

**Teignbridge District Council  
Executive Committee  
13 March 2023  
Part i**

## **Strategic and Corporate Risk Report**

### **Purpose of Report**

This was referred from Audit Scrutiny on 18<sup>th</sup> January.

This report is 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  
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### **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 CO<sub>2</sub>. ST42 – Failure to deliver the council strategy. ST44 – Flood risk resilience. ST45 – Flood risk management.

Climate Change Officer

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## Executive Member

Corporate Resources – Richard Keeling

## 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

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 4 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	1 Risk <u>CP11,</u>	No Risks
	2 - Medium	1 Risk <u>ST06,</u>	9 Risks <u>ST02, CP12, CP08,</u> <u>ST11, ST19, ST09,</u> <u>ST40, ST43, CP09</u>	9 Risks <u>CP01, ST29, ST08,</u> <u>ST20, ST41, ST37,</u> <u>ST42, ST45, ST17</u>
	1 - Low	1 Risk <u>CP05,</u>	11 Risks <u>ST14, CP13, CP07,</u> <u>ST26, ST25, ST24,</u> <u>ST31, ST28, ST32,</u> <u>CP14, ST46,</u>	3 Risks <u>CP16, ST44, CP15,</u>
		<b>1 – Low</b>	<b>2 – Medium</b>	<b>3 - High</b>
		<b>Risk - Impact</b>		

## 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**  
**Risk mitigated status: 6 - high**

Mitigation Status	Mitigation	Info
Action needed	Robust governance	Robust governance in place in accordance with the Shareholder Agreement for the ICT partnership. The Joint Executive Committee and Joint Scrutiny Committee are meeting bi-monthly, and the Strata Board meets every 4 weeks, with appropriate representation from Teignbridge at all levels
Action needed	Strata Business plan approved annually	The Strata Business Plan sets out the intended projects and identifies funding

Review note: The current shareholder agreement and governance structure for Strata has been in place for 7 years and there is a need to commission an independent review of governance to ensure the existing arrangements are fit for purpose now and for the future. A review of the Strata structure is being undertaken by the Interim CEO to ensure the organisation has the skills, roles and operating model to deliver the digital aspirations of the 3 Councils and new ways of working have been introduced to give greater transparency and oversight by the Councils of work requests and projects. 2 sessions have been held with managers to raise awareness of new technologies and how these can be applied in services to improve services for customers and improve efficiencies and a number of projects have been put forward by service managers to be developed. The implementation of the Microsoft 365 suite of products is also continuing across the Council. However, the Joint Executive Committee (JEC) has not met since January 2022 and Joint Scrutiny committee has met only once this year in September 2022. There has not been an update to the 22/23 business plan and there is no timetable for preparation of the 23/24 Business plan

**ST11 Failure to Comply with health & Safety Legislation**  
**Risk mitigated status: 4 - medium**

Mitigation Status	Mitigation	Info
Action needed	Health and Safety training	Induction training is given at start of employment. Managers identify training needs and appropriate training given in house or by external provider.

Action needed	Safety audits	Periodic H&S audits of teams and services based on hazard and risk carried out through self-assessment programme co-ordinated by H&S manager.
Action needed	Health and Safety communication	Annual reports produced each year. Regular Health and Safety Committee meetings take place.
Action needed	Overview of compliance	Health & Safety Manager to escalate to Head of Service or Managing Director where managers are not properly managing health and safety duties/responsibilities
Action needed	Approved Policies and procedures in place	Health and Safety Policy and procedures in place and subject to regular revisions.
Action needed	Risk assessments in place	Managers produce risk assessments and have access to advice from H&S Manager. H&S manager audits risk assessments as necessary.
Action needed	Systems to report, record, monitor accident and near miss reports	Reporting policy in place and effectively being applied

Review note: System reviews are identifying "work in progress" that is more than 5 years old or "missing". This is likely to be non-compliant and work is in progress to determine the areas of operations that hold the most risk (significant potential for multiple fatalities) first and to work on those.

#### **ST24 Finance – Breach of financial instructions & contract rules**

**Risk mitigated status: 2 – low**

Mitigation Status	Mitigation	Info
Action needed	FMS Training	FMS training is provided both on-line and on a one-to-one basis. Financial Training package for managers is available.
Action needed	Monthly Management Accounts	Monthly management accounts are completed which should aid detection of irregularities.

Review note: Currently working on the acquisition of a new finance system and training on this will be part of the implementation stage. The system is user friendly so managers will have access to regular budget monitoring information.

#### **ST42 Failure to deliver the Council Strategy**

**Risk mitigated status: 6 – high**

Mitigation Status	Mitigation	Info
Action needed	Ensure adequate staff resources	Adequate staff to be maintained to deliver the key objectives of the strategy

Review note: (JW updated on behalf of PS)

There will be a review of the corporate strategy and its programmes after May 2023 following the election.

For adequate staff resourcing, there have been multiple recruitment strategies including pay reviews and how we advertise roles to attract new staff.

### CP01 Attacks on staff

**Risk mitigated status: 6 - high**

Mitigation Status	Mitigation	Info
Action needed	Health & Safety Policy in place (current)	Policy in place but will always need maintaining & review Health & Safety policy in place, maintained and reviewed. This includes policies & guidance on Violence & Aggression, Lone Working, Panic Alarm Function, Employee Protection Register (EPR), and Incident Reporting & Investigation. Staff wellbeing which is an important mitigation remains an HR responsibility and procedure
Action needed	Staff training	Staff training program in place but will always need maintaining & review A Staff Induction programme in place. Training is included in the PDP process undertaken by line managers and should include training as identified by risk assessment.
Action needed	Lone working procedure	Lone working procedure in place that includes the provision of mobile phones, personal attack alarms and lone worker record updating
Action needed	Health and Safety Coordination	Group to be established and maintained to ensure a co-ordinated response to all risks to staff. Meets quarterly.
Action needed	Implementation of the Health & Safety Policy	All Managers to be responsible for implementing the Health & Safety Policy as detailed in respective health & safety procedures within the policy document
Action needed	Local procedures (Teams or Services)	To be developed and implemented by teams/services as they will have differing ways of implementing control measures they formulate resulting from risk assessment.
Action needed	First responder	Suitably trained and nominated person(s) to respond to incidents in Forde House. Security company employed to provide this function

<b>Action needed</b>	Annual Health & Safety Review	where appropriate, based on increased risk, and reviewed annually. Annual Health & Safety Review (audit) undertaken with Managers by the Corporate Health & Safety Advisor NB: this may be by physical audit or self-answer format
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Review note: TDC November HSC committed to attacks (verbal or physical) on staff being completely unacceptable and all suitable resources will be given to identifying and sanctioning perpetrators. Combination of de-escalation training and location & incident recording devices to be considered and consulted upon to implement the Lone Worker policy effectiveness review.

### Major projects/service changes

The current major council projects are listed in the table below, 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
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 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
OAA	Leisure Centre Refurbishment	New Project - Feasibility and delivery phase of Leisure centre refurbishment for Broadmeadow and Dawlish to be refreshed and 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.