

BRECKLAND DISTRICT COUNCIL

Report of: Maxine O'Mahony - Executive Director, Strategy and Resources
To: Governance and Audit Committee- Thursday 30th September 2021
Author: Ryan Pack - Innovation and Change Business Partner
Subject: Strategic Risk Update
Purpose: To inform the Committee on the status of the Councils' strategic risks

Recommendation(s):

- 1) That the contents of the report are noted

1.0 BACKGROUND

- 1.1 This report presents the current status of the Council's strategic risks as of September 2021. The committee last reviewed the council's strategic risks at their meeting in June 2021.
- 1.2 Strategic risks are captured on the Corporate Dashboard which is available to the Central Management Team (CMT) and reviewed by CMT and GOLD as required while we remain in COVID response and COVID recovery.
- 1.3 Strategic risks have been reviewed and updated with responsible members of the Central Management Team. These cover the over-arching risks that may affect the strategic direction of the council, rather than risks linked to business continuity or those that affect discreet service areas.
- 1.4 In their nature, strategic risks have been identified as having the potential to cause organisation-wide impact and will often cover a number of key services and departments.
- 1.5 The Council's risk scoring mechanism is based on a 5x5 matrix and is comparable with best practice in other similar organisations. The risk matrix provides a comprehensive assessment and understanding of risk likelihood and impact. The matrix results in a numerical score that combines the impact of the risk occurring with the likelihood of it happening.
- 1.6 Risks fall into High, Medium or Low categories depending on their rating.

High	
Medium	
Low	

- 1.7 Risks are tracked below in a heat map to represent the number of strategic risks currently reported at each score.
- 1.8 There are 11 risks included within the update report

The risks are made up of the following

Level of identified risk	June 2021	September 2021
High	1	3
Medium	9	8
Low	1	0

1.9 Several risks have been added to the strategic register since it was last seen by the committee. These are:

- Sustainability strategy
- Waste consultation
- Leisure reopening
- Impact of national HGV driver shortage on local critical services (waste collection)

1.10 Several other risks have also been altered as part of the risk review. These are set out below-

- The COVID-19 risk has now been broken into two specific risks related to both impacts on the district and on service delivery.
- The GDPR risk has now been merged into the cyber security risk due to both overlapping and there no longer being a need for a specific strategic risk.
- The investment portfolio and business rates risks have now been merged into the medium-term financial plan risk. This is because of overlapping between the risks and there not being a strong enough need for three separate strategic risks.

1.11 Furthermore contracts monitoring risks has been removed as it no longer meets the criteria for a strategic risk. This risk was introduced for historic reasons no longer meet the criteria as a strategic threat to the council and is more appropriate for inclusion on the operational risk register.

1.12 Since this committee last saw the strategic risk register, one of the most notable changes to outstanding risks was the raising of the emerging policy risk. This is specifically in relation to the impact of the Environmental bill. The bill is not yet at a point where a separate risk needs to be considered but this may occur in the future if deemed necessary.

1.13 The council has also developed a significant risk around potential outcomes to the current waste consultation. Whilst this is a fluid situation, it is expected that the council will at least be impacted in some significant way in relation to its current service delivery.

1.14 Members will also note the revised format of the risk report. This is based on feedback previously given by this committee and changes to our risk management approach. As a result, the report now includes an increased level of detail and information.

2.0 **OPTIONS**

2.1 Note the contents of the report and the recommendation and do nothing.

3.0 **REASONS FOR RECOMMENDATION(S)**

3.1 Not applicable.

4.0 EXPECTED BENEFITS

4.1 That the Committee is made aware of the Council's strategic risks and understands that they are being managed and mitigated effectively.

5.0 IMPLICATIONS

5.1 Carbon Footprint / Environmental Issues

5.1.1 It is the opinion of the author that there are no carbon footprint or environmental implications.

5.2 Constitution & Legal

5.2.1 It is the opinion of the author that there are no direct constitutional or legal implications.

5.3 Contracts

5.3.1 It is the opinion of the author that there are no direct contract implications.

5.4 Corporate Priorities

5.4.1 This report contains information on strategic risks relevant to the delivery of the Council's corporate priorities.

5.5 Crime and Disorder

5.5.1 It is the opinion of the author that there are no direct crime and disorder implications.

5.6 Equality and Diversity / Human Rights

5.6.1 It is the opinion of the author that there are no direct equality or human rights implications.

5.7 Financial

5.7.1 This report contains information on strategic risks relevant to the Council's budgets and financial management.

5.8 Health & Wellbeing

5.8.1 It is the opinion of the author that there are no health or wellbeing implications.

5.9 Reputation

5.9.1 Risks which come to fruition have some reputational consequences. It is the purpose of the risk management strategy to manage potential outcomes by means of control measures.

5.10 Risk Management

5.10.1 This report provides details on the Council's strategic risks.

5.11 Safeguarding

5.11.1 It is the opinion of the author that there are no direct safeguarding implications as a result of this report.

5.12 Staffing

5.12.1 This report contains information on strategic risks relevant to the delivery of the Council's corporate priorities.

5.13 Stakeholders / Consultation / Timescales

5.13.1 It is the opinion of the author that there are no direct implications arising from this report.

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 Non applicable

7.0 **ACRONYMS**

7.1 CMT: Central Management team

Background papers:- None

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report: (list appendices below or delete)

Appendix A Breckland District Council Strategic Risk Register

Appendix B Breckland District Council Strategic Risk Matrix