								JUNE 2	022							
isk Io.	Risk Details	Risk Owner	Risk Categorisation		Driginal Sco re any miti		Mitigations to date	Cu	irrent Scor May	res	Direction of travel from	Further Actions / Comments	Planned Completion Date(s)	(followin	arget Scor ng comple rther actic	tion of a
				L	I	s		L	I	s	previous quarter			L	I	s
orat	e Strategy: Growing our Economy -	A thriving boroug	n that welcomes a wealth	n of busin	ess and cul	ture										
L	Cause: .ack of local planning policies to plan and manage development		Reputation				Meeting targets set out in the Local Plan timetable (Local Development Scheme, approved September 2019). Ongoing discussion with neighbouring Local					Inspectors Final Report published on 23 February 2022, concluding that the plan was sound with recommended modifications				
k v	Jncertain Event (Risk): Failure to adopt a <u>Local Plan</u> in line with national policy Consequence(s):	(Planning &	Legal/Compliance	5	5	V High 25	Planning Authorities and key stakeholders (Duty to Cooperate). Partnership in Association of South Essex Local Authorities (ASELA).	1	5	Med 5	decreased	following examination. The plan was adopted with modifications at Extraordinary Council on 23 March 2022. This provides the Council with an up-to-date plan, meeting development	N/A	1	5	Me 5
F S f	Planning applications being judged volely against national policy "in avour of sustainable development" and/or unplanned development	Economy)	Effect on Project objectives				Preparation of Community Infrastructure Levy (CIL). Delivery of Dunton Hills Garden Village (DHGV). Retention of permanent staff and recruitment of temporary staff to meet short-term needs when required. Adopted Local Plan					needs and consistent with national policy. Therefore, the strategic risk is reduced in line with the target score. A review of the local plan is underway to ensure this risk score is maintained for the longer term.				

Cause: Lack of engagem communities and delivery of our p management ser Uncertain Event Failure to develo	I businesses; non ans for waste vices (Risk): p an trategy and action e actively	Effects on Service	5	4	to enjoy V High 20	Strategy and action plan are iin place Introduction of new recycling scheme Co Wheel Scheme implemented Electric charging pilots implemented New climate & Sustainability officer employed Brentwood Environmental Business Alliance (BEBA) launched	1	3	Low 3	Stayed the same	Strategy Draft Complete, out to consultation and being referred back to committee in Autumn 2022. EV Chargers Procurment ceased and started again to get traction and more chargers in place by December 2022	Strategy Nov 2022 EV Charging Procurement Phase 1 Two Car parks Dec 2022	1	3	Low 3	
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	WOOD BOROOGIN COONCE SINA							JUNE 2	022							
Risk No.	Risk Details	Risk Owner	Risk Categorisation		Friginal Sco re any miti		Mitigations to date	G	Irrent Scor May	es	Direction of travel from previous	Further Actions / Comments	Planned Completion Date(s)	(followin	arget Scor g complet ther actio	tion of all
				L	I	s		L	I	s	quarter			L	1	s
Corpor	ate Strategy: Developing our Commun	nities - Safe and str	rong communities where	e residents	ive happ	y, healthy a	nd independent lives									
Risk 3	Cause: Unable to identify risk and liabilities for Brentwood Centre, Copmmunity Halls and Hartswood Golf Course, Play Areas and recommend options for the future Uncertain Event (Risk): Failure to deliver a clear <u>Leisure</u> . <u>Strategy</u> for the future of leisure facilities in Brentwood Consequence(s): Reduced leisure provision within the Borough, health and well being of residents affected, less desirable place to live or visit with poor offerring of leisure facilities. Financial failure of the leisure facilities provided causing issues with the overall budget	Director (Environment & Communities)	Effects on Service Reputation People	3	4	High 12	Leisure Strategy reviewed and updated Feasibility/business plan in progress for King George's Playing Fields. Budget agreed for KGPF and 5-year Play Area Improvement programme Workstream established for transition of Brentwood Centre to Council.	2	4	Med 8	Stayed the same	Leisure Strategy reviewed and updated Feasibility/business plan in progress for King George's Playing Fields. Budget agreed for KGPF and 5-year Play Area Improvement programme Workstream established for transition of Brentwood Centre to Council. Halls working towards new leases Brentwood Centre under management contract	Ongoing	2	3	Med 6

c	orporate Strategy	: Improving Housing - Acc	ess to a range of d	ecent homes that meet l	local needs											
	to deliver p			Effects on Service									Progress against the plan now a quarterly standing item on new Housing Committee. First			
	Risk 4 5trategic H Plan Consequer	lousing Development	Director (Housing & Community Safety)	Reputation	3	5	V High 15	Strategic Housing Delivery Plan 21-26 now developed to meet objectives within the Housing Strategy HRA busines plan	1	4	Med 4	Stayed the same	update 27th June 2022. Delivery remains on target although cost risks are emerging as build cost inflation rises and becomes more uncertain. The programme will be 'flexed' as scheme viability for each site is completed and any adjustment to programme reported to	Ongoing - This is 5-7 year rolling programme of new build		Low 1
	Fewer new the boroug	/ homes are built within /h		Legal/Compliance									Housing Commitee.			

						JUNE 2)22						
Risk No.	Risk Details	Risk Owner	Risk Categorisation	riginal Sco e any miti I	Mitigations to date	C.	mrent Sco May	s s	Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	Target (following con further a	pletion of al

Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services

Effects on Service utive Reputation 3 3 4 9 Corporate Strategy Fraining and Development for Officers an Meed Code of Conduct. Consultation / surveys. Project and performance Management Fr Business recovery plans in place and mon with senior management & members.	2 Low Stayed the count same July 2	Restructure of Tier 2 and Tier 3 for both councils underway and due to be reported in July 22. Corporate priorities for 2022/23 being developed.	Low 2
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Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services

Risk 6	Cause: Unable to deliver projects as set out in the Corporate Plan. Uncertain Event (Risk): Failure to deliver objectives within the <u>Corporate Strategy</u> Consequence(s): Community benefits not delivered	Strategic Director	Effect on Project objectives Effects on Service Reputation	4	5	V High 20	PRED Committee appointed as Programme Board. Continued communication on Corporate Strategy within organisation Ownership of delivery of projects identified at all levels within the Council. Business Plan is monitored by the Senior Leadership Team and the Leader regularly through project management techniques i.e RAG ratings	2	2	Low 4		A few projects currently require action but conisdered minor against the ranking table.	Ongoing	1	1	Low 1	
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Corpor	ate Strategy: Delivering an efficient a	and effective counc	il - An ambitious and inno	ovative co	uncil that o	delivers qua	ality services									
Risk 7	Cause: Finances are not adequately managed Uncertain Event (Risk): General Fund budget forecasts could fall below the Minimum Level of Reserves Consequence(s): Council will be unable to deliver statutory services.	Director (Finance & Resources)	Financial & Resources	5	5	V High 25	Medium Term Financial Strategic (MTFS) is undertaken on an annual basis, with monthly budget monitoring and half year reports to Committee. Budget Challenge meeting are in place for Senior Officers to review and challenge Budget Managers as well as regular reporting to SLT and Committee chairs A Funding Volatility Reserve has been created to specifically address the uncertainty of Government funding levels. Risk Assesment of Minimum level of reserves is carried out yearly.	3	5	V High 15	Stayed the same	Balanced Budget for 2022/23 was reported at Full Council on 23rd February, however still showing future financial uncertainity of £1.4m budget gaps for 2023/24 and beyond bringing reserves down to below minimum levels, unless earmarked reserves are utilsied.	Ongoing	1	5	Med 5

						JUNE 202	22							
≀isk No.	Risk Details	Risk Owner	Risk Categorisation	inal Scores any mitigati	Mitigations to date	Curi	rent Scor May I	es S	Direction of travel from previous quarter	Further Actions / Comments	Planned Completion Date(s)	(following	get Score completi ner actior I	ion of all

Corp	orate Strategy: Delivering an efficient and eff	ffective council	- An ambitious and inno	ovative co	uncil that o	delivers qua	lity services								
Ris 8	of our statutory duties under the	ector (Finance Resources)	People Effects on Service	4	5	V High	All services areas have Business Continuity Plans in place. Support and ongoing embedding of Emergency Planning & Business Continuity Plans within service departments	2	3	Med 6	Business continuity awareness training was provided to leadershiip teams in May 2022.	Ongoing	2	3	Med 6
	Consequence(s): Ineffective response to an incident leading to greater inconvenience and hardship and a longer timescale for return to normal		Reputation				Training to Extended leadership teams undertaken								

Uncertain Event (Risk): Uncertain Event (Risk): Director (Finance & Reputation Reputation 3 4 High 12 Staye the same Staye the same Some services are struggling to recruit to specific posts due to national shortages. Targetted recruitment plans underway Ongoing 1 4 8 Reputation severely damaged Effect on Project objectives 8 Effect on Project objectives Effect on Project objectives 5 Ferration will result officers. 8 8 4

								JUNE 2)22							
Risk No.	Risk Details	Risk Owner	Risk Categorisation		inal Scores any mitigatio	ns)	Mitigations to date	Cu	rrent Sco May	es	Direction of travel from	Further Actions / Comments	Planned Completion Date(s)	(followin	g complet	ion of all
				L	I I	s		L	I.	s	previous quarter			L	Т	s

Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services

Cause: If the commercial income to from the Joint Venture and activities are not achieved Uncertain Event (Risk): We may be unable to meet income projections for the Consequence(s): Council unable to meet bud requirements Spending/service cutbacks Greater use of reserves	the Director (Finance Souncil & Resources)	Financial & Resources	4	4	V High 16	Consultants have been engaged to advise and assist in delivery of projects Appropriate governance arrangements have been set up for the Council's Wholley owned company - Seven Arches Investment Ltd Progress reports to Committee. Robust business modeling and financial projections. Monthly SLT & Leader meetings to monitor finances Financial Initiatives working group established	3	5	V High 15	decreased	Balanced budget reported to Full Council on 23rd February and Income projections have been rebased for 2022/23. Risk score slightly reduced to monitor against the new year forecasting cycle	Mar-22	1	5	Med 5	
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Corp	Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services														
	Cause: If we do not have good information governance strategies and controls	Director (Law & Governance)	Legal/Compliance	5 4		Information Governance Group set up to ensure									
Ris 1:	Uncertain Event (Risk): We may not be compliant with data protection legislation		Reputation		4	V High	that the Council has the correct controls in place to ensure good governance in all decision making Data Protection Policies Training Data Protection Officer in post	2	3	Med 6	decreased	We have a contract for a full DPO service that alongside the Information Governance framework implementation will ensure the Council is complaint with its statutory duties. The risk has decreased from L3 x I4 = High 12.	Ongoing	2	3
	Consequence(s): Fine from the Information Commissioner's Office (ICO) Risk of litigation challenges to decisions made		Financial & Resources												

_										JUNE 2022											
Risl No	Risk Details	Risk Owner	Risk Categorisation		riginal Sco e any mit I	ores igations)	Mitigations to date	Cu	rrent Sco May	res S	Direction of travel from previous quarter		Planned Completion Date(s)	(following	get Score completion	on of all					

Corporate Strategy: Delivering an efficient and effective council - An ambitious and innovative council that delivers quality services

Risk 13	cyber threat that would affect all	Director (Digital	I - An ambitious and inn Effects on Service Financial & Resources Reputation	5	uncil that d	V High 25	We have a Managed Security Service that has been running for second year, part of this service uses a Security Operations Centre to monitor cyber threats. Immediate response plans are in place for critical threats, and regular investigation review are held, along with Account contract meetings. Along with the cyber security baked into Azure, threats and unusual behaviour are gathered and AI tools look for complex patterns to look for further threats across our digital platforms	3	5	V High 15		Continuing to work with partners to drive down the impact of any likely attack.	Ongoing	3	4	High 12	
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