

**Teignbridge District Council
Audit Scrutiny Committee
30 August 2022
Part i**

Strategic and Corporate Risk Report

Purpose of Report

To provide Members with an overview of the current status of the Strategic & Corporate risks.

Recommendation(s)

The Committee RESOLVES to:

- (1) Note the actions being taken to reduce risks to the achievement of the council's objectives.

Financial Implications

The financial implications are contained within risk ST02 Failure to control and manage finance and other risks including ST14 Fraud & corruption and ST24 Breach of finance and contract rules.

Principal Technical Accountant & Deputy Chief Finance Officer

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Legal Implications

No direct implications beyond effective risk management is key to meeting Council's legal duties.

Monitoring Officer

Email: Paul.Woodhead@teignbridge.gov.uk

Risk Assessment

Effective risk management will aid decision making, focus and make better use of resources, provide a duty of care, comply with legislation, reduce costs, provide a continuity of service and reduce the risk of not meeting the council's objectives.

Head of Community Services and Improvement

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Environmental/ Climate Change Implications

Environmental and climate change implications have been identified alongside mitigating actions within the Report; the most relevant risks include:

ST31 – the impact of not reducing our energy use and contribution to CO₂. ST42 – Failure to deliver the council strategy. ST44 – Flood risk resilience. ST45 – Flood risk management.

Climate Change Officer

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Report Author

Data & Performance Analyst

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Executive Member

Corporate Resources – Cllr Alan Connett

Appendices/Background Papers

Appendix A – Risk report

PURPOSE

To provide Members with an overview of the current status of the Council's corporate and strategic risks.

BACKGROUND

There are 3 types of risk to manage and these are:

Strategic Risks – these are the big issues that impact heavily on our service delivery or are fundamental changes in the district or something that may cause a lot of bad publicity. These risks are managed by Business Leads and Business or Service Managers.

Corporate Risks – also called 'common risks' because they apply to many sections of the Council and we have corporate processes in place to deal with them e.g. Attacks on staff. These risks are also managed by Business or Service Managers.

Service Risks - These are risks and opportunities that apply primarily to a service and that generally won't have too many consequences on the rest of the Council. These are managed by Business or Service Managers and Team Leaders.

In addition, reports to decision makers (both Members and the Strategic Leadership Team) for major projects or service changes, should include an analysis of risks so these are considered when important decisions are made. These risks may be referred for inclusion in the Corporate or Strategic Risk Registers if they are likely to be significant issues

RISK OVERVIEW

Covid-19 created significant uncertainties for all as we worked through the emerging impacts. The council regularly reviewed its position on these impacts and risk monitoring through the dedicated risk ST47 – “Impact of Covid-19 on service delivery & resourcing”. As Covid-19 became a part of day-to-day considerations and risk management, having a dedicated risk has become no longer necessary. Therefore, ST47 is currently archived and won't be reported on.

There are currently 24 risks in the Strategic Risk register which are the risks we consider could impact heavily on our ability to deliver essential services and meet important objectives. In addition, there are 11 corporate risks, ‘common risks’, that apply to many sections of the council and we have corporate processes in place to deal with them.

Of these 35 risks 5 have a very high unmitigated risk score 9 (3x3) i.e. the risk if we took no action to reduce the risk. The risk Responsible Officers have actions (mitigations) in place to reduce the risk scores.

The risk matrix below shows how many risks have very high (9), high (6), medium (3-4) or low (1-2) mitigated risk score, which considers the effectiveness of actions (mitigations) to reduce the risk.

- 1 risk has a high impact and high likelihood score of 9 (3x3)
- 3 risks have a medium impact and high likelihood score of 6 (2x3)
- 6 risks have a high impact and medium likelihood score of 6 (3x2)

Corporate & Strategic Risk Matrix				
Risk Likelihood	3 - High	No Risks	2 Risks <u>ST08, ST41, CP11</u>	1 Risks, <u>ST20,</u>
	2 - Medium	No Risks	8 Risks <u>CP01, ST02, CP09, ST17, ST19, ST09, ST40, ST46,</u>	6 Risks <u>ST37, ST43, ST45, ST11, ST29, ST42,</u>
	1 - Low	1 Risk <u>CP05,</u>	13 Risks <u>ST14, CP13, CP07, CP12, CP08, ST26, ST25, ST24, ST31, ST06, ST28, ST32, CP14,</u>	3 Risks <u>CP16, ST44, CP15,</u>
		1 – Low	2 – Medium	3 - High
Risk - Impact				

Risk reviews

These are carried out by the risk Responsible Officer monthly for very high (9) risks, quarterly for high (6) twice a year for medium risk (3-4) risks and once a year for low (2) risks. This includes a review of each risk, its mitigations and risk impact and likelihood scores.

In addition to the regular reviews, meetings with the Risk Responsible officer and those managing the risk are held to review the scope of the risk, causes and impact, and mitigations in more depth.

RISK REPORTS

A report listing the Corporate & Strategic risks is provided as Appendix A

Details of those risks with 'Action needed' mitigations statuses or a very high mitigated status of 9, are provided below. The 'Action needed' statuses are colour coded to match the risk matrix above.

ST37 Failure of ICT infrastructure and systems not meeting business needs or not being fit for purpose The

Risk mitigated status: 6 - medium

Mitigation Status	Mitigation	Info
Action needed	Strata Business plan approved annually	The Strata Business Plan sets out the intended projects and identifies funding

Review note: The Strata Board commissioned a report completed by Agilisys in January 2022 which highlighted a number of areas for improvement including concerns about infrastructure. Following the departure of the CEO, an Interim CEO has been appointed and part of his role is to review the Agilisys report and develop a new business plan to address the action identified in the report and any other recommendation made following his assessment of organisation, its infrastructure and the service being provided to the LA partners.

ST43 Failure to adopt Teignbridge Local Plan

Risk mitigated status: 6 - high

Mitigation Status	Mitigation	Info
Action needed	Duty to cooperate agreements	Ensure duty to cooperate statements are prepared and agreed with all relevant outside bodies at an appropriate level before plans are submitted

Review note: The Duty to Cooperate requires local planning authorities to work with relevant organisations (identified in the regulations) during the plan making process. These include neighbouring local authorities and statutory consultees such as Natural England. The Duty to Cooperate should ensure cross boundary issues are addressed. In Teignbridge these relate to issues such as biodiversity, landscape, strategic growth and addressing any likely unmet housing need. The Local Plans team are currently in ongoing discussions with relevant organisations to ensure these issues are satisfactorily addressed in the

Teignbridge local plan. The Council will be seeking to publish statements of common ground which will set out the issues and areas where agreement has been reached, and these will form part of the proposed submission background papers

Major projects/service changes

The current major council projects are listed in the table overleaf, which provides assurance that project risks have been assessed and registers or strategic risks are in place and being managed.

The One Teignbridge Transformation Board meets monthly to review major systems and the digital platform projects. This includes a review of the project risk registers. The Capital Review Group meets every other month to review projects in the capital programme including key risks and issues.

T10	Title	Description	Responsible Officer(s)	Current Risk Register
GP	GESP	Joint Local Plan with Exeter, East Devon & Mid Devon	Michelle Luscombe / Alex Lessware	See ST40, 41, 43
IIP	Newton Abbot Town Centre Development	Bradley Lane redevelopment	Tom Phillips	Yes
IIP	Newton Abbot Town Centre Development	Newton abbot garden community project	Fergus Pate	To be developed
IIP	Future High Street Fund	New cinema	Tom Phillips /Pete Briscoe	Yes
IIP	Future High Street Fund	Market Hall / Alexandra cinema refurbishment	Tom Phillips / Louisa Brinton	Yes
IIP	Future High Street Fund	Queen street public realm improvements	Estelle Skinner / DCC	Yes
IIP	Future High Street Fund	National cycle network 2 improvements	Estelle Skinner / DCC	Yes
IIP	Brunswick Street, Teignmouth re-development	Delivery plan in process, focusing on re-development of vacant Brunswick Street sites, George St & Northumberland Place	Tom Phillips	Yes
IIP	East Street and Drake Road	Development of two Council owned parcels of land to deliver 7 social rented homes. East street is progressing well and Drake Road is close to completion.	Graham Davey, Pete Briscoe	Yes
OA A	Leisure Centre Refurbishment	New Project - Delivery phase of Leisure centre refurbishment for Broadmeadow and Dawlish to be developed	James Teed/ Pete Briscoe	To be developed

ALTERNATIVE OPTIONS

None, risk management is a mandatory function of the Council.

CONCLUSION

Effective risk management will aid decision making, focus and make better use of resources, provide a duty of care, comply with legislation, reduce costs, provide a continuity of service and reduce the risk of not meeting the council's objectives.