

Subject: **CORPORATE RISK REGISTER**

Report to: **Audit and Risk Committee – 2nd February 2016**

Report by: **Corporate Risk Officer**

SUBJECT MATTER/RECOMMENDATIONS

This report asks the Audit and Risk Committee to review the Corporate Risk Register to determine whether the register correctly reflect the risks affecting the Authority

1. Background

- 1.1 The Audit and Risk Committee is responsible for monitoring the arrangements in place for the identification, monitoring and management of strategic and operational risk.
- 1.2 This report informs the Audit and Risk Committee of the current corporate risk position.

2. Corporate Risk Register

- 2.1 The Corporate Risk Register was last reviewed by the Executive Management Team on 21st January 2016.
- 2.2 There are currently 20 risks included on the Corporate Risk Register. Of the 20 risks identified, 5 fall within the risk appetite.
- 2.4 There are currently 15 risks that are not within the risk appetite however action plans have been put in place to reduce the current scores. The attached register shows the risks that are not within the risk appetite.

3. The next report

- 3.1 The Corporate Risk Officer will present the Corporate Risk Register after its next review by the Executive Management Team in six months.

FINANCIAL IMPLICATIONS:

See attached Corporate Risk Register

LEGAL IMPLICATIONS:

See attached Corporate Risk Register

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

EMT consulted

RECOMMENDATIONS:

This report asks the Audit and Risk Committee to review the Corporate Risk Register to determine whether the register correctly reflect the risks affecting the Authority

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	See attached Corporate Risk Register
	Financial	See attached Corporate Risk Register
	Risk	See attached Corporate Risk Register
	Sustainability	See attached Corporate Risk Register
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	No
	EqIA Form completed	No

CORPORATE RISK ASSESSMENT – GREAT YARMOUTH BOROUGH COUNCIL

Reviewed: January 2016

Next Review Date: May 2016

1	10 – reduction in financial resources	Major unplanned financial liability Loss of external funding Significant reduction in Central Government funding Reduced income from Joint Ventures Reduced income from recycling credits	<ul style="list-style-type: none"> Unfunded activity Changes to existing income streams Resources diverted from services Services have to be reduced Inability to deliver strategic objective 	<ul style="list-style-type: none"> Medium Term Financial Strategy Transformation Programme Monitoring and scrutiny of all JV operations. Working with Partners to maintain arrangements 	A2	B3	<ul style="list-style-type: none"> Transformation Programme agreed Digital Council Flexible Working Service Reviews Members budget prioritisation session in January 	EMT	31/12/15	<ul style="list-style-type: none"> Economic
2	16 - Flooding	Flood event Failure of flood barriers Surface water flooding	<ul style="list-style-type: none"> Disruption of commercial activity Health and safety issues Inability to deliver services 	<ul style="list-style-type: none"> Emergency plan Business Continuity Plan Surface Water Management Plan 	B1	C1	<ul style="list-style-type: none"> Appropriate planning policies – Local Plan Environment Agency investment plan in place & some funding committed Local surface water flood mitigation schemes programmed 	Jane Beck	Ongoing	<ul style="list-style-type: none"> Communities Economic
3	43 - Flood and coastal Defence	Failure of flood and costal defences	<ul style="list-style-type: none"> Impact on economy and increased business development for the Borough Reducing economic potential for the area Impact on infrastructure across the borough 	<ul style="list-style-type: none"> Working with businesses to improve awareness Long term plan to repair and renew 	B1	C1	<ul style="list-style-type: none"> Tidal Defences Business Partnership established Environment Agency investment plan in place and funding committed Economic study of borough to identify growth with defences renewed Investigation of new and innovative models for partnership funding 	Jane Beck	Ongoing	<ul style="list-style-type: none"> Economic
4	9 - Local/National Economy	Downturn in national / local economy Issue of Welfare Reform National Policy - changes on benefit	<ul style="list-style-type: none"> Increased workload for Council staff (Benefits/ Economic development) Increase in bad debts Major projects put on hold Downturn in housing market Inability to meet requirements of capital programme 	<ul style="list-style-type: none"> Strong local economy Corporate planning Monitoring basket of key indicators 	B2	B3	<ul style="list-style-type: none"> Communications Strategy Working with funding bodies to mitigate against impact of downturn e.g. Working Neighbourhoods Fund Wind Energy Offer Work with LEP to secure inward investment 	CEO	31/03/16	<ul style="list-style-type: none"> Economic
5	31 – Change Management	Transformation Programme	<ul style="list-style-type: none"> Service delivery is affected during implementation Staff resource needed to undertake review 	<ul style="list-style-type: none"> Application of a formal programme management framework Monitoring of project plan Ongoing assessment of the project risks 	B2	B3	<ul style="list-style-type: none"> Continual review and monitoring assessing outcomes Project Board Training 	Kate Watts	Review March 16	<ul style="list-style-type: none"> Economic
6	7 - Delivery of long term strategic objectives	Council focuses on the issues of the day rather than a vision for the future Lack of political direction for strategic objectives	<ul style="list-style-type: none"> Short term thinking Difficulty in taking hard decisions Non delivery of strategic objectives 	<ul style="list-style-type: none"> Medium Term Financial Strategy Service Planning Corporate plan 	B2	C2	<ul style="list-style-type: none"> Transformation Programme New Corporate Plan published Enterprise Zone Working Party Local Plan Core Strategy adopted Work with New Anglia LEP to secure inward investment 	EMT	31/12/15	<ul style="list-style-type: none"> Economic Environment Social

7	22 - Business Continuity	Loss of facilities (flooding, fire etc) Loss of IT systems Loss of staff (pandemic, fuel strike, industrial action etc)	<ul style="list-style-type: none"> Service delivery impaired Inability to pay creditors/benefits Relocation of services 	<ul style="list-style-type: none"> Business continuity recently tested Business Impact Assessments Business continuity plans Insurance 	C2	D2	<ul style="list-style-type: none"> Business Continuity Plans reviewed regularly New Resilience Officer in post. Major plan review underway including proposed programme of testing readiness 	Jane Beck	Ongoing	<ul style="list-style-type: none"> Delivering the Plan
8	5 - Reliance on key individuals	Departure of key individual Difficulty of recruitment Skills shortage	<ul style="list-style-type: none"> Skills lost Negative impact on capacity of other staff Lack of delivery of service objectives Buying in of consultancy/temporary staff 	<ul style="list-style-type: none"> BC Plan for single points of failure Organisational Development Plan 	C2	D3	<ul style="list-style-type: none"> Personal reviews Succession Planning Transformation Programme OD programme New sharing and partnership arrangements for health and safety, emergency planning and coastal management to improve resilience in these key areas. 	CEO	31/12/15	
9	2 - Some areas of the Council are averse to change	Key changes managed ineffectively	<ul style="list-style-type: none"> Council fails to capitalise on opportunity Targets not achieved Funding is missed Resources wasted 	<ul style="list-style-type: none"> Transformation Programme Group Managers Meetings Staff engagement programme 	C2	D3	<ul style="list-style-type: none"> Transformation Programme New approach to staff engagement launched March 2015 	EMT	31/12/15	
10	19 - Government policies	Insufficient focus of organisation on "bigger" picture	<ul style="list-style-type: none"> Loss of funding Insufficient preparation for policy changes/ new responsibilities 	<ul style="list-style-type: none"> Transformation Programme 	C2	C3	<ul style="list-style-type: none"> Political influence & officer engagement in response to national networks Resourcing in 15/16 budget to provide for officer resource 	CEO	Ongoing	<ul style="list-style-type: none"> Economic
11	42 -Business improvement in the major leisure facilities under delivers	Internal Audit Report on Governance Operator does not perform in line with new business plans	<ul style="list-style-type: none"> Appropriate mitigating management action not taken to address concerns 	<ul style="list-style-type: none"> Lease documenting high level roles & responsibilities Risk Register Regular meetings held by Board of Trustees, stakeholder groups and regular users Business Plan Business Continuity Plan Monthly Management Accounts ¼ reports to cabinet Risk Management Strategy, Policy & Procedure Complaints process 	C2	D3	<ul style="list-style-type: none"> New 15 year contract in place Robust Governance arrangements written into documentation Monthly GYBC/Trust management meetings Quarterly meetings of GYBC/Trust Business plan developed for Phoenix Pool and in development for Marina Programme Board for redevelopment in place Contract with Development Partner 	Robert Read	March 15	
12	36 - Local Plan	Inability to complete Local Plan process due to lack of financial and manpower resource	<ul style="list-style-type: none"> Failure to adopt new statutory planning policy guidance Susceptible to unplanned housing development 	<ul style="list-style-type: none"> Additional resource in terms of professional input 	C3	D3	<ul style="list-style-type: none"> Financing – budget reviewed Resources – professional planners being recruited but not successful at all levels Re-appraise recruitment offer Re-assessment of deliverability and timescale 	David Glason	Ongoing	<ul style="list-style-type: none"> Economic Environment Social Performance

13	24 - Infrastructure not being able to meet demand	New development (commercial and housing)	<ul style="list-style-type: none"> Increased congestion Lack of services (education/health/social) Stalling of further investment 	<ul style="list-style-type: none"> Local Plan / infrastructure Plan Ongoing consultation with statutory agencies e.g. Highways England, Clinical Commissioning Group, Anglian Water, Environment Agency, Norfolk CC etc 	C3	D2	<ul style="list-style-type: none"> Local Plan Core Strategy adopted Work with New Anglia LEP to secure inward investment Commitment from partner agencies (partnership working and financial commitment) 	David Glason / CEO	Ongoing	<ul style="list-style-type: none"> Economic People Communities
14	1 - No clearly understood Corporate Procurement approach	Corporate procurement approach not consistently adopted	<ul style="list-style-type: none"> Benefits of procurement strategy not realised Efficiency savings not made or contract fail Procured service not value for money Procured service is poor Breach of EU legislation 	<ul style="list-style-type: none"> Corporate Policy Statement adopted Procurement post identified in structure Procurement Strategy Review of Standing Orders VfM Confidence assessments Staff training 	C3	D3	<ul style="list-style-type: none"> Training undertaken by relevant staff Update of Policy and Procedures drafted Contract Register updated Engagement of Procurement Specialist Procurement targets built into the MTFS & new strand of work ER-procurement system live 	Robert Read	31/12/15	
15	27 - Information Security	Good management, protection of information. Number of cases of lost information by public and private bodies. Need to attain criteria set by government to retain information flow with DWP (Department Works Pensions)	<ul style="list-style-type: none"> DWP refuse to correspond with GYBC electronically. Loss of capability to handle Housing Benefits and other issues. Information lost/mislaid therefore loss of reputation and potential legal claim. 	<ul style="list-style-type: none"> Information Security manager in post. Passed initial assessment and go live. Realisation that information includes paper, people and computer. 	D2	D3	<ul style="list-style-type: none"> Review and update of the security policies by the Information Security Manager and the ICT Manager Internal data sharing processes in place annually reviewed for users able to access data on systems holding DWP/Customer information. PSN application and action plan submitted for gaining compliance in relation to access to data on GYBC IT network 	Miranda Lee	31st March 2016 Annual Review 31 st March 2016	