Update on the Strategic Risk Register

Author: **Mike Howard**

Contact Details: **Mike Howard**

01494 421357 **Mike.Howard@wycombe.gov.uk**

Proposed Decision

The Committee is asked to NOTE the recent revisions made to the process for managing the Councils' Strategic Risk Register (SRR), (extract attached at Appendix A) and is invited to comment.

Corporate Implications

Risk Management is the process of identifying and addressing the risks that either impact on the long term direction and sustainability of the Council (strategic risks), or arise from the delivery of objectives as set out on the Councils Corporate plan (corporate /operational risks).
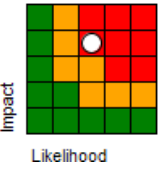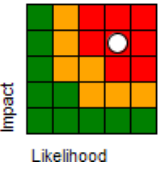
Risk Management forms part of the Wycombe District Council's approach to effective governance and is an essential element of good management.
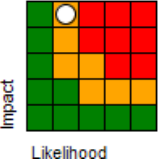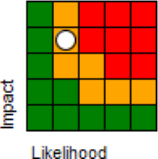
The Strategic Risk Register contains the most significant risks that could have an effect or impact on the delivery of the Councils' Corporate plan and in doing so damage the Councils financial standing and its reputation.
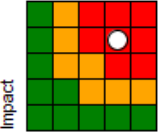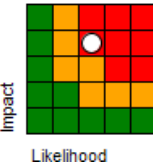
Executive summary

1. A review was undertaken, by the Strategic Management Board, to reduce the number of strategic risks that were being reported upon with a view to implementing a new strategic risk register that was more focused and actionable with clear accountability.

2. The updated strategic risk register now consists of 7 strategic risks outlined below and for illustrative purposes is explained in greater detail in Appendix A:

   SRR 01 - Workforce skills and knowledge.

   SRR 02 - External and internal regulatory framework.

   SRR 03 - Reduction in Government funding

   SRR 04 - Local Government restructure

   SRR 05 - Partnership working

   SRR 06 - Investment in infrastructure

   SRR 07 - Data and Information Security

3. The former strategic risks will be revisited and if appropriate incorporated in the relevant Operational Risk Register (ORR) and these are highlighted in Appendix B.

4. In addition, the use of new risk software will allow for a more streamlined and efficient process for the management of the risks faced by the Council at both an operational and strategic level.

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
SR01 Workforce skills and knowledge	1. Recruitment levels 2. Training needs analysis 3.Competence framework 4.Increased requests for partnership working	1. Work is not completed 2. Loss of key staff 3. Complaints 4. Poor or inconsistent services 5. Projects not delivered on time / budget /quality 6. Unrealistic workloads leading to absence/ increased sickness levels. 7. Failure to attract, recruit and retain suitable staff 8. Loss of knowledge and expertise	Key specialist roles identified and service resilience plan in place Up to date policies accessible to officers Service based performance management information Periodic formal quality reviews undertaken by Management Procedures reflect application of policy	10 Impact / Likelihood	Level 1 - Operational Management (Policies & Procedures)	Quarterly performance to SMB, P & D Committee covering	Aisha Bi 01-Aug-2018 Recruitment levels for both Management and Other posts are generally competitive with a good level of response from suitably qualified and/ or experienced candidates. NB MLG impacts on future recruitment Requests for Partnership working are considered by relevant Head of Service after examination/consideration of the resources required: £ and officer time and the life cycle of the partnership. Opportunities for collaboration and shared services provision are/ are not currently being pursued (If any are being pursued then list here and the Lead Officer.	John McMillan

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
SR02 External and internal regulatory framework	Strategic Risk Register action plan slippage. Legal challenges to decisions. Issues from annual assurance review not being addressed or slippage. Audit recommendations not being implemented,	1. Wrong or illegal decisions taken 2. Complaints (justifiable) 3. Reputational damage Breach of legislation	Monthly budgetary control reports Published contract register used for contract renewal Periodic formal quality reviews undertaken by Management	12	Level 2 - Internal Governance (Risk / Performance Management)			Catherine Whitehead
SR03 Reduction in Government funding	Budget Monitoring External Networks and External Advisor Memberships highlighting emerging issues / policy changes Relationship Manager with Valuation Office Service Performance	1.Reduction in budgets 2.Loss / reduction of discretionary services 3. Reduction in service level for statutory services 4.Reputational damage 5.Inability to realise corporate plan/ priorities / transformation	Monthly budgetary control reports Service based performance management information Medium Term Financial Plan Income Maxmisation Assessed budget volatility	16	Level 3 - Independent Assurance (Internal Audits, HSE)		Mike Howard 02-Aug-2018 Revised Likelihood from a 3 to a 4	David Skinner

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
	Information in relation to demand for services or lower usage	programme.						
SR04 Local Government re-organisation	Lack of resource to deliver core services Failure to meet key deadlines	1.Services not delivered 2.Lack of staff capacity to deliver core business. 3. Poor submission to DCLG Inability to implement structural change for the benefit of residents.	Key specialist roles identified and service resilience plan in place	10	Level 1 - Operational Management (Policies & Procedures)			
SR05 Partnership working	Issues arising from Member/officer involvement with partners/partnerships. Breakdown of working relationships. Wycombe District issues not being	1. Missed opportunities for funding streams (LEP) 2. Restricted range of services offered 3. Failure to realise economies of scale 4.Duplication of work	Regular contract meetings/ dialogue Periodic formal quality reviews undertaken by Management Partnership oversight	8	Level 1 - Operational Management (Policies & Procedures)			Catherine Whitehead

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
	adequately addressed.	5. Impact on public perception of the wider public sector						
SR06 Investment in infrastructure	Corporate Plan objectives are not delivered due to lack of funding. Schemes are put on hold, pending determination, source and release of funding. Annual Report provides information as regards the success in delivering the Corporate Plan.	Lack of investment in infrastructure could lead to issues as regards both the short and long term sustainability of the local community and economy. Deterioration of the Councils image and reputation as a place to live, work, visit and invest in. Restriction in economic growth could impact on service provision & funding through reduced business rate growth.	Periodic formal quality reviews undertaken by Management Established Programme Boards Quarterly report to SMB Assessed budget volatility	16	Level 2 - Internal Governance (Risk / Performance Management)			Corporate Director (Regeneration and Growth)

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
		Programmes /Project are funded by external borrowing rather than internal funds.						
SR07 Data and Information security	**Internal Information Governance** • Continuing data breaches of the same type. • Trends and issues from complaints and Freedom of Information Act requests not being addressed.	**Internal Information Governance** • Information Commissioners Office (ICO)infringements/fines • Criminal proceedings against the Council and individuals. • Reputational damage • Complaints leading to ICO findings against the Council. • Complaints leading to	Internal Information Governance (Suite of Internal Controls) External Information Governance (Suite of Internal Controls)	12	Level 2 - Internal Governance (Risk / Performance Management)			John McMillan; Catherine Whitehead

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
	External IT Governance • Performance against contractual performance targets for application and network availability. • Performance reporting for resolving priority incidents in Service Level Agreement (SLA) • Performance of implementing service requests /	Ombudsman findings against the Council. • Loss of sensitive data • Unlawful release of personal data **External IT Governance** Loss of IT services						

Risk	Key risk indicators	Consequences	Internal Controls	Current Risk	Assurance Level	Evidence of Assurance	Latest Note	Assigned To
	projects within SLA and /or agreed timescales • Activity reports for Phishing and Malware incidents and threats. • Issues from IT security checks (by Contactor or Third Party commissioned projects) not being resolved in a timely, efficient and effective way.							

The following former strategic risks under review are:

- Inability to deal with the issues as regards BREXIT

- Local Plan: Inability to submit a plan likely to be found sound on a fast timetable

- Delivery of the Princes Risborough programme

- Business Continuity / Service Interruption / Emergency Preparedness: Response, Contribution.

- Inability to have in place an IT framework that meets our Records Management requirements and timescales.

- Inability to continue to provide services.

- Inability to manage increase in both the demand and the provision of Bed and Breakfast accommodation (Temporary accommodation)

- Failure to manage external market risk in relation to Treasury Management.

- Inability to manage ICT Service provider leading to disruption / cessation of service.

- Inability to manage Waste service provider(s) leading to disruption / cessation of service.

- Failure to deliver a plan to maintain physical assets.

- Inability to optimise property assets.