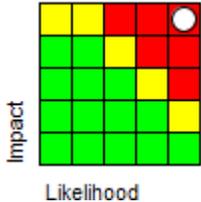
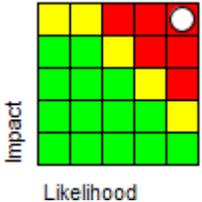
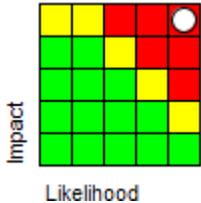
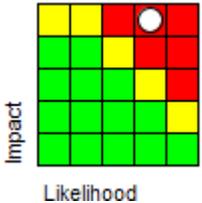
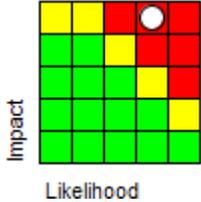
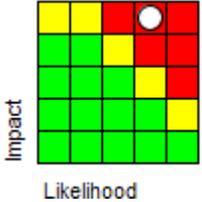
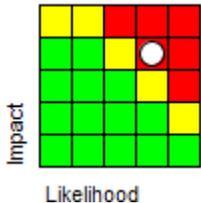
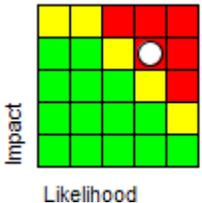


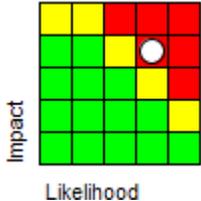
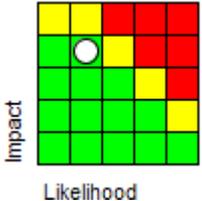
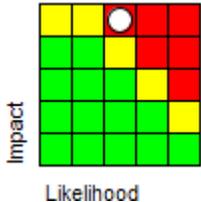
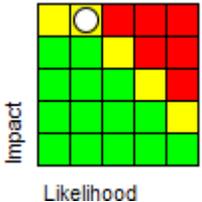
# Appendix 1 Corporate Risk Report March 2021

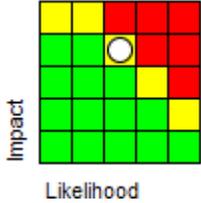
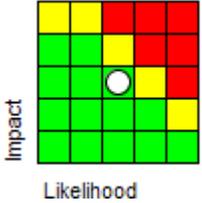
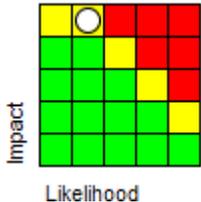
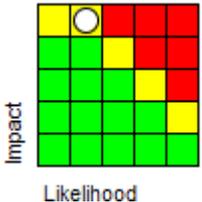
## Risks ordered by RAG not numerically

Generated on: 09 March 2021

Risk Code & Description	Effect	Risk Owner	Current Risk Matrix	Control Action	Control Action Owner	Target Risk Matrix	Quarterly Update
<p>CRR19 <u>Cause:</u> Uncertainty in the UK and World economy. The Government has spoken about an additional 5% reduction in local government funding, and further cuts in years to come. The impact on the financial markets and the pound following Covid-19 has brought forward a deeper recession and caused a slowdown in the property and financial markets. <u>Risk:</u> Ongoing reduction in planning fees; reduced car parking income; increased homelessness; and increased housing benefit claims, leisure centres, property income; investment income.</p>	Financial Service Delivery Compliance with Regulations	Jane Eaton		CRR.19.2 Monitor the external environment	Dominic Bradley		<p>March 2021 update</p> <p>Covid-19 has triggered a sudden and deep recession. The impact on the economy and the Council's income in particular is severe. Estimated £5.4m shortfall compared to budget.</p> <p>Swift action was undertaken to review income and expenditure, including a staff restructure and a reduction in capital programme. This, together with one-off Government funding for expenditure and income for the impact of COVID-19 is expected to cover the Council's 2020/21 losses.</p> <p>A balanced budget was set for 2021/22 as a result of the November 2020 restructure and a better than expected one-year settlement which included further one-off Covid-19 related support. However, budget shortfalls approaching £3m a year are likely by the end of the medium term financial period and the future is very uncertain.</p>
				CRR.19.3 Monitor internal indicators, particularly income generation and respond appropriately to adverse trends	Dominic Bradley		
<p>CRR35 <u>Cause:</u> COVID-19 is an illness that can affect your lungs and airways and is caused by a virus called coronavirus. The illness is highly contagious, and people with underlying health conditions are at a higher risk of becoming very ill. This includes older adults, and/or people with chronic medical conditions such as heart disease; diabetes; and lung disease. <u>Risk:</u></p>	Failure of business objectives Health and safety Financial Service Delivery Compliance with regulations Reputation Staffing and culture	Glen Chipp		CRR.35.1 Essential services have been highlighted with the intention of redeployment of staff from other service areas. Staffing shortages on refuse collection may benefit from availability in the labour market.	Jane Eaton		<p>March 2021 Update</p> <p>(i) The post-Christmas wave, although severe, led only to minor issues in Waste and Street Cleaning and all services were delivered without need for redeployment.</p> <p>(ii) Revenues and Benefits caseload remains high and Business Rate payment is low but beginning to recover. With no further Court dates this year recovery will be difficult.</p>
				CRR.35.2 Funding from Government	Jane Eaton		

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(i) The Council is unable to deliver statutory front line services to the community due to, for example, staff shortages or unavailability of key officers. (ii) Substantial financial loss to the Council.							Council agreed to use remaining hardship grant to clear debts of CTRS claimants in arrears.  (iii) Funding from Government now looks likely to bring the Council close to break-even at year end. The situation for 2021/22 remains uncertain.
CRR01c Financial <u>Cause:</u> The Council is reliant on Central Controlled Government funding (e.g. Business Rates). <u>Risk:</u> Decrease in Rateable Value due to appeals and businesses going under. This may cause the Council to fall below the business rates baseline, resulting in loss of funding.	Reductions in funding Financial	Jane Eaton		CRR.01c.1 Continue to keep a watching brief	Dominic Bradley		March 2021 update  With business rates reform postponed and the COVID-19 recession, further reductions in business rates seem inevitable. The impact in 2021/22 may depend on whether Government gives business rate relief to retail and leisure businesses on the same scale again in 2021/22.  Appeals to the Valuation Office are increasing, which could trigger backdated refunds. The appeals provision has been significantly increased.
CRR01b Financial <u>Cause:</u> The Council is reliant on Central Controlled Government funding (e.g. Business Rates). <u>Risk:</u> (ii) Funding from Government is less generous than assumed in the MTFS from 2021	Reductions in funding Adverse effect on morale Financial Failure to achieve agreed objectives	Jane Eaton		CRR.01b.1 Continue to keep a watching brief  CRR.01b.2 Revisit the MTFS and if necessary 2020/21 budget in year, with Cabinet in September.	Dominic Bradley  Dominic Bradley		March 2021 update  Government has withdrawn the changes to business rates and revenue funding through the Fair Funding Review for the time being. This has removed this part of the risk temporarily, although Government has only given a one-year settlement in 2021/22, giving little insight into the medium term.  With income severely reduced, £3m budget deficits are expected across later years of the MTFS unless significant action is taken. Further Government funding is not expected.

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<p>CRR05 Governance <u>Cause:</u> Managers are responsible for ensuring that controls to mitigate risks are consistently applied.</p> <p><u>Risk:</u> Officers are either unaware of expected controls or do not comply with control procedures.</p>	<p>Failure of business objectives</p> <p>Health &amp; Safety</p> <p>Financial</p> <p>Service Delivery</p> <p>Compliance with Regulations</p> <p>Personal Privacy Infringement</p> <p>Reputation damage</p>	Jane Eaton		CRR.05.1 Officer training	Jane Eaton		<p>March 2021 Update</p> <p>Compliance issues have continued to increase during the 2021 lockdown. Annual Assurance Statements indicated poor understanding by managers of the issues the council is facing. The Annual Governance Statement action plan being drafted includes an increased focus on training for management and staff in this area. Online training is already in preparation. The s151 and Monitoring Officers are planning visits to sections with known difficulties as lockdown ends.</p>
				CRR.05.3 All Service Managers required to sign an Assurance Statement. (By 30th June Annually) (Cyclical)	Jane Eaton		
				CRR.05.4 "Cultural compliance" Internal Audits identify service-based issues and help managers to resolve these.	Jane Eaton		
<p>CRR18 Technological <u>Cause:</u> Council services are increasingly reliant on IT systems at a time when there are greater opportunities for malicious attackers to exploit security weaknesses.</p> <p><u>Risk 1:</u> A malicious attacker exploits a known or unknown security weakness to penetrate the Council's ICT systems.</p> <p><u>Risk 2:</u> IT not working due to environmental problems: fire, flood, power cut</p>	<p>Loss of key systems- disruption to Council services.</p> <p>Cost of investigation and recovery of systems.</p> <p>Fraud/theft.</p> <p>Loss of the integrity of Council Records.</p> <p>Penalties from the ICO.</p> <p>Adverse media coverage.</p>	Jane Eaton		CRR.18.1 Staff and Member Training	Claire Ward / Robert Laban		<p>March 2021 update:</p> <p>Level of attack, particularly Ransomware attacks has been raised by the Cabinet Office. Remediation ongoing.</p> <p>CRR.18.1 IT Security Training has been rolled out to all staff and the IT Security Officer has reviewed the training and some items have been sent out to staff. More staff training to follow.</p> <p>CRR.18.2 This work is ongoing.</p> <p>CRR.18.3 All work is ongoing.</p> <p>CRR.18.4 Patching of devices ongoing.</p> <p>CRR.18.5 PSN Accreditation</p> <p>CRR.18.6 This work is ongoing. New policies have been updated and are reviewed regularly.</p>
				CRR.18.2 Awareness of current threats	Andrea Curson		
				CRR.18.3 An effective ICT Service delivery team	Andrea Curson		
				CRR.18.4 Effective patching and updates to mitigate known vulnerabilities	Andrea Curson		
				CRR.18.5 Compliance with expected security standards. (PSN, PCI-DSS)	Andrea Curson		
				CRR.18.6 Effective policies in place which outline security requirements for users of ICT	Andrea Curson		
				CRR.18.7 Effective back-up and recovery processes in place for Council ICT systems.	Andrea Curson		
				CRR.18.8 Transferring the risks to the cloud provider	Andrea Curson		

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				CRR.18.9 LGA Cyber Security review plan developed, approved internally and being carried out.	Andrea Curson		CRR.18.7 This work is ongoing. CRR 18.8 This work is ongoing CRR 18.9. Work is progressing.
CRR17 <u>Cause:</u> The External Auditors audit the HDC Benefits Grant Subsidy return to the Department for Work and Pensions (DWP) on an annual basis to identify errors. <u>Risk:</u> The Benefit Subsidy claim may be qualified and/or financial losses. HDC has a case load with a particularly high number of working people with many changes of circumstances.	Financial Service Delivery Compliance with regulations Reputation	Jane Eaton		CRR.17.1 Continuously monitor the level of quality control checking.	Beccy Salmon		March 2021 update  The service continues to maintain a robust QC process to mitigate financial loss via a qualified subsidy loss. The 2019/20 audit passed with minimal extra identified errors. However, in February 2021 colleagues found a long-standing error relating to a claim assessed under CenSus regime leading to an overpayment of £35,000. This, combined with a small decline in 2020/21 quality due to workload pressure puts the Council closer than it has ever been to the lower threshold for 2020/21 since leaving the CenSus partnership. In the event of the audit putting the claim above threshold then we will complete a full test of the cell.
CRR02 Managerial / Professional <u>Cause:</u> The Council has a legal obligation to protect personal data. The Information Commissioners powers are much more far reaching since they changed in May 2018.  <u>Risk 1:</u> Major data breach or leak of sensitive information to a third party. <u>Risk 2:</u> Risk of significant ICO fine for non-compliance with new General Data Protection Regulations (GDPR).	People and businesses come to harm and suffer loss that might not otherwise have occurred Complaints / claims / litigation Resources consumed in defending claims Financial losses Fines from regulators Adverse publicity Reputation damage	Jane Eaton		CRR.02.1 Develop appropriate processes & procedures which underpin the IT Security Policy  CRR.02.3 Provide a programme of Induction and at least annual training on Information Security to all staff.  CRR.02.4 Annual PSN Accreditation  CRR.02.5 Representatives from each department meet every other month to maintain compliance, updates and training	Andrea Curson / Sharon Evans  Robert Laban  Andrea Curson  Sharon Evans		March 2021 update:  CRR.02.1 This work is ongoing  CRR.02.3 HR has rebuilt the council's e-learning function and the L&D consultant will work with the Information Security Officer to support any rollout of required training, induction training and refreshers as needed.  CRR02.4 PSN Accreditation work 2020 Accreditation obtained. Looking to book in Health Checks to allow us to work towards 2021 Accreditation.  CRR02.5 This is continuing and is ongoing.

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<p>CRR03 Legal <u>Cause:</u> The Civil Contingencies Act places a legal obligation upon the Council, with partners, to assess the risk of, plan, and exercise for emergencies, as well as undertaking emergency and business continuity management. The Council is also responsible for warning and informing the public in relation to emergencies, and for advising local businesses.</p> <p><u>Risk:</u> The Council is found to have failed to fulfil its obligations under the Act in the event of a civil emergency.</p>	<p>People and businesses come to harm and suffer loss that might not otherwise have occurred</p> <p>Complaints / claims / litigation</p> <p>Resources consumed in defending claims</p> <p>Financial losses</p> <p>Censure by regulators</p> <p>Reputation damaged</p>	Adam Chalmers		CRR.03.1 Update corporate business continuity plan and regular review.	Rob Jarvis		<p>March 2021 Update</p> <p>CRR.03.1 Lessons identified through departmental de-briefs are being incorporated into corporate BC plan.</p> <p>2nd wave plan has been written and agreed and implemented by the BC working group.</p> <p>CRR.03.2 All departments asked to complete debrief proforma to capture valuable lessons learned from the last 5 months.</p> <p>Full reviews of department BC plans were due to take place in Oct/Nov but were pushed back to the new year (Mar/Apr) by the second wave.</p> <p>CRR.03.5 All bite size sessions postponed. Debrief and review sessions will be introduced and run once COVID-19 guidelines allow. (Estimated May/June 2021 as roadmap restrictions will be underway by then assuming no extensions take pace).</p> <p>CRR.03.6 BC working group still meeting every two weeks and now the recovery roadmap has been outlined a return to business as usual can be progressed.</p>
				CRR.03.2 Update departmental business continuity plans and regular review.	Rob Jarvis		
				CRR.03.5 Bitesize workshops to address new procedures and processes.	Rob Jarvis		
<p>CRR06 Physical <u>Cause:</u> The Council is responsible for the health &amp; safety of its clients, staff and other stakeholders, owns and maintains significant assets, and also has responsibility for H&amp;S in some partner organisations where it does not have operational control.</p> <p><u>Risk:</u> A health &amp; safety failure occurs.</p>	<p>People come to harm</p> <p>Complaints/claims/ litigation</p> <p>Financial losses</p> <p>Censure by audit / inspection</p> <p>Reputation damage</p> <p>Adverse effect on morale</p> <p>Stress and absenteeism</p>	Glen Chipp		CRR.06.2 H&S Management Forum reviews corporate inspection strategy quarterly.	Robert Laban / Health & Safety Officer		<p>March 2021 update:</p> <p>CRR.06.2 A corporate inspection strategy and training programme have been implemented. Now an ongoing/ quarterly review by the H&amp;S Management Forum.</p>
				CRR.06.3 Training programme includes annual refreshers on a rolling programme. All mandatory training must be completed as part of probation	Robert Laban		

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<p><b>CRR32 TO BE REMOVED</b>  <u>Cause:</u> Nationally, NHS Foundation Trusts (and some NHS Trusts) have applied for mandatory charitable relief on their business rates, on the basis that they should be treated as charities.  <u>Risk:</u> Decrease in Rateable Value, and potentially backdated refunds to 2010.</p>	Reductions in funding Financial	Jane Eaton		CRR.32.1 Continue to keep a watching brief	Dominic Bradley		<p>March 2021 update:</p> <p>A High Court judicial review dismissed the original hearing in November 2019. The claimants appealed to the Court of Appeal and permission for consideration of the appeal was granted on 28 July 2020. On 18 March 2021 however, the appeal was dismissed by mutual consent.</p> <p>One NHS Foundation Trust appeal in the district had been received and was included in the business rates appeals provision at 31 March 2019. No separate provision has been created for appeals that have not yet been received.</p> <p>Following the dismissal of the appeal, this risk will be removed from the corporate risk register.</p>
<p>CRR34  <u>Cause:</u> Uncertainty in the UK and World economy. Instability and recent high-profile failures.  <u>Risk:</u> Key contractor failure</p>	Financial	Jane Eaton		<p>CRR.34.1 Regularly check accounts of key suppliers</p> <p>CRR.34.2 Check public liability insurance of key suppliers</p> <p>CRR.34.3 Ask for key suppliers' business continuity plans</p> <p>CRR.34.4 Consider whether the failure of a key supplier needs to go in service business continuity plan</p>	<p>Heads of Service</p> <p>Heads of Service</p> <p>Heads of Service</p> <p>Heads of Service</p>		<p>March 2021 Update:</p> <p>The COVID-19 recession continues to make losses of contractors more likely. The business continuity group continues to monitor progress and we have not yet experienced failures among our suppliers.</p>
<p>CRR35a  <u>Cause:</u> Covid-19 infection  <u>Risk:</u> Serious risk to the health and safety of workers</p>	Failure of Health and safety, Service Delivery, Compliance with regulations, Reputational loss.	Jane Eaton		<p>CRR.35a.1 The director led Business Continuity Group to oversee H&amp;S measures (staff H&amp;S representative observes)</p> <p>CRR.35a.3 Regular updates on government advice on keeping safe</p> <p>CRR.35a.4 A balanced approach to home/office working in line with government advice</p>	<p>Jane Eaton</p> <p>Robert Laban</p> <p>Andrea Curson/Robert Laban</p>		<p>March 2021 update:</p> <p>Item CRR.35a.3 Regular updates on government advice on keeping safe.</p> <p>The work is ongoing and monitored fortnightly by the Business Continuity Group. The H&amp;S adviser routinely reviews all new HSE, NHS guidance and updates corporate processes/accordingly. The Head of HR&amp;OD communicates any changes as</p>

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				CRR.35a.5 Re-modelling of workspaces to ensure social distancing	Brian Elliott		appropriate.
				CRR.35a.6 Provision of sanitary products and PPE	Brian Elliott		CRR.35a.4 A balanced approach to home/office working in line with government advice.
				CRR.35a.7 Risk assessments for offices and specific staff	Robert Laban		The work is ongoing and monitored fortnightly by the Business Continuity Group. SLT are reviewing strategic options for hybrid working post Covid; HR are developing new ways of working policies and process for consultation with staff.
				CRR.35a.8 Managed opening /closure of the Capitol, Museum, Leisure, Sports services and Reception in line with safety concerns	Vicky Wise		CRR.35a.7 Risk assessments for offices and specific staff.  The work is ongoing and monitored fortnightly by the Business Continuity Group. The H&S Adviser has updated the corporate template for managers to make such assessment.