

## BABERGH AND MID SUFFOLK DISTRICT COUNCILS

|   |                                       |
|---|---------------------------------------|
| <b>TO:</b> Joint Audit and Standards Committee                    | <b>REPORT NUMBER:</b> <b>JAC/19/5</b> |
|   | <b>DATE OF MEETING:</b> 29 July 2019  |
| <b>OFFICER:</b> Claire Crascall, Audit & Risk Management Services | <b>KEY DECISION REF NO.</b> N/A       |

### END OF YEAR RISK POSITION STATEMENT AND PROGRESS REPORT AND REVISIONS TO RISK MANAGEMENT STRATEGY

#### 1. PURPOSE OF REPORT

- 1.1 The attached report details movements of Significant Risks up to 31<sup>st</sup> March 2019, revisions to the Risk Management Strategy and the work undertaken around risk management processes since April 2018.

#### 2. OPTIONS CONSIDERED

- 2.1 Risk management as an activity must accomplish the following tasks: identify and agree objectives; identify risks and assess (i.e.: Treat, Transfer, Tolerate or Terminate the risk); allocate risk owners; manage and control and monitoring and reporting.

#### 3. RECOMMENDATION





- 3.1 That the contents of this report, supported by Appendix A, B and C, be noted.

#### REASON FOR DECISION

To provide assurances that risk management processes in place are robust and effective.

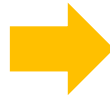
#### 4. KEY INFORMATION

- 4.1 This report details movements of Significant Risks up to 31<sup>st</sup> March 2019 (see Appendix A) and the work undertaken around risk management processes since April 2018.
- 4.2 There are currently 27 risks on the register, of these risks; 16 are scored as medium, 9 as high and 2 as very high.
- 4.3 The risk register has been enhanced to now include Target Scores. These scores are based on the successful completion of actions in the 'Further Actions/Comments' column as seen in Appendix A. The tables below demonstrate the movement of risk scores from Original to Current and also detail the anticipated Target score derived as above. Also, below is a brief update on outstanding actions for each risk, **this should be read in conjunction with the register and risk matrix (Appendix A and B).**

Key:  Low score (1-3)  Medium score (4-6)  High score (8-9)  V. High score (12-16)



Score increased  
(since previous qtr)



Score stayed the same  
(since previous qtr)

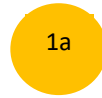


Score decreased  
(since previous qtr)

## 5.1 Theme 1 – Housing Delivery

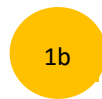
### current scores

| Original scores               |                   |   |   |          |                |                 |
|-------------------------------|-------------------|---|---|----------|----------------|-----------------|
| Objective 1: Housing Delivery |                   |   | Owner: AD - Planning and Communities / AD - Housing |          |                |                 |
| Impact / Consequence          | Disaster          | 4 |   |          |                |                 |
|                               | Bad/Serious       | 3 |   |          | 1b, 1c, 1d, 1e |                 |
|                               | Noticeable /Minor | 2 |   |          | 1a             |                 |
|                               | Minimal           | 1 |   |          |                |                 |
|                               |                   |   | 1   | 2        | 3              | 4               |
|                               |                   |   | Highly Unlikely                                     | Unlikely | Probable       | Highly Probable |
|                               |                   |   | Probability / Likelihood                            |          |                |                 |



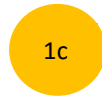
**Risk: We may not have an up to date understanding of housing need and demand.**

**Further Action(s):** Joint Local Plan for consultation; Support for Local Housing Needs Surveys.



**Risk: We may not have a sufficient, appropriate supply of land available in the right locations.**

**Further Action(s):** Joint Local Plan for consultation; Continue to endeavour to unblock 'stalled sites' – with support from Navigus Planning.



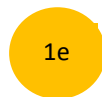
**Risk: We may be unable to meet the Governments new Housing Delivery test.**

**Further Action(s):** Developing relationships with Developers; Working on Infrastructure Strategy; Navigus appointed to bring forward delivery.



**Risk: Development may be stifled and/or unsustainable**

**Further Action(s):** Creating Local Plan Infrastructure Delivery Plan; Working closely with infrastructure providers; Review of Community Infrastructure Levy (CIL).



**Risk: There may be an insufficient local supply to appropriate homes for the ageing population.**

**Further Action(s):** Implementation of Homes and Housing Strategy Action Plan; Development of Housing Action Plan; Development of a BDC/MSDC Older Person Strategy.



| Current scores                |                   |   |   |                |          |                 |
|-------------------------------|-------------------|---|---|----------------|----------|-----------------|
| Objective 1: Housing Delivery |                   |   | Owner: AD - Planning and Communities / AD - Housing |                |          |                 |
| Impact / Consequence          | Disaster          | 4 |   |                |          |                 |
|                               | Bad/Serious       | 3 |   | 1b, 1c, 1d, 1e |          |                 |
|                               | Noticeable /Minor | 2 |   | 1a             |          |                 |
|                               | Minimal           | 1 |   |                |          |                 |
|                               |                   |   | 1   | 2              | 3        | 4               |
|                               |                   |   | Highly Unlikely                                     | Unlikely       | Probable | Highly Probable |
|                               |                   |   | Probability / Likelihood                            |                |          |                 |

| Target scores                 |                   |   |   |            |          |                 |
|-------------------------------|-------------------|---|---|------------|----------|-----------------|
| Objective 1: Housing Delivery |                   |   | Owner: AD - Planning and Communities / AD - Housing |            |          |                 |
| Impact / Consequence          | Disaster          | 4 |   |            |          |                 |
|                               | Bad/Serious       | 3 |   | 1b, 1c, 1d |          |                 |
|                               | Noticeable /Minor | 2 |   | 1a, 1e     |          |                 |
|                               | Minimal           | 1 |   |            |          |                 |
|                               |                   |   | 1   | 2          | 3        | 4               |
|                               |                   |   | Highly Unlikely                                     | Unlikely   | Probable | Highly Probable |
|                               |                   |   | Probability / Likelihood                            |            |          |                 |

5.1.1 There have been no changes to current scores since the previous quarter

5.2 Theme 2 – Business Growth and Increased Productivity

current scores

| Original scores                                       |                   |   |   |          |            |                 |
|---|-------------------|---|---|----------|------------|-----------------|
| Objective 2: Business Growth & Increased Productivity |                   |   | Owner: AD - Economic Development & Regeneration |          |            |                 |
| Impact / Consequences                                 | Disaster          | 4 |   |          |            |                 |
|   | Bad/Serious       | 3 |   |          | 2a, 2b, 2c | 2d              |
|   | Noticeable /Minor | 2 |   |          |            |                 |
|   | Minimal           | 1 |   |          |            |                 |
|   |                   |   | 1   | 2        | 3          | 4               |
|   |                   |   | Highly Unlikely                                 | Unlikely | Probable   | Highly Probable |
|   |                   |   | Probability / Likelihood                        |          |            |                 |

2a



**Risk: We may not understand the needs and aspirations of our businesses.**

**Further Action(s):** *Develop close relationships with new Central Suffolk Chamber of Commerce Board Members; Establish Visitor Economy Sub Group of Board.*

2b



**Risk: We fail to deliver on the aspirations articulated in the Vision for Prosperity.**

**Further Action(s):** *Develop Future High Street capital bids.*

2c



**Risk: We fail to deliver on the aspirations articulated in the Vision for Prosperity.**

**Further Action(s):** *Establish Stowmarket Steering Group to guide Vision of Prosperity Delivery Programme; Develop Future High Street capital bids.*

2d



**Risk: We may not identify and provide the right amount of employment land and property in the right places.**

**Further Action(s):** *Complete Stowmarket Technology Hub feasibility study.*

| Current scores  |                   |   |   |                |          |                 |
|---|-------------------|---|---|----------------|----------|-----------------|
| Objective 2: Business Growth & Increased Productivity |                   |   | Owner: AD - Economic Development & Regeneration |                |          |                 |
| Impact / Consequences                                 | Disaster          | 4 |   |                |          |                 |
|   | Bad/Serious       | 3 |   | 2a, 2b, 2c, 2d |          |                 |
|   | Noticeable /Minor | 2 |   |                |          |                 |
|   | Minimal           | 1 |   |                |          |                 |
|   |                   |   | 1   | 2              | 3        | 4               |
|   |                   |   | Highly Unlikely                                 | Unlikely       | Probable | Highly Probable |
|   |                   |   | Probability / Likelihood                        |                |          |                 |

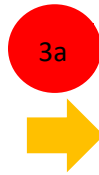
| Target scores   |                   |   |   |                |          |                 |
|---|-------------------|---|---|----------------|----------|-----------------|
| Objective 2: Business Growth & Increased Productivity |                   |   | Owner: AD - Economic Development & Regeneration |                |          |                 |
| Impact / Consequences                                 | Disaster          | 4 |   |                |          |                 |
|   | Bad/Serious       | 3 |   | 2a, 2b, 2c, 2d |          |                 |
|   | Noticeable /Minor | 2 |   |                |          |                 |
|   | Minimal           | 1 |   |                |          |                 |
|   |                   |   | 1   | 2              | 3        | 4               |
|   |                   |   | Highly Unlikely                                 | Unlikely       | Probable | Highly Probable |
|   |                   |   | Probability / Likelihood                        |                |          |                 |

5.2.1 There have been no changes to current scores since the previous quarter.

### 5.3 Theme 3 – Community Capacity

current scores

| Original scores   |                   |   |                                      |          |          |                 |
|---|-------------------|---|--------------------------------------|----------|----------|-----------------|
| Objective 3: Community Capacity Building and Engagement |                   |   | Owner: AD - Planning and Communities |          |          |                 |
| Impact / Consequences                                   | Disaster          | 4 |                                      |          |          |                 |
|   | Bad/Serious       | 3 |                                      |          | 3a       |                 |
|   | Noticeable /Minor | 2 |                                      |          |          |                 |
|   | Minimal           | 1 |                                      |          |          |                 |
|   |                   |   | 1                                    | 2        | 3        | 4               |
|   |                   |   | Highly Unlikely                      | Unlikely | Probable | Highly Probable |
| Probability / Likelihood                                |                   |   |                                      |          |          |                 |



**Risk: We may not be able to help communities become more sustainable.**

**Further Action(s):** *Formal mechanisms agreed to consult on Local Plan; Engagement with key Town Councils; Direct officer engagement with communities; Creation of Delivery Plan in association with Community Strategy.*

| Current scores  |                   |   |                                      |          |          |                 |
|---|-------------------|---|--------------------------------------|----------|----------|-----------------|
| Objective 3: Community Capacity Building and Engagement |                   |   | Owner: AD - Planning and Communities |          |          |                 |
| Impact / Consequences                                   | Disaster          | 4 |                                      |          |          |                 |
|   | Bad/Serious       | 3 |                                      |          | 3a       |                 |
|   | Noticeable /Minor | 2 |                                      |          |          |                 |
|   | Minimal           | 1 |                                      |          |          |                 |
|   |                   |   | 1                                    | 2        | 3        | 4               |
|   |                   |   | Highly Unlikely                      | Unlikely | Probable | Highly Probable |
| Probability / Likelihood                                |                   |   |                                      |          |          |                 |

| Target scores   |                   |   |                                      |          |          |                 |
|---|-------------------|---|--------------------------------------|----------|----------|-----------------|
| Objective 3: Community Capacity Building and Engagement |                   |   | Owner: AD - Planning and Communities |          |          |                 |
| Impact / Consequences                                   | Disaster          | 4 |                                      |          |          |                 |
|   | Bad/Serious       | 3 |                                      | 3a       |          |                 |
|   | Noticeable /Minor | 2 |                                      |          |          |                 |
|   | Minimal           | 1 |                                      |          |          |                 |
|   |                   |   | 1                                    | 2        | 3        | 4               |
|   |                   |   | Highly Unlikely                      | Unlikely | Probable | Highly Probable |
| Probability / Likelihood                                |                   |   |                                      |          |          |                 |

5.3.1 There have been no changes to current scores since the previous quarter.

## 5.4 Theme 4 – Assets and Investments

### current scores

| Original scores                     |                   |   |   |          |          |                 |
|-------------------------------------|-------------------|---|---|----------|----------|-----------------|
| Objective 4: Assets and Investments |                   |   | Owner: AD - Assets and Investments and AD - Housing |          |          |                 |
| Impact / Consequence                | Disaster          | 4 |   | 4a       | 4d       |                 |
|                                     | Bad/Serious       | 3 |   |          |          | 4b, 4c          |
|                                     | Noticeable /Minor | 2 |   |          |          |                 |
|                                     | Minimal           | 1 |   |          |          |                 |
|                                     |                   |   | 1   | 2        | 3        | 4               |
|                                     |                   |   | Highly Unlikely                                     | Unlikely | Probable | Highly Probable |
| Probability / Likelihood            |                   |   |   |          |          |                 |



**Risk: We may be unable to meet the income projections for the Councils.**

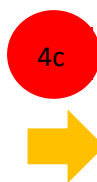
**Comments:** Revised Business Plan being prepared for approval.



**Risk: The affordable homes programme does not achieve the forecast returns on investment.**

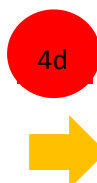
**Further Action(s):** Agree project plans for the site development of the HQ sites.

| Current scores                      |                   |   |   |          |          |                 |
|-------------------------------------|-------------------|---|---|----------|----------|-----------------|
| Objective 4: Assets and Investments |                   |   | Owner: AD - Assets and Investments and AD - Housing |          |          |                 |
| Impact / Consequence                | Disaster          | 4 |   |          |          |                 |
|                                     | Bad/Serious       | 3 |   | 4a, 4b   | 4c, 4d   |                 |
|                                     | Noticeable /Minor | 2 |   |          |          |                 |
|                                     | Minimal           | 1 |   |          |          |                 |
|                                     |                   |   | 1   | 2        | 3        | 4               |
|                                     |                   |   | Highly Unlikely                                     | Unlikely | Probable | Highly Probable |
| Probability / Likelihood            |                   |   |   |          |          |                 |



**Risk: We may not manage our asset portfolio effectively.**

**Further Action(s):** Asset Management Plan being prepared; Data project to cleanse data; Staff recruitment exercise.



**Risk: Income and Capital projections and economic outcomes may not be delivered.**

**Further Action(s)/Comments:** Developing Delivery Model.

| Target scores                       |                   |   |   |                |          |                 |
|-------------------------------------|-------------------|---|---|----------------|----------|-----------------|
| Objective 4: Assets and Investments |                   |   | Owner: AD - Assets and Investments and AD - Housing |                |          |                 |
| Impact / Consequence                | Disaster          | 4 |   |                |          |                 |
|                                     | Bad/Serious       | 3 |   | 4a, 4b, 4c, 4d |          |                 |
|                                     | Noticeable /Minor | 2 |   |                |          |                 |
|                                     | Minimal           | 1 |   |                |          |                 |
|                                     |                   |   | 1   | 2              | 3        | 4               |
|                                     |                   |   | Highly Unlikely                                     | Unlikely       | Probable | Highly Probable |
| Probability / Likelihood            |                   |   |   |                |          |                 |

5.4.1 One risk from theme 4 was removed in quarter 3. **‘We may fail to deliver the financial projection set out within the BMBS business plan’** All associated risks are now captured within the operational risk register and there is a revised business plan. This Business Plan has now moved from profit to net cost of service.

5.4.2 All current scores for the remaining risks, remain unchanged.

5.5 Theme 5 – An Enabled and Efficient Organisation  
current scores

| Original scores                                    |                   |   |                          |                           |                 |                 |
|--|-------------------|---|--------------------------|---------------------------|-----------------|-----------------|
| Objective 5: An Enabled and Efficient Organisation |                   |   |                          | Owner: Various            |                 |                 |
|  | Disaster          | 4 | 5j (MSDC)                | 5c, 5d (MSDC)<br>5j (BDC) | 5d (BDC),<br>5g |                 |
|  | Bad/Serious       | 3 |                          | 5a, 5b,<br>5e, 5i, 5k     | 5f, 5h          |                 |
|  | Noticeable /Minor | 2 |                          |                           |                 |                 |
|  | Minimal           | 1 |                          |                           |                 |                 |
|  |                   |   | 1                        | 2                         | 3               | 4               |
|  |                   |   | Highly Unlikely          | Unlikely                  | Probable        | Highly Probable |
|  |                   |   | Probability / Likelihood |                           |                 |                 |

5a

**Risk:** We will not transform, and become more efficient using IT.  
**Further Action(s):** HR Training programme including IT skills; Training underway for applications such as PowerBI; Developing actions from Partnership review; Developing ICT Strategy with SCC IT.

5b

**Risk:** Our data sources will not be reliable.  
**Further Action(s):** Data cleanse ongoing; Joining up and reconciling various databases; Plans to reconcile HR database with Payroll system.

| Current scores                                     |                   |   |                          |                           |                 |                 |
|--|-------------------|---|--------------------------|---------------------------|-----------------|-----------------|
| Objective 5: An Enabled and Efficient Organisation |                   |   |                          | Owner: Various            |                 |                 |
|  | Disaster          | 4 | 5j (MSDC)                | 5c, 5j (BDC)<br>5d (MSDC) | 5d (BDC),<br>5g |                 |
|  | Bad/Serious       | 3 |                          | 5b, 5e, 5i,<br>5k         | 5a, 5f,<br>5h   |                 |
|  | Noticeable /Minor | 2 |                          |                           |                 |                 |
|  | Minimal           | 1 |                          |                           |                 |                 |
|  |                   |   | 1                        | 2                         | 3               | 4               |
|  |                   |   | Highly Unlikely          | Unlikely                  | Probable        | Highly Probable |
|  |                   |   | Probability / Likelihood |                           |                 |                 |

5c

**Risk:** We may not deliver a robust HRA business plan.  
**Further Action(s):** Review of scenarios in light of removal of HRA borrowing cap; Train Housing Management staff to embed new business model. Modelling of Business Plan to support council house build programme.

5d

MSDC

**Risk:** We may be unable to respond in a timely and effective way to financial demands.  
**Further Action(s):** Identifying options over next 4 years under Review, Remodel and Reinvent.

5d

BDC

| Objective 5: An Enabled and Efficient Organisation |                   |   |                          |   |          |                 |
|--|-------------------|---|--------------------------|---|----------|-----------------|
| Objective 5: An Enabled and Efficient Organisation |                   |   |                          | Owner: Various                          |          |                 |
|  | Disaster          | 4 | 5j (MSDC)                | 5d (MSDC),<br>5d (BDC),<br>5g, 5j (BDC) |          |                 |
|  | Bad/Serious       | 3 |                          | 5a, 5b,<br>5c, 5i, 5f                   | 5h       |                 |
|  | Noticeable /Minor | 2 |                          | 5e, 5k                                  |          |                 |
|  | Minimal           | 1 |                          |   |          |                 |
|  |                   |   | 1                        | 2                                       | 3        | 4               |
|  |                   |   | Highly Unlikely          | Unlikely                                | Probable | Highly Probable |
|  |                   |   | Probability / Likelihood |   |          |                 |

5e

**Risk:** We will be unable to successfully target and provide our services.  
**Further Action(s):** Prototyping other forms of customer service; Undertaking lean review across all services of transactional processes.

## current scores

5f



**Risk: The Councils may be perceived to be untrustworthy and have a poor reputation.**

**Further Action(s):** Values and Behaviours Natural Work Team ongoing; 4 year rolling Member Development Programme roll out following elections May 2019; Recruitment to Comms Team.

5g



**Risk: The safety, health, welfare and wellbeing of individuals may be compromised.**

**Further Action(s):** Annual review of H&S Policy; Service Areas to complete Risk Assessments; H&S Training programme; Review of IOSH Managing Safely course; Lone working IT solution to be rolled out to Members; Review of H&S action plan; Ending Violence at Work Charter standards to be met.

5h



**Risk: Rent arrears will increase.**

**Further Action(s)/Comments:** Developing Income Management Policy; Changes to Universal Credits benefit; CAB taking responsibility from UC Financial Advisors; Review of Income Management Strategy and its outcomes.

5i



**Risk: There may be staff shortages within service areas**

**Further Action(s)/Comments:** Developing People Strategy and action plan; Revision of current Recruitment Policy and development of toolkit.

5j



**Risk: The Councils may not be financially sustainable**

**Comments:** Work on exploring alternative structural models for both Councils is currently on hold.

MSDC

5j



BDC

5k



**Risk: We may not be as efficient as we need to be, including the use of new technologies**

**Further Action(s):** Actions identified from recent staff survey; Other practices planned e.g. daily meetings / target setting / target tracking / rewards and recognition; Microsoft TEAM sites and mobile phone technology enabling remote working and regular comms.

5.5.1 There have been no changes to current scores since the previous quarter.

5.6 Current scores for all Significant Risks have been plotted on the matrix below to provide an overview of levels of risks across the five themes:

|                      |                   |   |                          |   |                           |                 |
|----------------------|-------------------|---|--------------------------|---|---------------------------|-----------------|
| Impact / Consequence | Disaster          | 4 | 5j (MSDC)                | 5c,<br>5j (BDC),<br>5d (MSDC)                                   | 5d (BDC), 5g              |                 |
|                      | Bad/Serious       | 3 |                          | 1b, 1c, 1d, 1e,<br>2a, 2b, 2c, 2d,<br>4a, 4b, 5b, 5e,<br>5i, 5k | 3a, 4c, 4d, 5a,<br>5f, 5h |                 |
|                      | Noticeable /Minor | 2 |                          | 1a  |                           |                 |
|                      | Minimal           | 1 |                          |   |                           |                 |
|                      |                   |   | 1                        | 2   | 3                         | 4               |
|                      |                   |   | Highly Unlikely          | Unlikely  | Probable                  | Highly Probable |
|                      |                   |   | Probability / Likelihood |   |                           |                 |

#### Operational Risks:

5.7 Risk registers are now in place for all service areas and the Risk Officer prompts the update of these on a quarterly basis and oversees that this is done. More time has been allocated to the Risk Officer helping ensure these registers are of a better, more consistent quality going forward into 19/20. In addition, the introduction of a performance measure relating to completion of operational registers is being devised which will enable closer monitoring and reporting of this process on a monthly basis.

#### Project Risks:

5.8 Project risk registers are beginning to be created and provided to the Risk Officer for uploading to the Connect site along with the Significant and Operational registers. Project Managers and Corporate Managers will need to work together to highlight links between Operational risks and Project risk registers. This will help further embed the risk process at operational level and highlight areas where there is cross over into different service areas.

#### Other work:

5.9 The Audit and Risk Management Services team continue to work with report authors offering guidance and assistance with capturing and recording the appropriate risks and scores in Committee/Cabinet reports. The creation and maintenance of the operational and project risk registers assist with this process enabling officers to identify relevant risks. Once reviewed, reports are 'signed off' before submission to ensure correct use of risk wordings and scorings.

5.10 Following the May elections Member training on risk management was offered and delivered to a number of Members with possible further sessions due to be held.

5.11 The annual review of the Risk Management Strategy has been undertaken and is attached at Appendix C. Minor revisions have been made to the risk matrix which now



includes more detailed descriptors for impact/consequence on the risk matrix, enabling the risk owner to determine the appropriate impact rating. The example risk register at the end of the document has also been updated to reflect the new format of reporting which includes a target score. Finally, the wording in the risk appetite section of the Strategy has slightly altered to acknowledge that due to the nature of services provided 'one size' does not fit all (*Operational/Service Delivery Risk*).

5.12 Lastly, plans have been made to slightly amend future risk reporting dates to ensure they align with both performance and finance reports thus enabling Councillors to gain the 'full picture' at the same meeting. The frequency of reporting remains unchanged.

## **6. LINKS TO JOINT STRATEGIC PLAN**

6.1 The Joint Strategic Plan and the Work Programme to deliver it covers all of the service delivery and development activity planned to be undertaken across both Councils in the next five years. The way we manage key corporate risk is therefore intrinsic to this strategy and plan of work, and will be embedded in each key activity, project and programme.

## **7. FINANCIAL IMPLICATIONS**

N/A

## **8. LEGAL IMPLICATIONS**

8.1 There are no immediate legal implications arising from this report.

## **9. RISK MANAGEMENT**

9.1 As set out in the body of this report.

## **10. CONSULTATIONS**

10.1 Risk owners were consulted on their relevant risks. This report and supporting appendices have been approved by Senior Leadership Team and Cabinets in June.

## **11. EQUALITY ANALYSIS**

Equality Impact Assessment (EIA) not required.

## **12. ENVIRONMENTAL IMPLICATIONS**

12.1 N/A

## **13. APPENDICES**

| Title                         | Location |
|-------------------------------|----------|
| (a) Significant Risk Register | Attached |
| (b) Risk Matrix               | Attached |
| (c) Risk Management Strategy  | Attached |

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