

Report to Overview and Scrutiny Committee

Subject: Corporate Risk Management Scorecard Quarter 1 2022/23

Date: 13 November 2023

Author: Corporate Director

1. Purpose of the Report

To update members of the Committee on the current level of assurance that can be provided against each corporate risk.

Recommendations:

That Members:

- Note the progress of actions identified within the Corporate Risk Register.

2. Background

The current Risk Management Strategy & Framework was last considered and approved by the Cabinet in October 2017. It is due for renewal this financial year.

The purpose of the Strategy and Framework is to define how risks are managed by the Council. It provides guidance on the processes, procedures, roles and responsibilities for risk, and it sets out the context on how risks are to be managed. It defines the key role for the Audit Committee as providing independent assurance to the Council with regard to the effectiveness of the risk management framework and the associated control environment. This includes the monitoring of the framework and ensuring the implementation of all audit actions.

The Corporate Risk Register is a key enabler of the Strategy and Framework, and provides assurance on the key risks identified as corporate risks.

Existing risks identified within both the Council's corporate and operational service risk registers are subject to quarterly review by senior management and on an ongoing basis through the work of Internal Audit.

3. Corporate Risk Register

This approach has meant that some of the risks included within the Corporate Risk Register have been set at a relatively high score with the expectation that as mitigation measures are properly recorded or actions taken, then these risks should start to improve over the coming months. This is not to say that all risks will return to 'green', as mitigation measures can only go so far, and some risks may always be inherently 'red' or 'amber' as the score reflects the potential impact on the Council and the likelihood of that event occurring.

The Corporate Risk Register and supporting comments as at the end of June 2023 are appended to this report, and this includes a summary of all control gaps identified on the Council's Corporate Risk Register at quarter 1.

The last update of the Corporate Risk Scorecard was presented to Members on 10 July 2023 which provided the 2022/23 quarter 4 position.

4. Financial Implications

None arising directly from this report.

5. Legal Implications

None arising directly from this report.

6. Equalities Implications

None arising directly from this report.

7. Carbon Reduction/Environmental Sustainability Implications

None arising directly from this report.


8. Appendices

Appendix 1 - Corporate Risk Register Monitoring – Quarter 1, period ending 30 June 2023

Appendix 2 - Risk Management Scoring Matrix

Statutory Officer Approval	
Approved by:	Chief Financial Officer
Date:	
Approved by:	Monitoring Officer
Date:	

Appendix 1 - Corporate Risk Register Monitoring – Quarter 1 – Period Ending 30 June 2023

1	<p>FAILURE TO PREVENT BUDGET OVERHEATING ONCE THE BUDGET HAS BEEN SET</p> <p>Owner: Head of Finance & IT</p> <p>Current Risk: GREEN B1, low likelihood / negligible impact</p> <p>Direction of Travel: 22/23 Q1 D3; Q2 D3; Q3 B3; Q4 B1. 23/24 Q1 B1 </p> <p>Definition:</p> <p><i>Shorter term implications of overspending budgets or not collecting as much income as forecasted. This can cause adverse impact on Council balances.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk: RED E3, very high likelihood / serious impact (£50k - £500k)</p> <p>Commentary:</p> <p>Budget monitoring reports are presented to Cabinet on a quarterly basis, and reflect a review of current year budgets and spend to date. They also recognise any trends (both underspends and overspends) as reported in the year-end outturn report.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> The closedown process was completed and reported to Cabinet on 6 July 2023. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> The next quarterly budget monitoring report to be presented to Cabinet on 7 September 2023. This is reporting a forecast NIL variance at year end. TARGET DATE: September 2023.
2	<p>FAILURE TO MAINTAIN FINANCIAL INTEGRITY</p> <p>Owner: Director of Corporate Resources</p>

Current Risk: RED E4, very high likelihood / major impact £500k to £1m

**Direction of Travel: 22/23 Q1 E4; Q2 E4; Q3 E4; Q4 E4.
23/24 Q1 E4**



Definition:

Affecting the ability of the Council to meet its financial commitments in the longer term.

Key Risk Driver: Financial Impact


Raw Risk Value: RED E5, very high likelihood / critical impact (£1M+)


Commentary:

The preparation of a balanced budget is a fundamental requirement placed on all local authorities, and this can only be achieved by the control of expenditure and the maintenance or improvement in income. The main financial risk issue continues to be the delivery of the ongoing £2.857m efficiency target against a backdrop of pay rises, fuel and energy price increases, and national pressures around the future of local government funding.

Actions completed during quarter 1:

- The closedown report to Cabinet on 6 July 2023 showed an underspend of £213k (1.73%) against service budgets reflecting an awareness by managers of the current budgetary pressures facing the Council.
- The Medium Term Financial Plan was presented to Council on 2 March 2023 as part of the 2023/24 General Fund Revenue Budget report. It set a future efficiency target of £2.857m and officers continue to analyse the budgets to prepare for a base budget review exercise due to commence in September 2023.
- Several years ago officers had the foresight to engage consultants alongside other local authorities to lobby HMRC on classifying some leisure centre income as non-business. After many years HMRC have finally accepted the argument and have agreed to settle each individual authorities claim. This will be presented as a windfall to balances.

	<p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Conduct a base budget review to identify efficiencies to meet current targets and set a balance budget. TARGET DATE: February 2024. • Development of a Procurement and Contract Management Strategy to ensure value for money in purchasing. This will reflect the recommendations arising from the internal audit reviews of both Contract Management and Procurement. It will also need to reflect changes arising from the new UK Procurement Bill currently progressing through parliament. TARGET DATE: February 2024. • Development and implementation of a Charging Strategy to maximise current income streams and identify new income opportunities in accordance with all relevant statutory and corporate requirements. TARGET DATE: January 2024. • Completion of additional Internal Audit work required on main financial systems in response to the alleged fraud in 2022, and ongoing liaison with External Audit. TARGET DATE: December 2023.
3	<p>FAILURE TO PROTECT STAFF, INCLUDING HEALTH & SAFETY ISSUES</p> <p>Owner: Head of Governance & Customer Services</p> <p>Current Risk: AMBER C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 B3; Q2 B3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p> <p>Definition:</p> <p><i>Ineffective systems, processes and equipment that can present danger to individuals or groups of employees.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (loss of life / major illness)</p> <p>Commentary:</p> <p>All staff should feel safe at work and be protected against all dangers wherever possible.</p>

	<p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> The Health and Safety team continued their programme of inspections and corporate review of risk assessments. This process has identified a number of risks which need to be addressed and some risk assessments which are overdue for review and/or with appropriate control measures not being fully identified, for which mitigations are being planned. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> To continue with the programme of health and safety inspections to determine the corporate-wide risk position and ensure the delivery of mitigation actions to address identified risks. TARGET DATE: January 2024. Rollout of the new Civic Centre emergency evacuation procedures. TARGET DATE: November 2023.
4	<p>FAILURE TO RECRUIT AND RETAIN STAFF, AND MAINTAINING INTERNAL CAPACITY</p> <p>Owner: Head of HR, Performance & Service Planning</p> <p>Current Risk: AMBER C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 C3; Q2 C3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p> <p>Definition:</p> <p><i>Associated with the particular nature of each profession, internal protocols, managerial abilities, and sickness levels.</i></p> <p>Key Risk Driver: Service Provision</p> <p>Raw Risk Value: AMBER C3, significant likelihood / serious impact (significant elements of a service suspended / reduced)</p> <p>Commentary:</p> <p>Like nearly all councils, Gedling is experiencing difficulties with recruitment, particularly with professional roles such as planning, finance and legal. Uncertainty also still remains in the future if, for example, funding reductions impact upon the Council's ability to deliver public services.</p>

	<p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • Service Plans that align to the new Gedling Plan 2023 – 2027 have been adopted and rolled out to all managers. These will be managed and monitored through the Council’s performance monitoring system called Pentana. • Pentana is now more actively used by officers to manage projects, risks, audit recommendations, carbon management actions, equality actions which will provide an indicator where officers are struggling to deliver due to capacity issues. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Continue to monitor the national review of the impact of the national living wage on local government pay scales and assess the impact for Gedling. TARGET DATE: n/a. • Investigate opportunities for the introduction of apprenticeships in areas experiencing particular recruitment issues. TARGET DATE: December 2023. • Continue to work with the universities to facilitate the Supported Intern Placement Programme. TARGET DATE: n/a. • Review recruitment options, including a refresh of the website recruitment pages, and which enhances the Council’s offer in terms of flexible working and accessibility. TARGET DATE: December 2023. • Review agile working arrangements currently in place, forming a view on future work needs and requirements, and determining a strategy that will have a positive impact on recruitment and retention of staff. The first step is to review the use of office and desk space / patterns of working within the Civic Centre. TARGET DATE: December 2023. • To monitor the impact of workforce capacity on delivery of the Gedling Plan and compliance with governance requirements by identifying practical measures to reduce the pressure within teams and the fragility of some services. TARGET DATE: December 2023. • Prepare a new Workforce Strategy and set out actions for improvement. TARGET DATE: February 2024.
5	<p>FAILURE TO PROPERLY UTILISE EXISTING ICT, REACT TO TECHNOLOGY CHANGES, AND PREVENT DATA LOSS</p>

Owner: Head of Finance & IT

Current Risk: AMBER C3, significant likelihood / serious impact

**Direction of Travel: 22/23 Q1 C3; Q2 C3; Q3 C3; Q4 C3.
23/24 Q1 C3**



Definition:

The capacity of the Council to deal with the pace / scale of technological change, or its ability to use technology to address changing demands. Challenges over the security, storage and retention of both electronic and manual records, and data.

Key Risk Driver: Objectives

Raw Risk Value: RED D4, high likelihood / major impact (directorates objectives not met)

Commentary:


Good IT is key to the delivery of efficient Council services, and the development of a coherent Digital Strategy is essential.


Actions completed during quarter 1:


- SLT received the findings of the external review of the ICT service, evaluating current service provision and resourcing (baseline review).
- Ongoing review of the Disaster Recovery Plan including consideration of the location of a second storage area network (SAN).
- An internal Digital Transformation team has been established to prepare for the work of the external agent.


Actions outstanding:


- Commission an external agent to deliver an assessment of future IT needs and requirements, and deliver a Digital Strategy for the Council. TARGET DATE: October 2023.
- The review and update of the Information Security Policy has been finalised and will be reported to Cabinet on 7 September 2023.



6	<p>FAILURE TO PROTECT & UTILISE PHYSICAL ASSETS</p> <p>Owner: Head of Regeneration & Welfare</p> <p>Current Risk: AMBER C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 C3; Q2 C3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p> <p>Definition:</p> <p><i>Buildings that are fit for purpose, safe, secure, and meet legislative requirements for fire, asbestos, and water-testing. Land, buildings and other assets to be recorded on a database.</i></p> <p>Key Risk Driver: Health & Safety</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (loss of life / major illness)</p> <p>Commentary:</p> <p>The Council owns and manages a number of buildings and it is important that these are all checked on a regular basis and maintained through an up-to-date Asset Management Plan and Strategy.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • General condition surveys are now in place for the majority of the main operational estate. • A new compliance regime has been introduced for all Council assets (fire, asbestos, water testing). <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Cyclical update of property condition surveys, starting with those about to expire e.g. pavilions. TARGET DATE: January 2024. • Produce a new Property Asset Management Plan. TARGET DATE: March 2024. • Review the suitability of Council-owned temporary accommodation and establish a short and long term maintenance programme. TARGET DATE: February 2024.
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7	<p>FAILURE TO REACT TO CHANGES IN LEGISLATION</p> <p>Owner: Head of Governance & Customer Services</p> <p>Current Risk: AMBER C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 C3; Q2 C3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p> <p>Definition:</p> <p><i>Associated with current or potential changes in national or European law which can lead to possible breaches of legislation. Assessing the wider implications of new legislation on both the Council and its residents.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (£500k - £1m)</p> <p>Commentary:</p> <p>Legislation changes are progressed through parliament and can ultimately affect any Council service. A watching brief on their progression from Bills to Acts is therefore essential.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • The Brazel irregular work pattern case has now been referred to the Supreme Court for determination. It is now unlikely to have an impact on Gedling. • The review of Information Asset Registers has been finalised. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • The outcome of the McCloud pension case at a national level means there may be some liability falling on the Local Government Pension Scheme. Unlikely to be any material impacts on Gedling but we need to wait and determine the final position. TARGET DATE: n/a. • Awaiting further guidance in respect of the government's Resources and Waste Strategy and Environmental Act implications. TARGET DATE: n/a.


8	<p>FAILURE OF CONTRACTORS OR PARTNERSHIP ARRANGEMENTS – CONTRACTUAL BREACHES</p> <p>Owner: Head of Finance & IT</p> <p>Current Risk: AMBR C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 B3; Q2 B3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p> <p>Definition:</p> <p><i>Associated with the failure of contractors and partnership arrangements to deliver services or products to the agreed cost and specification.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: RED D3, high likelihood / serious impact (£50k - £500k)</p> <p>Commentary:</p> <p>This risk focusses on perceived weaknesses in the procurement and contract management processes.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • The implementation of some actions resulting from the Contract Management and Procurement internal audits. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Implementation of the new Contract Register and Contract Management module as part of the Intend procurement system. TARGET DATE: June 2024. • Review indemnity clauses in terms and conditions for new contracts to ensure that they reflect the Council’s risk appetite. TARGET DATE: January 2024.
9	<p>INABILITY TO DEFEND ONE-OFF CHALLENGES TO A COUNCIL DECISION OR NEW COMPENSATION TREND EMERGES</p> <p>Owner: Head of Governance & Customer Services</p>

	<p>Current Risk: GREEN A3, very low likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 A3; Q2 A3; Q3 A3; Q4 A3. 23/24 Q1 A3 </p> <p>Definition:</p> <p><i>Councils are increasingly vulnerable to judicial reviews and new compensation claims.</i></p> <p>Key Risk Driver: Financial Impact</p> <p>Raw Risk Value: RED E3, very high likelihood / serious impact (£50k - £500k)</p> <p>Commentary:</p> <p>These may arise as a result of a national policy change, Council decision, or lack of action.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • Work continued to reduce the number of agency staff at the depot by moving to employed status. • As reported to Environment and Licencing Committee in January 2023, some taxi licensing fees were overcharged and a process of refunds is now operational. A new methodology for calculating the fees has been developed to ensure there will be no reoccurrence going forward. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • National interest around “employment status” and “worker rights” continues to develop. We need to complete the work on assessing the employment status of individuals working for the Council to ensure that legislative and corporate requirements are met. TARGET DATE: n/a.
10	<p>FAILURE TO MAINTAIN SERVICE STANDARDS, CUSTOMER SATISFACTION, AND/OR MEET CUSTOMER EXPECTATIONS</p> <p>Owner: Head of Governance & Customer Services</p> <p>Current Risk: GREEN B1, low likelihood / negligible impact</p>

	<p>Direction of Travel: 22/23 Q1 B1; Q2 B1; Q3 B1; Q4 B1. 23/24 Q1 B1 </p> <p>Definition:</p> <p><i>Related to channel shift to more digital on-line services but retaining the availability of face-to-face services. Affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (adverse national publicity)</p> <p>Commentary:</p> <p>This risk refers to deliver of service to the customer and ensuring equal access for all.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • Monitoring of complaints in terms of number, underlying reasons and other trends is continuing. • A new Customer Services Strategy to improve customer engagement and ensure customer service standards are maintained has been developed. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Continue to monitor and respond as necessary to the impact upon the Council of potential staffing capacity issues in key areas. TARGET DATE: n/a. • To fully implement the new “webchat” service. TARGET DATE: October 2023. • To trial a new outreach service in Bestwood (already doing it in Carlton and Calverton). TARGET DATE: September 2023.
11	<p>FAILURE TO PREVENT DAMAGE TO THE COUNCIL’S REPUTATION</p> <p>Owner: Chief Executive</p> <p>Current Risk: GREEN B2, Low likelihood / minor impact</p>

	<p>Direction of Travel: 22/23 Q1 B2; Q2 B2; Q3 B2; Q4 B2. 23/24 Q1 B2 </p> <p>Definition:</p> <p><i>Related to the Council's reaction to a specific event or issue, or generally a downturn in quality of service.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (adverse national publicity)</p> <p>Commentary:</p> <p>One of the major risks for all local authorities is to <u>not</u> meet their promises made in achieving climate change. For Gedling we aim to be carbon neutral by 2030.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • The Council has numerous actions for delivery as part of the Carbon Management Strategy Action Plan and work has continued on these. • A new internal Corporate Environment Group has been established to monitor delivery of carbon management actions. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Individual officers, as well as the Corporate Environment Group, to continue to deliver actions as part of the Carbon Management Strategy Action Plan. TARGET DATE: n/a.
12	<p>FAILURE TO REACT TO AN ENVIRONMENTAL INCIDENT OR MALICIOUS ACT</p> <p>Owner: Head of Governance & Customer Services</p> <p>Current Risk: AMBER C3, significant likelihood / serious impact</p> <p>Direction of Travel: 22/23 Q1 B1; Q2 B3; Q3 C3; Q4 C3. 23/24 Q1 C3 </p>

	<p>Definition:</p> <p><i>Council reaction to a natural occurrence e.g. widespread flooding, or other events such as fire and explosions.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: RED D4, high likelihood / major impact (adverse national publicity)</p> <p>Commentary:</p> <p>Climate change is expected to require businesses (including Councils) and individuals to adapt their behaviour to reduce the potential of extreme weather events and other risks to public health. This risk also covers preparing for any potential malicious act.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> • A Heads of Service/Manager workshop to update business continuity plans was delivered in May 2023. • Created a Gedling Hot Weather plan as part of the emergency planning requirements. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> • Continue dialogue with the County Council to determine whether they will be able to assist Gedling with any emergency planning resource. Alternatively make arrangements for any in-house staff development requirements. TARGET DATE: December 2023. • Update of business continuity plans. TARGET DATE: October 2023. • Maintain a watching brief on the requirements of Martyn’s law (protection for the public from terrorism at public venues). TARGET DATE: n/a. • Review Gedling winter preparations. TARGET DATE: November 2023.
13	FAILURE TO REACT TO SOCIO-ECONOMIC TRENDS

	<p>Owner: Chief Executive</p> <p>Current Risk: GREEN B2, low likelihood / minor impact</p> <p>Direction of Travel: 22/23 Q1 B2; Q2 B2; Q3 B2; Q4 B2. 23/24 Q1 B2 </p> <p>Definition:</p> <p><i>Relating to the effects of changes in demographic, residential, or socio-economic trends on the Council's ability to meet its objectives.</i></p> <p>Key Risk Driver: Reputation</p> <p>Raw Risk Value: RED D3, high likelihood / serious impact (adverse regional publicity)</p> <p>Commentary:</p> <p>This risk relates to the long term view and horizon scanning of potential changes required and modes of delivery for our services.</p> <p><u>Actions completed during quarter 1:</u></p> <ul style="list-style-type: none"> The Gedling Plan 2023-27 was finalised following a review of strategic direction in light of available resources and was approved by full Council on 2 March 2023. <p><u>Actions outstanding:</u></p> <ul style="list-style-type: none"> This long term work will require Gedling to work with partners from within the Nottinghamshire and Derbyshire regions to deliver a long term strategy as part of the new Mayoral authority from May 2024. TARGET DATE: n/a.
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HIGH RISK AUDIT RECOMMENDATIONS RAISED IN PREVIOUS YEARS BUT NOT YET IMPLEMENTED:

There is one high risk audit recommendations from previous years that has not been addressed and implemented, and that is in relation to the Council's contract management arrangements which need to be strengthened by the introduction of a Contract Management Guidance document and supported by training for all of the council's contract managers (RISK 8).

HIGH RISK AUDIT RECOMMENDATIONS RAISED IN THIS FINANCIAL YEAR:

There are no high risk audit recommendations reported this financial year.

APPENDIX 2 - RISK MANAGEMENT SCORING MATRIX

Likelihood	Very High	E				2	
	High	D					
	Significant	C			3,4, 5, 6, 7,8,12		
	Low	B	1,10	11,13			
	Very Low	A			9		
			1 Negligible	2 Minor	3 Serious	4 Major	5 Critical
			Impact				