

Corporate Risk Register 2020/21

Governance, Audit & Performance Committee Update – 30th November 2020

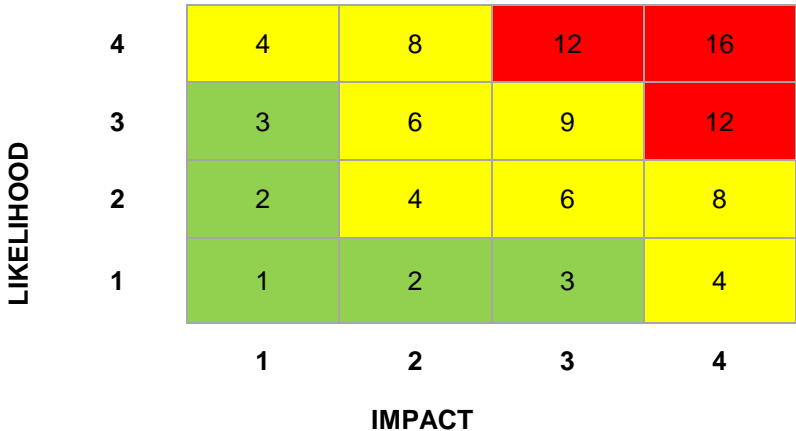
Likelihood Scores

Score	Probability
1 (Little Likelihood)	Less than 10%
2 (Some Likelihood)	10% to 50%
3 (Significant Likelihood)	51% to 90%
4 (Near Certainty)	More than 90%

Impact Scores

Score	Impact Level on Strategic Objectives
1	Minor impact/delay/difficulty
2	Small impact/delay/difficulty
3	Considerable impact/delay/difficulty
4	Extreme impact/delay/Difficulty

Each risk score for likelihood and impact is plotted onto a risk matrix to produce its score. A green score indicates risks which the organisation is most prepared to accept and red those which are less likely to be accepted.



20-CR-01 FINANCIAL CONTROL						
<p>If the council does not implement and sustain a robust 5 year financial strategy, including effective mitigation of the impacts of the Covid-19 pandemic, then reserves may be inadequate to meet unforeseen circumstances leaving the council with undue financial pressures</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	AW	2	4	8	<ul style="list-style-type: none"> • Monthly budget monitoring – Revenue and Capital (including HRA) • Quarterly budget monitoring to Members • Covid spend reporting the MHCLG 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		1	4	4	<ul style="list-style-type: none"> • Actively seeking one more major investment • Revised MTFS 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
1	4	4	AK	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <ul style="list-style-type: none"> ➤ The Commercial Strategy, approved as part of the budget set in February 2020, allocates £300million for commercial investments, which will underpin the costs of service delivery over the next 5 years. This strategy will reduce the need to draw upon Reserves. ➤ Four investments completed with another one close to exchange. ➤ Revised MTFS approved by Cabinet in October 2020, subject to adoption by Council in December 2020, which identifies that the Covid-19 financial challenges and the ongoing pre-pandemic financial challenges have been almost entirely resolved by the investments made. ➤ Government funding of just over £1m has been received to mitigate budgetary impact of Covid-19 pandemic. 						

20-CR-02 BUSINESS CONTINUITY						
<p>If the council does not have sufficient and robust corporate resilience and Business Continuity management then a major disruptive event such as the Covid-19 pandemic could impact staff, property, or systems and networks leading to a reduction in service delivery, damage to organisational reputation or significant financial loss</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	RH	2	3	6	<ul style="list-style-type: none"> Existing Business Continuity Plans Covid-19 emergency response structure 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		2	3	6	<ul style="list-style-type: none"> CMT to approve Corporate Business Continuity Plan Service Business Continuity Plans to be reviewed/prepared by service managers for approval Update corporate and service BCPs annually Testing of existing Business Continuity Plans Learning from emergency response to pandemic will strengthen business continuity arrangements for the future 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
		1	3	3	RM	31.03.2021
<p><u>PROGRESS UPDATE (October 2020)</u></p> <ul style="list-style-type: none"> ➤ Part time Emergency Planning Officer (EPO), a shared resource with Essex County Council, has been recruited. ➤ EPO has completed a review of the Corporate Business Continuity Plan, and existing policies and procedures. ➤ An updated Corporate Business Continuity Plan was completed in January 2020. ➤ All business continuity arrangements have been fully tested through Covid-19 pandemic response. This has involved a major change in the way the council delivers services and deploys staff. 						

20-CR-03 HEALTH AND SAFETY						
<p>If the council does not manage the Health and Safety and welfare of its general public, visitors and staff then it will not be meeting its statutory organisational responsibilities leading to a loss of reputation as a responsible employer, potential involvement in legal action or loss of life or serious injury. The Covid-19 pandemic has placed additional responsibilities on the council both as an employer and as a custodian of the district's welfare</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	AW	1	4	4	<ul style="list-style-type: none"> Regular H&S Audits/Training/Risk Assessments Up-to-date Policies and Procedures New procedures for staff welfare due to Covid-19 pandemic 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		1	4	4	<ul style="list-style-type: none"> Ongoing maintenance of systems, procedures and reporting Further monitoring of staff welfare Local level track and trace responsibilities 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
1	4	4	RM/TC	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <ul style="list-style-type: none"> ➤ A Health & Safety audit based upon the HSG 65 guidance published by the Health and Safety Executive has been undertaken and a positive outcome achieved. Additional work needed in some areas is currently being addressed. The internal Safety Advisor's Team (SAT) is meeting regularly. ➤ Staff procedures comprehensively rewritten due to Covid-19 pandemic and working practices have undergone fundamental change in most areas. ➤ Council providing advice to businesses and individuals across district to ensure Covid-secure procedures are in place for the public. ➤ Representation on key groups, from Essex wide to town-specific; in order to support the welfare of district residents. 						

20-CR-04 PEOPLE							
<p>If there is insufficient flexibility in the council's working policies and practices and among its workforce, then this may hinder the effectiveness of recovery and transformation projects, leading to an impact on future service delivery</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls		
	AW		2	3	6	<ul style="list-style-type: none"> Transformational projects identified corporate planning process and staff resources identified to deliver. 	
		Current Likelihood	Current Impact	Current Score	Further Action		
			2	3	6	<ul style="list-style-type: none"> Recovery workstream established to create new way of working following Covid pandemic. Staff volunteers being recruited to work with key senior managers. Workforce Strategy ("People Plan") to be developed as per LGA peer review recommendation in order to identify organisational needs for the coming years and put in place actions to address those needs. These recommendations will need further refinement due to impact of pandemic on the way the council operates. 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date	
	1	3	3	RA	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>The Covid 19 pandemic has fundamentally changed the way some council staff are deployed and the lessons learned from this will be invaluable in shaping a flexible workforce capable of meeting future challenges. Initiation meeting with staff group to drive recovery strategy has been arranged. Recovery work is currently being coordinated through emergency response command structure.</p>							

20-CR-05 DATA PROTECTION						
<p>If the council does not adopt and implement Data Protection controls then there may be a loss of data, inadequate data handling, unlawful sharing of data or security breaches leading to loss of public and partner confidence, reputational damage, breach of legislation and financial loss due to fines</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	DF	2	4	8	<ul style="list-style-type: none"> E-learning module for all staff Use, storage and sharing protocols Building and IT security Enhanced data validation processes due to additional document processing requirements during the pandemic. Appointment of DPO 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		2	4	8	<ul style="list-style-type: none"> Learning, reflection and sharing of good practice arising from implementation of GDPR, in particular advice from the ICO; monitoring of subject access requests; monitoring of new procedures introduced to the organisation especially given COVID-19 pandemic; establishment of Information Governance Group; regular reports to the Corporate Management Team. 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
1	4	4	AW	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>An Information Governance Group has been established on which representatives from across the organisation attend; this group receives a regular update on progress against new tasks identified and approved by that group, providing a strengthened governance role around this work. This group reports to the Chief Executive and Corporate Management Team. All new processes and services are now subject to a data protection assessment, to identify the risks and introduce mitigation measures as part of implementation. We remain ambitious to reduce the likelihood to 1 through the range of proactive measures by</p>						

increasing the organisational awareness; however, this is an area in which simple human error will always be a risk. New monitoring measures for Freedom of Information requests and Environmental Information Regulations requests are now in place. Service Managers now have access to a working spreadsheet, which highlights the current status of all requests; thereby improving the management and monitoring of requests.

20-CR-06 INFORMATION TECHNOLOGY					
<p>If the council does not ensure resilient and robust IT security is in place (particularly the monitoring of applications for remote access due to COVID restrictions) then the organisation may be exposed to network vulnerabilities such as cyber-attacks and system failures leading to reputational damage, liability issues, loss of service provision and reputation</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls
	AW	3	4	12	<ul style="list-style-type: none"> • The majority of ICT systems are held off site in data centres • Windows operating system security patches are updated • Members of CERT-UK WARP (Warning, Advice and Reporting Point) part of the Centre for protection of National Infrastructure. It provides us with privileged access to cyber threats. • All existing controls functioning despite remote working required by the pandemic. • Attendance at regular national security briefings, as relevant.
		Current Likelihood	Current Impact	Current Score	Further Action
		2	4	8	<ul style="list-style-type: none"> • Further investment in system security, cyber security and training given the COVID pandemic; all incorporating the system diversification/modification resulting from the COVID-19 pandemic. • Robust recovery plan, taking into account additional requirements given the pandemic. • Continued investment in cyber security and training.
		Target Likelihood	Target Impact	Target Score	Action owner
2	4	8	NW	31.03.2021	
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>In late March 2020 in response to the Covid-19 lock down the Council moved approximately 180 office based workers to homeworking almost overnight. Over the intervening months, significant work has taken place to maintain and enhance system security and data integrity. Regular system changes and updates are made to counter the rising risk of cyber-attacks.</p>					

20-CR-07 GOVERNANCE						
<p>If the council does not have a clear and robust governance framework that includes any protocols to facilitate the implementation of COVID recovery plans that is understood and adhered to by councillors and officers, then this could lead to ineffective and potentially unlawful decision-making, resulting in financial and reputational loss, a detrimental impact on residents health and wellbeing, ineffective service provision, maladministration and potential legal challenge.</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	DF	2	4	8	<ul style="list-style-type: none"> Annual Governance Statement Have a documented constitution, which is regularly reviewed Adopted corporate plan and service plans; under review on a quarterly basis. Decision-making processes adapted swiftly during the pandemic and committees now being delivered via Zoom. Authority-wide COVID Recovery Plan. 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		2	4	8	<ul style="list-style-type: none"> Review corporate governance framework in accordance with CIPFA guidance notes Continue to ensure compliance with all altered/extended governance requirements due to the pandemic Inclusion of COVID references in CMT & Committee Report templates. Update training/awareness Roll out the use of mod.gov to all staff and members including the recording and public of key decisions 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
1	4	4	DF	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>The implementation of mod.gov has substantially improved the governance of formal decision making. The swift implementation of remote meetings with appropriate protocols and support for members resulted in the council resuming formal meetings and council decisions by the end of April 20, ensuring visible and inclusive democracy. The council has also committed as part of the revised equality policy to hold listening events to ensure that residents from black and minority ethnic backgrounds have a forum for their voice to be heard. The Council has continued to use the services of a number of barristers to support members in determining a number of significant matters. The full review of the corporate governance framework has been put on hold pending a member-led</p>						

review of the Council's governance arrangements. The LGA have been engaged to work with Group Leaders to undertake a 'stocktake' of what has worked well and where improvements can be made. The proposed new LGA model code of conduct is to be considered by the Standards Committee, along with the council's procedures with a view to adoption by March 21.

20-CR-08 SERVICE DELIVERY					
<p>If the council does not identify and implement a robust COVID recovery plan to support achievement of its key priorities, corporate plan, service plans and objectives, then opportunities to improve the wellbeing of the community and safeguard the character of the district will be missed leading to dissatisfied residents and stakeholders, reputational damage and potential government intervention</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls
	DF	1	4	4	<ul style="list-style-type: none"> • Identification and implementation of the COVID Recovery Plan • Adopted corporate plan, delivery plan and service plans • Budget and MTFs to support delivery • Regular performance monitoring and reporting to CMT, Cabinet & GAP. Additional COVID-19 performance indicators introduced to monitor effect of pandemic on service delivery
		Current Likelihood	Current Impact	Current Score	Further Action
		1	4	4	<ul style="list-style-type: none"> • Produce corporate governance framework • Ensure service plans are reviewed and updated on a quarterly basis, reflecting current operational requirements • Ensuring compliance with government mandated alterations/additions to service delivery during the pandemic • Continue review and adaption of COVID recovery plan
		Target Likelihood	Target Impact	Target Score	Action owner
1	4	4	DF	31.03.2021	
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>Service Plans for the 2020/21 year have been revised during the pandemic, and an update reflecting both action progress and monitoring of service-level risks will be reviewed by the Corporate Management Team during October. A basket of COVID-19 performance indicators have been developed to monitor the effect of the pandemic on service delivery. Weekly reports have been produced, and reviewed the Gold Team, and data is also presented to the Governance, Audit & Performance Committee. Staff have reported high levels of satisfaction and productivity with arrangements for working from home, which has ensured good services have continued to be delivered. This will be reviewed further as the impact of less day light and colder months may have an impact. Further work has been undertaken to ensure environmental services is well-prepared for both routine winter challenges and the impact of Covid19.</p>					

20-CR-09 LOCAL PLAN							
<p>If the council does not have an approved local plan then it could impact on finances, planning resources and application decisions, leading to a loss of reputation; speculative and unsustainable development; potential intervention by the MHCLG; the inability to bid for government funding and the inability to recruit and retain high calibre staff</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls		
	RH		2	4	8	<ul style="list-style-type: none"> • Local Plan Project Board • Corporate Overview Board • Local Plan Leadership Group • Cabinet • Effective Risk and Project Management • Quarterly reports to MHCLG • Representation to Government on proposed changes to housing methodology and also 'Planning for the Future' White Paper 	
			Current Likelihood	Current Impact	Current Score	Further Action	
			2	4	8	<ul style="list-style-type: none"> • Strategic Infrastructure Delivery Group • Community Stakeholder Forum • Effective community engagement through all key stages • Comprehensive and live Local Plan Risk Register • Regular monitoring of Local Plan Project Management by Scrutiny Committee • Complete and up to date Evidence Base 	
			Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
	1	4	4	GG	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>The local plan submitted in January 2019 was withdrawn in April 2020 following the receipt of the Inspectors' letter in January relating to the first stage of hearings indicating that Inspectors had serious concerns, and were of the view that the plan probably should be withdrawn. The Council engaged the services of consultants through the EELGA Talent Bank to advise the most appropriate way forward. New governance arrangements have been agreed and a new project</p>							

initiation document, local development scheme, statement of community involvement and community engagement strategy have been prepared with the advice of the external review team. Engagement has taken place with MHCLG civil servants with a brief to monitor local plan preparation, to communicate intent to prepare a new plan, and outlining the programme that will need to extend beyond the government's target date of an adopted plan by December 2023 taking into account the findings of the Inspectors. The LDS and SCI have been adjusted to reflect the changes that would be introduced if the government's proposals set out in its White Paper on planning reform "Planning for the Future" published in July were to be taken forward through a combination of changes in legislation and policy. The council is constructively engaging in the consultation on the reforms drawing on its experience of the examination of the plan submitted in 2019.

20-CR-10 EU EXIT							
<p>If the council does not prepare for the short term outcome and implications of the UK exiting from the EU Exit then staff, partners, residents, businesses and visitors may be adversely affected resulting in the reputation of the council being damaged</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls		
	RH		4	3	12	<ul style="list-style-type: none"> For the transition period following EU withdrawal on 31 January 2020 to 31 December 2020, new systems for controlling food imports and exports with third countries, and monitoring movements within the EU will apply. The Withdrawal Act ensures that there is legal certainty over areas of law that impact on the council's activities 	
			Current Likelihood	Current Impact	Current Score	Further Action	
			3	4	12	<ul style="list-style-type: none"> Training for and testing of UK replacement systems for controlling food imports and exports from all other countries including the EU Continued review of potential implications on the authority Advice to businesses 	
			Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
	1	3	3	RM	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <ul style="list-style-type: none"> Following the UK's exit from the EU on 31 January 2020, the Withdrawal Agreement with the EU provides for a Transition period that ends on 31 December. The continuity provided by the Transition Period ends on 31 December 2020. As at 30 September, the government had not resolved the UK's future relationship with the EU. It acknowledges that there is a low level of preparedness on the part of businesses for the end of the transition period if an agreement is not concluded. It is urging local authorities to cascade advice to businesses about the changes that they will need to make. Officers are participating in discussions regarding border controls and systems, and monitoring the Settlement Scheme for EU Citizens. Resources are being made available (together with security clearance) to support airport activity before and immediately after the UK exits. 							

- Procurement issues such as EU processes and systems and contracts to establish any supply issues are being reviewed.
- Withdrawal of access to grants currently received from the EU such as the Re-opening of High Streets Safely scheme under the auspices of the ERDF, will cease. The opportunity to 'bid' for replacement funds from the UK government is being monitored.
- The Secretary of State for Housing Communities and Local Government acknowledged on 30 September the potential for cumulative impact of COVID 19 and EU Exit on the UK economy generally, with the risk of particular impacts on local authorities with ports.
- Together with the Essex Resilience Forum and the Resilience and Emergency Division of the MHCLG, risks relating to fuel, food, transport, animal welfare and medicines are being monitored.
- Business Continuity plans are being refreshed to ensure that risks not specific to EU Exit but which may arise can be managed (e.g. staff shortage).
- The EU Exit is a standing item on the CMT agenda to maintain visibility and aid communication.
- The EU Exit is a standing item on the Essex Chief Executives' Association agenda.
- Officers are keeping under review the Government's technical notes and information shared by the LGA.

20-CR-11 FRAUD						
<p>If the council does not prevent, detect and respond effectively to incidents of fraud and corruption particularly those COVID-related this could result in financial loss, detrimental impact on services, risks to residents' health and wellbeing and ultimately reputational loss.</p>	Owner	Original Likelihood	Original Impact	Original Score	Current Controls	
	DF	3	2	6	<ul style="list-style-type: none"> • Ongoing work of the Counter Fraud & Corruption Working Group to raise aware across the authority • Corporate Policies in place, e.g. Corporate Counter-Fraud & Corruption Strategy • Participation in National Fraud Initiative 	
		Current Likelihood	Current Impact	Current Score	Further Action	
		3	2	6	<ul style="list-style-type: none"> • Review and Implementation of Management Action Plan, following Fraud Risk Assessment 2019 • Inclusion of COVID related fraud actions • NFI 2020/21 Main Exercise • Revision of the Whistleblowing Policy • Counter Fraud Awareness Publicity Campaign • COVID fraud awareness campaign 	
		Target Likelihood	Target Impact	Target Score	Action owner	Planned Completion date
2	2	4	AW	31.03.2021		
<p><u>PROGRESS UPDATE (October 2020)</u></p> <p>The Council's revised Counter Fraud Strategy and Policies were published in April 2019, and available on the Council website. Ongoing work of the Counter Fraud & Corruption Working Group continues to raise corporate awareness of Fraud, and work to improve the prevention and detection of incidents.</p>						