

AUDIT SCRUTINY COMMITTEE

CHAIRMAN: Cllr Chris Clarence

DATE: 19 July 2018
REPORT OF: Business Improvement and Development
SUBJECT: Strategic & Corporate Risk review

PART I

1. PURPOSE

To provide Members with an overview of the current status of the Strategic & Corporate risk registers and to review the Risk Management Strategy.

2. 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 form part of the Strategic Risk Register and 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 form part of the Corporate Risk Register and are 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 Senior Leadership Team) should include an analysis of risks so these are considered when important decisions are made. Major projects or service changes should also have risk registers. These may be referred for inclusion in the Corporate or Strategic Risk Registers if they are likely to be significant issues.

The Strategic and Corporate Risk review will be submitted to Audit Scrutiny Committee twice a year in July and December. Strategic and Corporate risks are reviewed on a regular basis by the risk owner. Reviews are prompted by automatic email reminders according to the risk's unmitigated score:

Unmitigated Risk Status Score	Review Interval
9	Monthly
6	Quarterly
3-4	Twice a Year
1-2	Annually

TEIGNBRIDGE DISTRICT COUNCIL

The Risk Report

This includes an overview report showing the current mitigated status and unmitigated status of the risk and the current status of the risk mitigations, plus a risk matrix report. Any recommended changes to risks are included together with any project or service risks that need to be included in the Corporate or Strategic Risk Registers.

Risk review process

A programme for the review of each risk and its mitigations is in place. This includes a meeting with the responsible officer and those managing the risk to review the scope of the risk, causes and impact, and mitigations.

Risk Reviews - progress to date & planned reviews	Reviewed by	Date completed
Lack of effective risk management ST18	Business Improvement & Development, Audit, Finance	23.04.2018
Provision and recording of poor quality data, information & advice ST21	Business Improvement & Development	14.05.2018
Breach of the Data Protection Act including confidentiality CP02 and Compliance with the Data Protection Act and General Data Protection Regulations CP14	Democratic Services Legal Audit Data Protection Officer	05.06.2018
Inability to Respond to or Manage Change ST29	Strategic Leadership Team	27.06.2018
Breach of Code of Conduct by Members CP11	Head of Legal and Monitoring Officer	03.07.2018
Statutory Requirements not met ST06	Head of Legal and Monitoring Officer	03.07.2018
Failure of the jointly owned ICT company, Strata ST37	Interim Head of service delivery & improvement	04/07/2018

3. RECOMMENDED CHANGES

Risk	Recommended changes
Lack of effective risk management ST18	<p>Move to Corporate risk register as CP16 as this is a common risk that applies to many sections of the council and we have corporate processes in place to deal with them.</p> <p>Updates to the risk mitigations including:</p> <ul style="list-style-type: none"> • Risk management arrangements are now 'Audit of Risk Management Arrangements' • Review of Strategic & Corporate Risks – addition of 'Regular review of new emerging risks and opportunities.' • Risk Management Training – addition of 'The Customer Access & Business Improvement Group also receive regular risk management training/updates.'

TEIGNBRIDGE DISTRICT COUNCIL

Risk	Recommended changes
<p>Provision and recording of poor quality data, information & advice ST21</p>	<p>Title change to: 'Provision and recording of poor data, inaccurate information and advice' Updated risk description to: 'This includes inaccurate records/data recording/giving of advice; misinterpretation of 3rd party data or inaccurate data analysis and inaccurate reporting, which could lead to legal challenge, poor decisions, incorrect policy decisions, misallocation of resources and loss of reputation.'</p>
<p>Provision and recording of poor quality data, information & advice ST21</p>	<p>Updates to the mitigations including:</p> <ul style="list-style-type: none"> • Archive mitigation - Regular staff meetings where legislation and good practice are discussed • Change mitigation – Customer Access and Business Improvement Group (CABIG) to Increase staff awareness of data quality through CABIG • Add mitigation – Training of key staff on data quality • Add mitigation – Data quality policy • Change - Project management by Business Improvement & Development to Good project management practices • Change - Systems and procedures to manage & monitor compliance with data quality to Systems and procedures to manage and monitor performance data
<p>Breach of the Data Protection Act including confidentiality CP02</p>	<p>The risk was reviewed and its mitigations merged with CP14 Non - Compliance with the Data Protection Act and General Data Protection Regulations Archive the risk</p>
<p>Compliance with the Data Protection Act and General Data Protection Regulations CP14</p>	<p>Title refresh: Non-compliance with the Data Protection Act 2018 and the General Data Protection Regulations Updated risk description: The GDPR and DPA place additional requirements on the council that include gaining consent for data processing, informing individuals how their data will be processed and greater rights for individuals to access their data and request deletion of their data. These cover all personal data including name, address, date of birth, telephone number, bank details, location data, Internet Protocol (IP) addresses and cookie IDs, plus sensitive personal data such as race, ethnicity, political opinions, physical or mental health conditions, religious or philosophical beliefs, trade union membership, sexual life/sexual orientation, genetic and biometric data. Updates to the mitigations including:</p> <ul style="list-style-type: none"> • Change - A dedicated Data Protection Officer to put in place the GDPR requirements to A dedicated Data Protection Officer to ensure compliance with the GDPR • Archive completed mitigation – Advice & process for 3rd party use of our data not under contract • Change – Out of date or unused personal data stored to Records retention schedules • Archive completed mitigation – Project plan to prepare for GDPR

TEIGNBRIDGE DISTRICT COUNCIL

	<ul style="list-style-type: none"> • New – Service Data Guardians – Corporate responsibility for compliance with DPA and GDPR is shared across the organisation by trained Data Guardians • New - Technical measures to ensure data security – Strata ensure data security for our IT including end point security and access levels management through Active Directory
Risk	Recommended changes
Inability to Respond to or Manage Change ST29	Updates to the mitigations including: <ul style="list-style-type: none"> • New mitigation - Revised management structure to be considered by Council to enable the Council to respond to change • New mitigation - Continuing review of staffing
Breach of Code of Conduct by Members CP11	Reassessment of the unmitigated risk impact and likelihood to Impact – 3 and Likelihood – 2 (was Impact – 1 and likelihood – 1)
Statutory Requirements not met ST06	Update to the mitigations: <ul style="list-style-type: none"> • New mitigation: Current scheme of delegation
Failure of the jointly owned ICT company, Strata ST37	Title refresh: Failure of the jointly owned ICT company, Strata, to provide IT services ST37

TEIGNBRIDGE DISTRICT COUNCIL

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.

T10	Project Title	Project Description	Responsible Officer(s)	Up to date risk register in place
GP	Energy Services Company	Formation of a public sector joint venture energy company to provide district heating networks	Simon Thornley	Yes
GP	GESP	Joint Local Plan with Exeter, East Devon & Mid Devon	Simon Thornley	See ST40, 41, 43
IIP	Newton Abbot Town Centre Development and Market Walk	Newton Abbot town centre masterplan focussing on the re-development of the Markets area, Bradley Lane and Cricketfield Road car park	Tony Watson, Tom Butcher	Yes
IIP	Brunswick Street, Teignmouth re-development	Delivery plan in process, focusing on re-development of vacant Brunswick Street sites, George St & Northumberland Place	Tony Watson	Yes
OAA	Leisure Strategy	First stage of Leisure Strategy Development	Lorraine Montgomery	Yes
WE	Midland iTrent	HR data management IT system	Martin Flitcroft	Yes
WE	General Data Protection Regulations (GDPR)	Preparing for and making sure we comply with the GDPR	Sue Heath	See CP14
'One Teignbridge' Project				
WE	<i>Digital Platform</i>	<i>Digital platform to improve digital access to services and streamlining of processes. Mobile access for officers in the field</i>	<i>Kay O'Flaherty, Amanda Pujol</i>	Yes
WE	<i>Open Portal</i>	<i>A project allowing customers to register online to view their personal "dashboard" containing council tax, NNDR and benefit information</i>	<i>Tracey Hooper, Rob Duddle</i>	Yes
WE	<i>Anywhere 365</i>	<i>Cutting edge contact centre telephony & reporting</i>	<i>Amanda Pujol, Kay O'Flaherty (STRATA)</i>	<i>No – Not yet started</i>

TEIGNBRIDGE DISTRICT COUNCIL

4. REPORTS

Guide to risk status:

Risk scores are calculated by multiplying the risk **impact** with the risk **likelihood** on a scale of 1 to 3. A status score of 6 to 9 is a high risk, 3 to 4 medium risk and 1 to 2 low risk.

Guide to mitigation status:

- **Action completed** the mitigating action is a one-off action that has been completed and will not be repeated at any time in the future
- **Action ongoing** the mitigating action is in place and effective but needs to carry on being done
- **Action needed** when a mitigating action has not started or is not fully effective

A. Risks overview report with mitigations – Appendix A attached

This is an overview report showing the current mitigated status and unmitigated status of the risk and the current status of the risk mitigation

B. Strategic risks matrix report

Risk Likelihood	3 - High	1 Risk Poorly Managed Election (ST20)	No Risks	No Risks
	2 - Medium	No Risks	9 Risks Fraud and Corruption (ST14) Accident Leading to Major Injury or Death (ST01) Economic Uncertainty (formerly Economic Recession or Abnormal Inflation) (ST08) Poor or Ineffective Business Continuity Management (ST19) Inadequately prepared to deal with a major disaster (ST09) Non Compliance with Section 106 Agreements and CIL notices (ST32) Local Plan - Planned Development Delayed or Not Happening (ST41) Local Plan - Infrastructure Delivery Delay (ST40) Flood risk management and resilience (ST44)	1 Risk Statutory Requirements Not Met (ST06)
	1 - Low	No Risks	6 Risks Poor Public Relations Management (ST26) High Levels of Customer Dissatisfaction (ST25) Finance - Breach of Financial Instructions & Contract Rules (ST24) Climate Change - the impact of not reducing our energy use and contribution to CO2 emissions (ST31) Internal Disaster (Premises) (ST28)	8 Risks Financial Uncertainty (ST02) Inability to Respond to or Manage Change (ST29) Inability to Recruit and Retain Staff (ST17) Provision and Recording of Poor Quality Data, Inaccurate Information and Advice (ST21) Failure to Comply with Health & Safety Legislation (ST11) Failure of the jointly owned ICT company, Strata, to provide IT services (ST37) Failure to deliver the Council Strategy (ST42) Failure to adopt Local Plans: Greater Exeter Strategic Plan and Teignbridge Local Plan Review (ST43)
		1 - Low	2 - Medium	3 - High
		Risk Impact		

TEIGNBRIDGE DISTRICT COUNCIL

C. Corporate risks matrix report

Risk Likelihood	3 - High	No Risks	No Risks	No Risks
	2 - Medium	No Risks	6 Risks <u>Attacks on Staff (CP01)</u> <u>Failure to Collect or Loss of Income (CP07)</u> <u>Breach of Code of Conduct by Staff (CP12)</u> <u>Lack of Effective Risk Management (CP16)</u> <u>Non-compliance with the Data Protection Act and General Data Protection Regulations (CP14)</u> <u>Project management (CP15)</u>	2 Risks <u>Safeguarding (CP13)</u> <u>Partnership management (CP03)</u>
	1 - Low	No Risks	2 Risks <u>Contractor Poor Performance/Failure (CP05)</u> <u>Future proofing the workforce (was Failure to Improve Staff Capability and Capacity) (CP08)</u>	1 Risk <u>Staff health and wellbeing (was Staff Absence/Stress/Morale) (CP09)</u>
		1 - Low	2 - Medium	3 - High
		Risk Impact		
	Review overdue	<u>Breach of Code of Conduct by Members (CP11)</u>		

5. MAIN IMPLICATIONS
None

6. GROUPS TO BE CONSULTED
None

7. WITNESSES TO BE CALLED
None

8. TIME-SCALE

9. 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 and provide a continuity of service.

10. RECOMMENDATION

Review and approve the report.

Wards affected	ALL
Contact for any more information	Kay O'Flaherty/Liz Gingell
Background Papers (For Part I reports only)	Appendix A – Risk Management Strategy Appendix B - Risk overview report
Key Decision	No
In Forward Plan	No
In O & S Work Programme	No