



# Report to Audit and Governance Committee

<b>Date:</b>	29 March 2023
<b>Reference number:</b>	N/A
<b>Title:</b>	<b>Risk Management Group Update</b>
<b>Cabinet Member(s):</b>	N/A
<b>Contact officer:</b>	Maggie Gibb, Head of Business Assurance (& Chief Internal Auditor)
<b>Ward(s) affected:</b>	N/A
<b>Recommendations:</b>	<b>1. Members are recommended to note the report. 2. consider how to best address this concern about members participating in cyber security training.</b>
<b>Reason for decision:</b>	N/A

## **1. Executive summary**

- 1.1 The purpose of the report is to provide an update on the Risk Management Group (RMG) meetings held on 30 January 2023 and 6 March 2023.
- 1.2 The Council's Risk Management Framework including the Terms of Reference for the Risk Management Group was approved by the Audit and Governance Committee in June 2021.

## **2. Content of report**

- 2.1 For the Risk Management Group meeting held on 30 January 2023, the Corporate Director for Resources along with Head of Service for Corporate Business Support and the Assistant Director of Finance attended.
- 2.2 The Resources Directorate has a one tier escalation hierarchy which enables each service areas within Resources to take responsibility for identifying, managing, and

escalating risks where required. This allows for more strategic oversight at Resources Board with more focus and greater clarity as to the key / major risks facing Resources.

- 2.3 It was noted that a number of new risks had been escalated on to the Resources risk register which related to major change projects. A number of these risks were RAG status 'green' on the register, however had been included due to the importance to the Council and the potential impact an issue may cause.
- 2.4 The key risk themes were as follows:
- 2.5 **RS-B-01 Failure to Deliver Service Review Savings** - IF the Resources Service Review fails to deliver the required savings and outcomes, ensuring the correct staffing structure and to ensure cost effective and efficient ways of working for our customers THEN there is a risk the Better Buckinghamshire programme fails to achieve its objectives.
- 2.6 **RS-B-02 Insufficient Resource and Capacity** - IF competing priorities (as a result of the Resources Service Review, other Service Reviews, BAU or the WorkSmart Project, for example) result in unforeseen resource and capacity pressures or IF we are unable to attract, retain and develop competent and confident staff THEN core business services will not be delivered resulting in reputational damage to the Council and the potential for Resources projects, plans and / or work programmes to be delayed or not delivering their objectives.
- 2.7 **RS-B-03 Increase in sickness levels / Stress / Mental Health & Wellbeing** - IF sickness levels or mental health and wellbeing issues and concerns increase as a result of stress or capacity and workload issues THEN there is a risk that staff will leave or remain on long-term sickness absence. There is also the risk that additional workloads will be to be picked-up and incorporated by others within teams increasing the risk of additional stress and potential sickness.
- 2.8 **RS-B-04 Technology Breaches / Failure** - IF systems fail, data is lost or data protection breached, or there is a lack of resilience of systems, insufficient security to support agile working, insufficient network security to prevent a cyber-attack, loss of data or breach of data protection THEN the Council will suffer severe reputational and financial damage and data could be used inappropriately.
- 2.9 **RS-B-05 Revs & Bens Speed of Recovery** - Following the final phase of the Revs and Bens system merger IF the estimated 15,000 item backlog is exceeded THEN it will lead to extra expense in temps, additional follow up contact into the Customer Service Centre and also more complaints as backlog takes longer to clear.

- 2.10 **RS-B-06 Aura Programme - Delivery Failure** - IF the AURA programme does not deliver the process and system improvements then the SME and customer cultural and behavioural change will not occur THEN the Programme will not deliver the necessary shift to self-serve to enable the savings identified to be achieved and Resources will not cope with the continued service level demand.
- 2.11 **RS-BO-18 Transactional Services (Digital Post Room) Data handling & confidentiality** - IF a Post Operative has incorrectly assigned mail OR a Post Operative has opened items in error that should follow a separate procedure OR outbound mail containing personal data is placed in an envelope in error THEN this could result in mail being sent and viewed by incorrect recipients leading to breaching Data Protection / GDPR legislation leading to sanctions / fines, and reputational damage to the council.
- 2.12 **RS-BO-19 Transactional Services (Digital Post Room) Power or system outage** – IF there was a planned or unplanned power or system outage then this will prevent the post room from using digital solutions to process inbound and outbound mail. THEN this could result in a delay in mail being received by the authority or a delay in post being sent out to customers. This could result in breaches to legislation around processing times and cause reputational damage.
- 2.13 **RS-BO-20 Transactional Services (Digital Post Room) Unable to access corporate buildings** - IF there was no access to Walton Street, there would be a significant impact to service delivery for the digital post room. Some services could be relocated to other offices, such as post centralisation and manual distribution, but digital solutions for post and scanning & indexing of work would be suspended, unless technology is relocated. This could result in a delay in mail being received by service areas or in post being sent out to customers along with a delay in scanning & indexing of documents onto back-office systems. This could result in breaches to legislation around processing times and cause reputational damage.
- 2.14 **RS-IT-19 Network Savings** - If the new WAN is not completed by 31st March, then the contract with MLL will need to be extended causing an impact to Savings.
- 2.15 **RS-BO-21 Customer First Programme – Capacity** - IF there is not enough resource to deliver programme of work THEN selected customer improvements may not happen or be delayed risking service disruption and /or reputation damage. Project work overlaps with BAU work priorities.
- 2.16 **RS-BO-22 Customer First Programme - Senior Leadership** - IF there is a lack of senior leadership engagement in the programme THEN customer experience may not remain a priority.

- 2.17 **RS-BO-23 Customer First Programme -People Culture** - IF our people culture is neglected THEN customers will not be at the centre of everything we do, and service performance may reduce.
- 2.18 **RS-BO-24 Customer First Programme - Performance Framework** - IF customer experience is not embedded into a Council wide performance framework, THEN the visibility of customer experiences reduces, and services are not motivated to improve service delivery.
- 2.19 **RS-BO-25 Customer First Programme - Customer Feedback Usage** - IF we are unable to recognise and respond to changes in customer needs and preferences THEN our services will not meet expectations causing customer frustration and complaints.
- 2.20 The risks were discussed in detail, as well as the mitigating actions being challenged by the members.
- 2.21 New risks, risks which had been de-escalated or closed and a sample of non-escalated risks were included in the report from the Resources directorate.
- 2.22 The Service Director for Highways and the Head of North Waste Collection and Street Scene Services also attended the meeting to provide the Risk Management Group with a detailed update on the 2023 North Waste Collection Round Optimisation project. It was noted that the project is not a full scale round review, it is an optimisation to rebalance rounds in order to absorb future growth and ensure the operation is running efficiently. The key risks and mitigating actions were presented to the Risk Management Group and numerous members questions were answered.
- 2.23 For the Risk Management Group meeting held on 06 March 2023, the Corporate Director for Communities along with the Business Strategy Manager and Head of Finance for Communities attended.
- 2.24 It was noted that there had been some structural change within the Communities Directorate. The Licensing team has moved from Neighbourhood Services to Transport Services and more recently, as at end of February 2023 the Transport Infrastructure & Delivery service has moved from the PGS directorate to Communities.
- 2.25 As well as continuing to deliver a number of customer facing services that residents and businesses in Buckinghamshire use every day, the Communities Directorate has been undergoing a series of major procurements and change programmes.
- 2.26 The Communities Directorate manages risk at both a service and directorate level. Each of the four services within Communities hold a service risk register and, where appropriate, some risks are escalated to Communities Leadership Team for additional oversight.
- 2.27 The key risk themes were as follows:

- 2.28 **COM-HTS-11 Tfb – Service deterioration due to reprocurring of contract (Tfb)** – disruption & change – this risk relates to the process of reprocurring the contract and highlights the importance of good communication with staff and the existing contractor to mitigate any impacts on service delivery caused by staff uncertainty and distraction.
- 2.29 **COM-HTS-29 Berry Hill Footbridge, Taplow Footpath 12** – this risk relates to a specific Rights of Way footbridge which is damaged. The damaged section of the footbridge has now been removed, which significantly mitigates the risk however it will remain until this full activity has been completed.
- 2.30 **COM-HTS-32 Anti-social behaviour in public car parks** – this risk relates to the potential for anti-social behaviour in public car parks, if unaddressed, to significantly impact the Council’s reputation, impact car park users and attendants, and incur a loss of income.
- 2.31 **COM-HTS-37 East West Rail (EWR) Impact on Communities & Environment** – this risk relates to the need to seek mitigation from the impacts of EWR construction and **longer-term impacts on Buckinghamshire.**
- 2.32 **COM-HTS-41 Highways Infrastructure Projects – Finance** – this risk relates to sufficiency of funding for highways infrastructure projects in order to achieve delivery.
- 2.33 **COM-HTS-43 Highways Infrastructure Projects – Funding Deadlines** – this risk relates to funding deadlines for Housing Infrastructure Fund (HIF) funded projects.
- 2.34 **COM-NS-38 North Waste Round Optimisation** – this risk relates to the delivery of the optimisation of waste collection rounds in the north of Buckinghamshire and potential impacts on customers if unsuccessful.
- 2.35 **COM-NS-C-11 EFW Waste Management Project Agreement** – Income on Third Party / Off Take EFW Contracts – this risk relates to the amount income generated by the Energy from Waste Facility.
- 2.36 **COM-NS-C-25 Pops – Compliance** – this risk relates to potential enforcement of national legislation which may impact the compliance of Buckinghamshire Council and create service delivery and financial pressures.
- 2.37 **COM-TS-14 Funding for commercial public bus network** – this risk relates to the planned end date of additional central government funding for public transport and the potential impact on availability of public bus routes.
- 2.38 The Service Director for ICT along with the Head of Customer Delivery & Governance and the ICT Cyber Security Manager, also attended the meeting to provide the Risk Management Group with a detailed update on the cyber-related risks to the Council and the steps taken to mitigate these cyber risks.

2.39 During the discussion with the Risk Management Group, concerns were raised that some members were not fully engaged and participating in the relevant cyber security training. It was recommended that the Audit & Governance Committee consider how to best address this concern about members participating in cyber security training.

### **3. Other options considered**

3.1 N/A.

### **4. Legal and financial implications**

4.1 None.

### **5. Corporate implications**

5.1 None.

### **6. Local councillors & community boards consultation & views**

6.1 N/A

### **7. Communication, engagement & further consultation**

7.1 N/A.

### **8. Next steps and review**

8.1 The next meeting of the Risk Management Group is to be held on 24 April 2023.

### **9. Background papers**

9.1 None.

