplement scheme in place</p> <p>Apprenticeship opportunities for new and existing staff</p> <p>Senior Leadership restructure created new Strategic Director for People</p> <p>A review of pay structure will be completed by December 2024.</p> <p>External review of HR and OD functions and a mini-Peer Reivew into Equality, Diversity and Inclusion both completed by June 2024 providing a clear route map for organisational transformation a route map for total transformation</p> <p>Recommendations are being taken forward into a</p>	2	3	6	<p>July 2024 Strategic Director appointed with responsibly for OD, HR and customer and digital transformation.</p> <p>A new Head of Service HR and OD to be permanently recruited; external Interim Head commencing in September 2024 for 6 months to lead the implementation of the transformation plan.</p> <p>Successful negotiations with Strata completed to bring forward replacement of current ITrent (HR and payroll system) with enhances cloud-based functionality agreed to underpin HR and OD transformation programme.</p>	Sept 2025

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						transformation plan: outcomes will include a new operating mode for HR and OD functions better aligned to supporting the business needs and leading on policy and people development. Improved management information to enable effective performance monitoring on a wide range of people data, mandatory training and team and staff performance. A workforce development strategy underpinned by a skills audit and analysis to enable succession planning and future recruitment, retention and training strategies.					



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<b>4</b>	<p><b>Maintaining the Financial Sustainability of the Council</b></p> <p><u>Challenges:</u></p> <ul style="list-style-type: none"> <li>- Inability to deliver £5.1m savings target over four year period (to 2027-28);</li> <li>- Inability to obtain and maintain Business Rates income at levels currently generated;</li> <li>- Policy, regulatory or legislative changes which are not fully funded from central govt;</li> <li>- Impact of high inflation, rising interest rates and other external economic factors;</li> <li>- Potential for Local Government Finance redistribution (including a reset of Business Rates);</li> </ul> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>- Significant reductions required to Statutory Services, which become unable to function legally;</li> <li>- Unable to balance budget, Government intervention required;</li> <li>- Larger than anticipated reductions (in year or over longer term).</li> <li>- Reduction in reserves below minimum level;</li> <li>- Impacts on council services and therefore resident outcomes.</li> </ul>
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	January 2018	Leader of the Council Officer Lead: Strategic Director Corporate Resources	4	4	16	<p>Detailed MTFP assessed and agreed with Members;</p> <ul style="list-style-type: none"> <li>- One Exeter plan agreed and being implemented with suitable governance arrangements in place;</li> <li>- Budget for 2024 - 25 agreed;</li> <li>- Significant investment in city centre regeneration;</li> <li>- Appropriate level of unringfenced general fund reserves to protect against shocks;</li> <li>- Identify and bid for alternative sources of funding;</li> <li>- Lobby government for relaxation of council tax increase restrictions;</li> <li>- The Council has a clear strategy to address the savings required.</li> </ul>	2	4	8	<p>Sep-24 Review of initial Service Proposals complete; New 5 stage Strategy being developed; Timetable has been updated and considered by SMB. Work with members to start in September</p>	Feb-25

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<b>5</b>	<b>Maintaining the Council's Property and Infrastructure Assets</b>										
<p><u>Challenges:</u></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Shortages of materials and labour causing delay and increased costs across the capital programme</li> <li>• Interest Rate rises causing the cost of borrowing to rise significantly</li> <li>• Additional Borrowing adds pressure to the financial stability of the Council.</li> </ul> <p><u>Potential impacts:</u></p> <ul style="list-style-type: none"> <li>• Increased costs to Council</li> <li>• Sheer number of assets extremely high for a District Council, potential to cause significant financial harm</li> <li>• 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</li> </ul>											

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	August 2021	Leader of the Council Officer Lead: Strategic Director Corporate Resources	4	4	16	<ul style="list-style-type: none"> <li>Consider Programme of Asset rationalisation, where maintenance costs are uneconomic;</li> <li>Identify alternative sources of funding to reduce reliance on borrowing;</li> <li>Commercial Properties mainly let on a full repairing lease basis</li> <li>Reviewed existing capital programme to defer and remove schemes.</li> <li>Change of emphasis to internally borrow in the short term to offset interest rate rises.</li> </ul>	4	3	12	<p>The two property maintenance teams have now been merged under one Head of Service. This will allow a review of resources to take place and the sharing of good practice.</p> <p>Some significant projects are now either beginning or at the detailed planning stage and progress is being made with the capital programme.</p> <p>Work has taken place to realign the available resources with the planned programme over the next two years</p>	Feb 26

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<b>6</b>	<b>Delivering Housing and Building Great Neighbourhoods and Communities</b>										
<p><u>Challenges:</u></p> <ul style="list-style-type: none"> <li>- brownfield first approach is the most sustainable option, and aligns with government policy but most sites are currently unviable and developers are unwilling to invest, resulting in sites being stalled</li> <li>- inadequate infrastructure funding for brownfield land regeneration</li> <li>- lack of specialist staff resources to support the work</li> <li>- inability to address complex land assembly and infrastructure challenges</li> <li>- significant abnormal costs associated with this type of programme</li> <li>- low land/property values and lack of investment appetite (especially BtR sector)</li> <li>- Significant local community opposition to development</li> </ul> <p><u>Potential impacts:</u></p> <ul style="list-style-type: none"> <li>- significant loss of income to fund services/infrastructure (CIL; S106; NHB; Council Tax; Business Rates) and inability to secure external funding from government</li> <li>- increased traffic congestion and net-zero not achieved by 2030</li> <li>- Exeter Plan found unsound resulting in city housing needs not being met and exacerbating the Devon Housing Crisis, especially in terms of affordable housing; lack of 5-year housing supply resulting in loss of planning control/sub-optimal development and loss of green space/special characteristics of Exeter.</li> <li>- new neighbourhoods not created, existing communities become unbalanced and suffer from lack of infrastructure/services, and economy of the city is stalled</li> <li>- active travel and accessible city aspirations not met</li> <li>- unsustainable development and new homes do not meet Garden City principles</li> <li>- housing built on greenfield sites</li> </ul>											

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	November 2021	Leader of the Council Officer Lead: Strategic Director for Place	4	4	16	<p>Access to government funding programmes (Brownfield Land Release Fund; Garden Communities; One Public Estate; New Development Corporations Competition Fund) is supporting Liveable Exeter and Council Owned Building projects</p> <ul style="list-style-type: none"> <li>- Project management capacity brought in</li> <li>- Preparation of business cases, feasibility studies, development frameworks for strategic sites (E.g. Marsh Barton, Southgate, Water Lane, red Cow &amp; City Point)</li> <li>- Acquiring land and property using CPO powers and dispose of land to enable infrastructure.</li> <li>- Use of CIL and S106 funding to support infrastructure provision.</li> </ul>	4	4	16	<p>Water Lane Design Code adopted by Council as SPD (July 2024); Mary Arches car park marketing exercise completed; Council Owned Building programme providing new council houses for tenants is continuing with Hamlin Gardens due to be completed this Autumn and Vaughan Road (Phase 1) next year; Devon Housing Commission final report published; the government has published a series of proposed planning reforms.</p>	On going

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						<ul style="list-style-type: none"> <li>- Through the Exeter Design Quality Partnership adopt an enabling and collaborative culture with developers and landowners, instilling confidence in the planning process.</li> <li>- Enhanced Member Training to improve quality of decision making in planning.</li> <li>- Exeter Place Partnership established to bring together the city's institutions to take ownership of the city vision and aspirations and to work collectively on obstacles to delivery</li> </ul>					

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<b>7</b>	<b>Maintaining a thriving Culture and Heritage sector</b>										
<p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> <li>• A need to balance cultural ambition with the national funding picture and local financial challenges</li> <li>• A need to support Visit Exeter as a vital mechanism for promotion of events, business and cultural offer.</li> </ul> <p>Ensuring culture is relevant to all of Exeter's communities</p> <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> <li>• Loss of NPO funding</li> <li>• Loss of wider impact of cultural regeneration of the city.</li> <li>• Inability to support night time economy</li> <li>• Inability to support cultural sector</li> <li>• Inability to deliver services including RAMM, Corn Exchange, Red Coats, Custom House, Underground Passages, Box Office</li> <li>• Non-renewal of UNESCO status</li> <li>• Reputational impact locally, nationally and internationally</li> </ul>											



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	May 2023	Deputy Leader Officer Lead: Strategic Director for Place	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	Sept 2024: New Head of Culture appointed. Executive to receive a report in October to extend NPO funding for a further year, to 2026-2027.  SMB to agree scope for the new Cultural Strategy.	Oct 24

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<b>8</b>	<p><b>Delivering against the key challenges in the 'Prosperous Local Economy' section of the Corporate Plan.</b></p> <p><u>Key challenges:</u></p> <ul style="list-style-type: none"> <li>• Retention and recruitment, with some difficult-to-fill vacancies, which is stifling business growth.</li> <li>• A rise in residents becoming economically inactive, particularly those in the 50+ age groups.</li> <li>• Matching the learning and skills opportunities for residents with current and future job opportunities.</li> <li>• Low levels of graduate retention from the University of Exeter.</li> <li>• Levels of aspiration amongst our young people and limited awareness of opportunities.</li> </ul> <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>Upcoming In Exeter BID vote in October 20204, is unsuccessful.</p> <p><u>Potential Impacts:</u></p> <p>Exeter's economic base is weakened</p>
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	May 2023	Deputy Leader Officer Lead: Strategic Director for Place	3	4	12	Partnership work with the University and Exeter College to take on more of a leading role in this area. New focus on the city centre economy. Close working with InExeter and other key partners, especially in relation to the city centre.	3	3	9	Sept 2024: Initial consultation on a new City Centre Strategy, undertaken in July 2024.	Mar 25

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<b>9</b>	<p><b>Progressing the design and delivery of a corporate Customer and Digital Strategy</b></p> <p><u>Challenges</u></p> <ul style="list-style-type: none"> <li>• Digital technology continues to change the way people live, connect and work and this shift has been expedited by the Covid-19 pandemic. Digital technology continues to evolve at a rapid pace and for many have become an essential part of everyday life.</li> <li>• People expect easy access to joined-up information and efficient, secure services in the palm of our hand; increasingly expecting to interact with organisations wherever they like, whenever they like, on whichever device they have and on whatever channel they choose.</li> <li>• With customer behaviour changing faster than ever, the task of digital transformation demands significant changes to people, processes and technology. 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 within and between Strata and our partner councils.</li> <li>• We are currently lagging 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.</li> </ul> <p><u>Potential Impacts</u></p> <ul style="list-style-type: none"> <li>• Failure to agree and implement the required level of organisational change will impact on the ability of the Council to deliver a balanced MTFP which requires transformational change in how services are delivered.</li> <li>• Workforce and service delivery models not meeting the needs of customers leading to poor outcomes and inefficient, unaffordable services.</li> </ul>
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- High levels of agency and consultancy spending.
- Low staff morale and poor recruitment and retention
- Loss of reputation of the Council

**April 2024: New risk: Cyber Security:** There is increased global concern about the use of AI and emerging technologies for malign purposes. Whilst there are no specific new threats nationally or regionally in relation to Local Government and we have no specific concerns about current systems and processes, Strata Directors have requested the company to undertake a risk awareness and management workshop with the Directors of all 3 Councils to provide assurances that there is sufficient capability and capacity to understand and mitigate risks and respond should a "never event" occur. This process is due to complete in October 2024 and until this process has been completed and assurances /action plans adopted this issue will remain on the Corporate Risk Register.

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	May 2023 updated by Strategic Director August 2024	Leader of the Council Officer Lead: Director for People	4	4	16	<p>Improved control of ICT Business Change Requests resulting in better use of valuable Strata resources.</p> <p>Customer Digital Strategy approved by Council in November 2023 sets clear direction around 10 outcome goals.</p> <p>June 2024 successful implementation and roll out of Microsoft 365 and the uses of Teams for improved communication and collaboration. New member SharePoint site designed and delivered.</p> <p>One Exeter a single integrated transformation programme across the Council, with strong</p>	2	4	8	<p>Outcomes from 2023/24 One Exeter projects has informed the Senior Leadership restore currently being implemented which breaks down service silos and introduces a customer-centric culture to underpin functional and structural integration across the Council</p> <p>Deeper collaboration and development of shared approaches and services with Strata, Teignbridge and East Devon District Councils resulted in Strata 2024/25 Business Plan approved setting out investments in key enablers to underpin the council's strategy.</p> <p>One Exeter programme priorities for 2024/25 include approval of new Data Strategy, roll out of SharePoint file management system, introduction of single sign on customer accounts,</p>	Mar-26

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						leadership from SMB and the Extended Leadership Team, refocused on fewer but more strategic organisational change programmes.				implementation of new telephony to replace SKYPE, implementation of new Customer Relations Management System and Middleware technology to facilitate the integration of customer data from line of business systems to enable "one view of the customer"; updated ITRENT HR and Payroll systems, new HR and Performance SharePoint sites and end user computing to negate the need for continued use of Global Desktop transferring to more reliable and agile cloud based systems..	