



GA. 19 15/16
Governance & Audit Committee
28 July 2015

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Subject: Strategic Risks (July 2015)

Report by:

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Purpose / Summary:

To present Members with the strategic risks facing the Council as at July 2015

RECOMMENDATION(S): 1. To note and review the strategic risks as presented.

IMPLICATIONS

Legal: None

Financial: None FIN/42/16

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1 Introduction

- 1.1 Strategic Risks are considered as being those faced by the Council that if materialised would affect the delivery of corporate priorities.

2 Monitoring Arrangements

- 2.1 The strategic risks are presented to Core Leadership Team (CLT) on a monthly basis for review.
- 2.2 CLT are requested to review the risks, control measures and future actions to ensure that they remain sufficiently robust to mitigate the identified risks.
- 2.3 Where corrective action is required and/or additional risks are identified, the strategic risk register is updated accordingly.

3 Risk Register

- 3.1 The strategic risk register as at 8th July 2015 is presented for Members to review.

4 Future Developments

- 4.1 The Council's Risk Strategy is due to be reviewed in the autumn of 2015 to reflect the new internal structures. In preparation for this, a risk management workshop for relevant officers facilitated by Internal Audit is to take place in November 2015.
- 4.2 Once completed the Risk Strategy will be presented to Members.

Strategic Risks: July 2015

Risk Type	Title	Risk Owner	Description	Risk Level	Control	Control Measures	Review Date	Actions	Review Period
Strategic	Information Governance	Ian Knowles	Inappropriate, unnecessary, or absent controls and/or procedures to protect the integrity of corporate information assets. And ensure that information storage is appropriate	3. High	Treat	<ol style="list-style-type: none"> 1. High quality data is available across the organisation and its partners that complies with legislation and meets the needs of business users. 2. The council's Information policies address Data Quality. 3. An Information Security Awareness Training Programme is in place that assures good management, security, and quality of data. 4. Corporate Information Governance Group (CIGG) established and Senior Information Risk Owner (SIRO) appointed. 5. Data Quality Policy in place. 	24/10/2015	<ol style="list-style-type: none"> 1. Training and awareness sessions completed which includes data quality risks. 2. Information Governance Strategy in development (draft stage) ready for review by CIGG and adoption. 3. Regularly review procedures in light of external changes. 4. CIGG assess risk and develop appropriate action plan to mitigate 	Six-Monthly
Strategic	ICT Strategy	Ian Knowles	Lack of an overall strategy and any clarity, agreement, understanding of what the strategy should incorporate. Lack of clarity of the two way ICT partnership to deliver shared infrastructure.	3. High	Treat	An ICT Strategy that embraces the latest digital/cloud technologies and represents VfM to effectively meet customer and Council needs.	30/07/2015	<ol style="list-style-type: none"> 1. Phil Roberts and Ian Knowles are preparing proposals for a meeting of C/Execs on 22/07/15. 2. Draft strategy to CLT by August 2015. 3. Draft Strategy to Committee by October 2015. 	Six-Monthly

Strategic	Business Continuity arrangements	Ian Knowles	That Council services are maintained and remain able to deliver priority services in the event of a significant disruption or a major emergency in the District.	2. Medium	Treat	<p>1. ACOP's that describe service accountabilities and responsibilities for BC plans, EP plans and Duty Officer rota approved by CMT on 17th June 14 and presented via WLT to staff.</p> <p>2. Annual meeting held with each HoS and Senior Emergency Planner to review service EP and BC Plans and to update as necessary.</p> <p>3. BC/EP updates to be provided to WMT at least 3x/year</p> <p>4. Any BC/EP incidents are thoroughly debriefed and actions followed through to completion (PD)</p> <p>Leadership competencies following Director / Head of Service restructure and recruitment to be reviewed and training provided as appropriate by end of 2015 (PD)</p> <p>Leadership competencies following Director / Head of Service restructure and recruitment to be reviewed and training provided as appropriate by end of 2015 (PD)</p>	30/09/2015	<p>1. Pick up with appropriate team managers to review business continuity.</p> <p>2. Leadership competencies following Director/Strategic Lead restructure and recruitment to be reviewed and training provided as appropriate by Jan 2016.</p> <p>3. SLT review and report to CLT on adequacy of business continuity arrangements with a SMART improvement action plan developed by Jan 2016.</p> <p>4. BCP and EP plans to be reviewed by Oct 2015.</p> <p>Responsibilities and accountabilities to be re-enforced with appropriate staff through workshops by Dec 2015</p>	Six-Monthly
Strategic	Financial sustainability in currently financial climate	Ian Knowles	<p>1. Resulting from further severe local government funding reductions, a shortfall in planned income or significant increases in operating costs resulting in the inability to set a balanced budget.</p> <p>2. Impact on quality and level of service delivery and ability to influence and address social issues such as unemployment. Effect of economy on benefits and workload.</p>	2. Medium	Treat	<p>1. Financial Strategy and financial management informaion fit for an 'Entrepreneurial Council.'</p> <p>2. Transformation Plan outlining strategic options for cross service commissioning by outcomes.</p> <p>3. Monthly financial management performance monitoring across service areas via Progress and Delivery reports.</p>	30/07/2015	<p>1. Finance Matters II programme which delivers objectives of: a) Financial Mgt Information Strategy by September 2015. b) Processes and training by Dec 2015.</p> <p>2. Transformation Plan to be in place by end of 2015, detailing the strategic options required to deliver the financial challenge (£2.5M in 4 years by 2021) and how VfM will be achieved.</p>	Six-Monthly

Strategic	Effective Workforce & Political Skills	Ian Knowles	To ensure an agile, accountable, motivated skilled workforce that is managed by objectives that deliver outcomes and collaborate in a commercial and customer focussed, VFM manner. Required so as to: 1. Provide suitable training and development 2. Identify future workforce needs and succession planning. 3. To enable agile working and delivery by objectives and collaboration. 4. Provide strong leadership to deliver outcomes across the District.	3. High	Treat	1. Workforce training and development Plan based on workforce strategy that achieves outcomes detailed above. 2. Performance mgt framework will identify processes for reviewing and developing performance, motivation and development.	30/07/2015	1. Leadership restructure implemented. 2. Action Plan to mitigate all associated risks to be agreed by end of Aug 2015. Milestones and timescales to be added by end of July 2015.	Six-Monthly
Strategic	Customer Expectations	Ian Knowles	Customer expectations and demands not met as a result of reduced budgets resulting in inconsistent customer experience and satisfaction across all points of contact within the Council.	2. Medium	Treat	1. Greater focus on customer standards and greater consistency on customer service and communications across all services. 2. Focus on communicating achievements and work with communities and customers to deliver success. 3. Greater analysis and action on complaints. Greater comparison of benchmarking and best practice. 4. Strong performance management framework. 5. People and OD programme. 6. Stress management plan. 7. Clear objectives through appraisals.	30/09/2015	Activity to mitigate this risk will take place once business planning exercise has taken place which will inform the budgetary requirements and potential service impact - budget expected to be finalised by Dec 2015.	Six-Monthly

Strategic	Governance	Ian Knowles	The ability of the council to work to the principles of good corporate governance expected to deliver the Corporate Plan, use resources effectively and deliver outcomes.	2. Medium	Treat	<ol style="list-style-type: none"> 1. Management Standards 2. Strengthen first and second lines of assurance. 3. Programme of Audits to monitor and learn. 4. ACoPs that are embedded 5. Management Standards 6. Workshops with staff to underline governance principles and to highlight roles and responsibilities. 	30/07/2015	<ol style="list-style-type: none"> 1. The status and use of ACoPs to be reviewed by Dec 2015. 2. Performance mgt framework that identifies processes; 'golden thread'; roles and responsibilities by July 2015. 3. Guidance to SLT based on three lines of assurance model; how it works; roles and responsibilities by September 2015. 4. Review of 2014/15 audits and learning to inform future governance arrangements to CLT and G&A by Sept 2015. 	Quarterly
Strategic	Impact of the current economy	Manjeet Gill	Impact on the most vulnerable, including businesses and people, leading to a decline in health, well-being, community confidence and pressure on housing benefits. Financial pressure on claimants.	2. Medium	Treat	<ol style="list-style-type: none"> 1. Partnership delivery for a) Gainsborough Growth; b) Gainsborough Town Centre; c) West Lindsey economy, skill and jobs. 2. Partnership for Gainsborough SWW focussed on outcomes. 3. Influence transport and infrastructure development through new County CX Growth Board and associated actions. 4. Growth Board provides developpemt, oversight and review of on-going and new programmes. 	30/12/2015	<ol style="list-style-type: none"> 1. Partnerships for all established delivery boards set up by Set 2015. 2. SWW Partnership (Police; Health) putting in dedicated resources to deliver outcomes by Oct 2015. 3. Transport research to inform transport actions and funding in partnership with LCC by Oct 2015. 	Six-Monthly

Strategic	Local Plan	Mark Sturgess	To ensure that the Local Plan reflects the growth needs of the District and the requirements of residents and businesses. While a Local Plan is not in place there is a possibility of increased development in locations that are inappropriate.	3. High	Treat	<p>1. Robust evidence drives the policy and allocations within the plan so that it is found sound at the examination in public.</p> <p>2. Communications plan is developed to ensure that communities, local politicians and media understand the key strategic choices which have to be made within the plan.</p> <p>3. Learn from other local plans, government statements and liaison with PINs about the standard of evidence needed in order for the plan to be found sound.</p> <p>4. Ensure that the assumptions, research and statistics under pinning the plan are properly challenged to ensure that they reflect the circumstances of central Lincolnshire and that the plan is deliverable in the long term.</p>	30/09/2015	<p>1. Complete evidence gathering and assessment by June 2015.</p> <p>2. Communications plan in place by May 2015.</p> <p>3. Consultation draft of the plan through the CLJSPC by July 2015.</p> <p>4. Consultation on the draft plan to start by September 2015.</p> <p>5. Public Examination of the Plan to start by March 2016.</p> <p>6. Adoption of the plan by December 2016.</p>	Six-Monthly
Strategic	Commercial approach	Penny Sharp	To assess the risk relating to the non-realisation of the intended outcomes of our commercial approach	3. High	Treat	Commercial Board has developed a risk log for key commercial risks which will be kept under regular review. Project-level commercial risks will be managed by project officers and escalated as necessary.	02/09/2015	Commercial delivery plan in place by Oct 2015.	Six-Monthly

Strategic	Inadequate Development Control Services	Mark Sturgess	A service that does not effectively meet performance standards and fails to manage diverse and conflicting expectations of stakeholders.	3. High	Treat	A Development Control Service that is effective and efficient; manages stakeholders needs and expectations and works to clear standards and processes.	30/09/2015	<ol style="list-style-type: none"> 1. Diagnostic of Development Control Service setting out current position, benchmarked against high performing (VfM; Quality; Satisfaction) services by Sept 2015. 2. Revised baselines and targets in place for all aspects of performance by Oct 2015. 3. Improvement plan aligned to Local Plan process by Nov 2015. 4. Audit of planning service by March 2016 to ensure improvement implemented and required improvements are delivered. 	Quarterly
Strategic	Political Governance	Manjeet Gill	<p>To ensure political governance is robust and realises the following outcomes:</p> <ol style="list-style-type: none"> 1. Decisions made by Committees follow on from effective engagement. 2. There are effective communications across all Committees, especially via senior Members. 3. There is effective engagement within and attendance at Committees and sub-group meetings. 4. Member interests are effectively managed. 5. Member/officer roles and relationships are effective. 6. Informed decisions based on evidence are taken. 	2. Medium	Treat	<ol style="list-style-type: none"> 1. Fit for purpose and regularly reviewed Constitution. 2. Chair's briefings 3. Regular meetings between Chief Executive and Lead Members 	30/09/2015		Quarterly