

Strategic Risk Register including Management Action Plans (where appropriate)

Medium-Term Financial Strategy – 1

Risk Rating C2 (C2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Council sets a Medium-Term Financial Strategy (MTFS), covering a four-year period, which is reviewed and updated annually.</p> <p>Assumptions are made about anticipated changes on the revenue account e.g. government grant levels, income levels, inflation, pay awards, council tax collection rates, etc. together with planned and anticipated efficiency savings, council tax levels and the use of balances.</p> <p>Assumptions are also made regarding capital resources with a capital programme being planned and agreed against these resources.</p> <p>The Government's Spending Review 2013 and Autumn Statement announced in June and December 2013, respectively, confirmed the continued reduction in funding to local government and reinforces the commitment to its deficit</p>	<ul style="list-style-type: none"> • Government funding settlements are reduced by more than anticipated. • Other organisations which provide significant contributions to the Council face their own funding pressures and may require greater reductions than expected. • Circumstances change which render the planned savings unachievable. • Other financial assumptions prove incorrect. Including income budgets not achieved. • Capital receipts are not received as planned. • Capital resources insufficient to finance capital programme. 	<ul style="list-style-type: none"> • Priorities and projects are not delivered. • Cuts necessary to services • Rushed decisions to find other savings • Staff unsettled and de-motivated. • Financial savings are not achieved; balances used more than planned. • Assets not fit for purpose • Satisfaction levels with the Council fall • Cannot implement low council tax strategy

reduction plan and to returning the public finances to a sustainable position.		
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Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Robust budget review and setting process involving Management Board and Cabinet members developed over a number of years</p> <p>Unallocated balances significantly exceed minimum level of £1.5million.</p> <p>Regular Budgetary Control and monitoring processes in place.</p> <p>Programme of efficiency reviews and Member Board to monitor progress of reviews.</p>	<p>Update MTFS following receipt of: the notification of final financial settlement figure for 2014/15 and the revised regulations and guidance on the business rates retention scheme.</p> <p>Continue work to improve financial modelling for business rates income and New Homes Bonus grant.</p>		<p>Financial savings delivered on time and as budgeted.</p> <p>Setting a balanced base budget for 2014/15 with no increase in council tax and having plans to meet funding shortfalls in subsequent years of MTFS</p> <p>Service and performance levels delivered as planned.</p> <p>Collection rates of council tax and business rates achieve planned levels.</p>	Corporate Director (CF) Monthly	Feb 2014	<p>Draft MTFS provides a plan to provide a balanced budget with a reduction of 1% in council tax for 2014/15 and no increase for 2015/16. Shortfalls to be addressed for 2016/17 of £0.7m and 2017/18 of £0.7m.</p> <p>Estimated unallocated balance as at 31st March 2014 is £7.8million.</p> <p>Action plan developed following Peer Challenge, managed by the Local Government Association, in October 2013.</p> <p>Increased monitoring of:</p> <ul style="list-style-type: none"> • Amount of council tax support awarded • awards from the Exceptional Hardship Fund; and • Business rates and council tax collection rates.

Economic Development – 2

Risk rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>The Council has identified Economic Development as a key Corporate priority for the District as set out in the Corporate Strategy.</p> <p>The District is looking for inward investment, job creation, business growth and investment in infrastructure. There is also a programme to sustain/grow our town centres.</p>	<p>Lack of investment in economic development and infrastructure prevents business growth and job creation.</p>	<ul style="list-style-type: none"> • Reduction in new jobs • Loss of revenue / growth in business rates • Less employment • Lower inward investment • Fewer new businesses being created • Less investment in infrastructure as a result of less development

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Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Strong working relationship with Essex County Council, Haven Gateway and the South East Local Enterprise Partnership (LEP) on key priorities for economic development. The LEP is moving to a federated model with an Essex sub board offering the opportunity for stronger influence</p> <p>Partnership with Essex County Council, Colchester and Tendring Councils and the Highways Agency on establishing a business case for improvements to the A120.</p> <p>District Economic Development Prospectus agreed, setting clear economic priorities</p>	<p>Continuing to develop a strong relationship with strategic businesses and working with them to lobby the South East LEP; Highways Agency; Network rail etc. to invest in the District's economic priorities</p> <p>Developing our inward investment offer through an Investment Prospectus and website</p> <p>Ensuring that we have a realistic delivery plan and maximising the use of available resources to lever investment in delivery, including New Homes Bonus</p> <p>Supporting Town Teams to develop a clear vision and ensuring that they have the capacity to deliver town centre regeneration</p>	Corporate Director (JH)	<p>Creation of new jobs</p> <p>New Business starts</p> <p>Business growth in the District</p> <p>Inward Investment in the District</p> <p>Investment into District infrastructure</p>	Quarterly		<p>Capacity of Economic Development Team strengthened to support delivery</p> <p>Business community consulted on District Economic Development Prospectus, which sets clear economic priorities for the period to 2026</p> <p>Work to ensure that key infrastructure projects are included in the Essex and LEP Strategic Plans</p> <p>Business Leaders Board established to strengthen engagement with strategic businesses</p> <p>Springwood Drive Enterprise Units extension approved and ICS/ Growth Area Funding secured</p> <p>Delivery of town centre</p>

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<p>District Investment into capital/revenue projects to create business growth in the District.</p> <p>Working in partnership with Ignite business to provide new business start-ups and to grow businesses.</p>						<p>infrastructure improvement projects underway (South Street, St. Michaels Fountain)</p> <p>Range of Portas Pilot initiatives delivered in three towns Gateway</p>
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Local Development Framework – 3

Risk Rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
<p>Braintree District Council has an adopted Core Strategy and is in the process of preparing the District's Site Allocation and Development Management Policies. The Local Development Framework plans for housing and commercial growth in the District which will deliver 4,637 new homes and 14,000 new jobs up to 2026.</p> <p>Government policy on housing numbers required to be delivered and background documents which are being produced could show a much higher requirement for housing and Gypsy and Traveller sites within the District then is presently being planned for in the Core Strategy and Site Allocations and Development Management Plan.</p> <p>As a result of national changes, there may be a different approach taken by the Planning Inspectorate on how housing number requirements are assessed, and this could have implications for the current LDF process and future growth levels in the district.</p>	<p>The Economic climate does not improve resulting in lack of housing or employment growth.</p> <p>Under Planning Inspection the current LDF and Site Allocation is found unsound.</p>	<ul style="list-style-type: none"> • Lack of new jobs in the District and failure to deliver job target • Reduction in construction of new homes to provide opportunity for residents to get onto the housing ladder or move up it. • Inability to attract inward investment or business growth • Inability to attract skilled workers to the District • Fewer new affordable homes to meet the need in the District • Less investment in infrastructure through Section 106/ future Community infrastructure levy from development • Loss of appeals on planning applications for development on unallocated sites outside of development boundaries • Cost to the Council of preparing a new Local Plan and associated evidence base • Council not able to meet its objectively assessed need for housing

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Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Consultation – public, town councils, parishes and pressure groups.</p> <p>Engaging at a regional level.</p> <p>Looked at infrastructure implications.</p> <p>Programme of reporting and decision making through Local Development Framework Sub Committee</p> <p>Strong working relationship with major developers on key housing/commercial sites in the District.</p> <p>Joint working with other Essex authorities.</p>	<p>Work programme keeps to timetable to ensure adoption of site allocations.</p> <p>Working in partnerships – sharing long term aims and potentially sharing risks</p> <p>Encouraging a community view / balancing with District and national interests.</p>	Corporate Director Sustainable Development	Ensuring LDF process is adopted/ approved on target	Quarterly	Spring/ Summer 2014	<p>Adoption of Core Strategy.</p> <p>Adoption of new Statement of Community Involvement</p> <p>Public consultation held on the Site Allocations and Development Management Plan</p> <p>Council agreement of Pre Submission Site Allocations and Development Management Plan</p> <p>Allocation of Growth Area funding, revenue and capital, by LDF Sub Committee.</p>

Community Resilience – 4

Risk Rating C2 (B2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>There is a small proportion of the district's population that is affected by current changes to welfare reforms. However, many of the changes are still working through and the impacts are uncertain.</p> <p>There are a number of deprived areas in the district with children in poverty, health inequalities, lack of skills and higher unemployment.</p> <p>Educational attainment in the district (based on English and Maths GCSE results) is low compared to the rest of the county.</p> <p>There is a growing population of elderly people, within the district and nationally.</p>	<p>Break-down in family and community resilience.</p> <p>Council and other public sector organisations are not able to meet demand for services.</p>	<ul style="list-style-type: none"> • Some people do not receive the help they need. • Increase in homelessness • Increased demands on the Council's Housing and Customer Services • Increased health inequalities • Increase in number of households in fuel poverty • Increase in number of children in poverty • Requests for Discretionary Housing Payments and/or Exceptional Hardship Fund payments exceed resources allocated.

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Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Officer Welfare Reform group established.</p> <p>Additional staff taken on in Housing, Revenues and Benefits and Customer Services.</p> <p>Increased partnership working with Citizens Advice Bureau, Greenfields CH, Department for Work and Pensions and Fusion to assist those affected by the welfare changes.</p>	<p>Delivery of action plan prepared by Officer Welfare Reform group.</p> <p>Regular reviews of the impact the changes are having on those affected.</p>	Corporate Director	<p>Services able to meet increased demand</p> <p>Funding sufficient to support those residents in extreme financial difficulties with council tax and/or rent.</p> <p>Increased number of residents in employment</p>	Quarterly		<p>Two-year Service Level Agreement with Citizens Advice Bureau, commenced April 2013, to provide money advice service to residents.</p> <p>Discretionary Housing Payments – allocation of £199,000 for 2013/14. Of which £104,819 has been used by 31st December 2013.</p> <p>Exceptional Hardship Fund of £17,460 for 2013/14. Of which £10,048 has been used by 31st December 2013.</p> <p>Health and Wellbeing Panel for the District established and working with a range of partners.</p>

Service Resilience and Workforce planning – 6

Risk Rating D2 (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>Reduced resources impact on the Council's ability to deliver good quality services. Service delivery and resilience requires a well managed and motivated workforce. The Council has recognised the important challenges around workforce planning and talent management for the future.</p>	<p>Some key people leave.</p> <p>The organisation is stretched too far and resulting in service delivery failure</p>	<ul style="list-style-type: none"> • Service failure or performance declines • Mistakes made and corners cut • Customer satisfaction falls • Employees are demoralised. • Loss of good people. • Increased key person dependency • Loss of corporate memory • Failure to deliver Council's priorities and Annual Plan • Remaining staff fail to cope • Change programmes difficult to implement

Affordable Housing – 7

Risk rating C2 (C2 April 13)

Management Board Owner – Corporate Director (JH)

Vulnerability	Trigger	Consequence
The Council has challenging affordable housing needs. There are a declining number of sites for development in the district and the value of housing is intrinsically high. Increasing gap between the availability of affordable housing and those needing them.	Potential number of affordable houses not provided	<ul style="list-style-type: none">• Affordable housing need not met• Homeless households remain longer in temporary accommodation as fewer rented homes become available for letting through 'Gateway to Homechoice'• Cost to the Council of temporary accommodation increases• Young people/key workers leave the district

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Action/controls already in place	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Progress to-date
<p>Affordable Housing Strategy 2009-14 adopted</p> <p>Affordable Housing Strategy Action Plan for 2011/12</p> <p>Reviewed planning policy to ensure opportunities are maximised</p> <p>The Community Housing Investment Partnership (CHIP) fund was established as part of the transfer agreement. Currently £7m of this fund is available to invest into the delivery of further affordable housing.</p> <p>Underwriting schemes and purchase of land for affordable housing developments as opportunity and finance allow.</p>	<p>Housing Research and Development Team continue to look for innovative ways of increasing affordable housing with developers and Registered Social Landlords.</p> <p>Use of Stat Nav toolkit to help identify need across the District.</p> <p>Build working relationships with developers to deliver Affordable housing through S.106 agreements.</p>	Corporate Director (JH)	Local target for an average 100 dwellings per annum	Quarterly		<p>Local Development Framework in progress.</p> <p>Investment of CHIP fund to deliver more than 50 homes in next financial year. StatNav toolkit now up and running on BDC web-site</p> <p>In 2013/14 the affordable housing delivery target of 50 new homes at the end of 2013 this has already been exceeded.</p> <p>Over 200 new affordable homes started on site during 2013/14.</p> <p>Authority delegated to Cabinet Members for Planning and Property and Performance and Efficiency to agree acquisitions and funding commitments within the overall affordable housing budget in order to allow timely decisions to be taken and prevent opportunities being lost.</p>

Investment of Surplus Monies – 8

Risk Rating D2 (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
<p>The Authority invests its surplus monies with financial institutions. The impact of the current economic climate on financial institutions makes the selection of a strong counterparty, with which to invest, crucial.</p> <p>The focus on security of the money invested in a small number of highly rated financial institutions results in receipt of low levels on interest which in the current economic climate means this asset is achieving a negative real rate of return (i.e. after allowing for the rate of inflation). Other investment opportunities are being explored but selection of a strong counterparty with which to invest will be crucial.</p> <p>Regular monitoring of the investment counterparties is essential and this is currently undertaken by Treasury Advisors, Arlingclose.</p>	Failure of a counterparty	<ul style="list-style-type: none"> • Loss of the principal sum and / or interest due • Unplanned service cuts and / or use of balances • Decline in Council reputation

Sustainability – 10

Risk Rating D3 (D3 July 12)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
<p>Climate Change</p> <p>The services provided by the Council are reliant on access to all parts of the district by Council operated vehicles and the ability of staff to travel to their place of work.</p> <p>Operations, services and estate plans need to include preparation for extreme weather events associated with the changing climate.</p>	<ul style="list-style-type: none"> • Increase in the frequency, severity and duration of extreme weather events i.e. flooding, storms, heatwaves, snow and freezing temperatures 	<ul style="list-style-type: none"> • Failure to maintain/deliver services due to the impact of extreme climatic conditions • Increased financial costs for Council due to insurance excesses and pressures on service delivery • Decline in Council reputation

Major Projects – 5Risk Rating **DELETE** (D2 April 13)

Management Board Owner – Corporate Director (CF)

Vulnerability	Trigger	Consequence
The Council is undertaking and proposing to undertake a number of significant projects, which require effective project management. Successful service delivery is dependent upon effective performance monitoring. Performance and project management must part of the culture of the Council and consistently applied in all areas.	Project delivery and costs are adversely affected due to ineffective project management.	<ul style="list-style-type: none"> • Projects not managed to time or budget • Organisation fails to change and benefit from project • Partners are disillusioned • Adverse effect on performance • Adverse publicity • Service quality falls • Censure by audit / inspection

Community Engagement – 9Risk Rating **DELETE** (D3 April 13)

Management Board Owner – Corporate Director (AW)

Vulnerability	Trigger	Consequence
The introduction of the Localism Act presents the Council with some new challenges with greater scope and opportunities for local people, partners and voluntary sector to involve themselves in the way outcomes are commissioned, services are delivered and how decisions are made.	Council fails to deliver on the requirements of the Localism Act	<ul style="list-style-type: none"> • Dissatisfaction with the council. • Local needs not being met. • Officers spend significant time dealing with FOI enquiries/ managing complaints. • Public discord reflected in local media and online. • Failure to meet legal requirements of Localism Act

In response, the Council established a Localism Board which has implemented a series of work streams in response to the Localism Act. These are now embedded in the work and performance monitoring of the Council.		
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