

**REPORT TO THE AUDIT & STANDARDS COMMITTEE
MEETING ON: 20 OCTOBER 2021**

Status: For Discussion
Title: Corporate Risk and Opportunity Management: Quarter 1, 2021/22
Originator: L. Elliott, Deputy Chief Executive
Where from: N/A
Where to next: N/A

1 Purpose of report

1.1 To receive and consider the Council's Corporate Risk and Opportunity Register at the end of Quarter 1 of the 2021/22 year.

2 Recommendations

2.1 **That the Committee receives and notes the contents of the Corporate Risk and Opportunity Register at the end of Quarter 1 of the 2021/22 year.**

3 Summary of Reasons for the Recommendations

3.1 The Council's Risk and Opportunity Management Framework provides that the Council's Risks and Opportunities will be reported on a regular basis.

4 Impact on Communities

4.1 None arising directly from this report.

5 Key Facts

5.1 The Corporate Risk and Opportunity Register (attached at Appendix A to this report) sets out the Council's Corporate Risks and Opportunities. Corporate Risks and Opportunities are defined as issues that may have a significant impact on the delivery of the Council's vision and priorities. They are identified, monitored and managed via the Council's Risk and Opportunity Strategy Board which meets on a quarterly basis. The Board last met on 30th June 2021.

5.2 The Board amends the Register to reflect progress on actions which have been identified to:

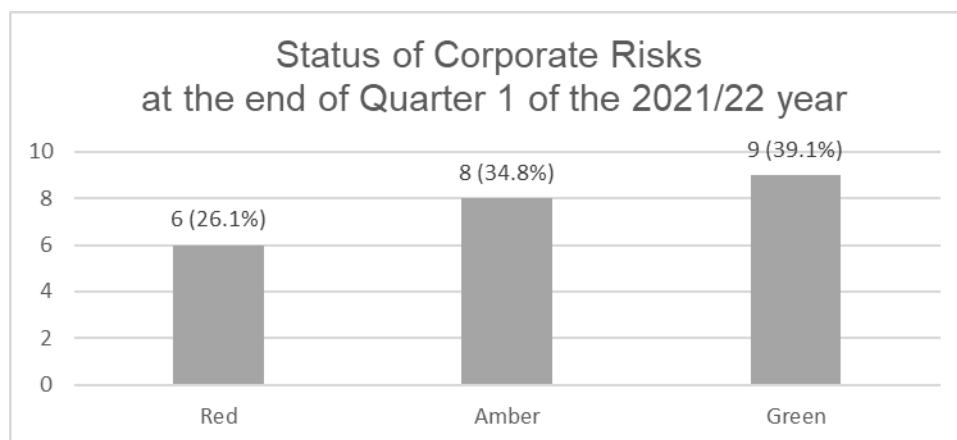
- (i) reduce the likelihood of a risk occurring, the impact the risk would have if it were to occur, or both.
 - (ii) monitor opportunities.
 - (iii) add and/or remove risks and opportunities.
- 5.3 At the end of Quarter 1 of the 2021/22 year there were 23 Corporate Risks and 7 Corporate Opportunities on the Corporate Risk and Opportunity Register. Full details of the Risks and Opportunities, including scores and mitigating actions, are attached at Appendix A.
- 5.4 The Council’s Risk and Opportunity Management Framework uses a matrix which scores both impact and likelihood out of 4.
- 5.5 The Council’s Risk and Opportunity Management Framework categorises Risks and Opportunities in the following way:

Score	Risk Category	Opportunity Category
9 or above	Red	Green
5-8	Amber	Amber
1-4	Green	Red

Table 1 Risk and Opportunity Scores and Categories

6 Summary

- 6.1 A summary of the status of the Council’s Corporate Risks and Opportunities at the end of Quarter 1 can be seen at Figure 1 below:



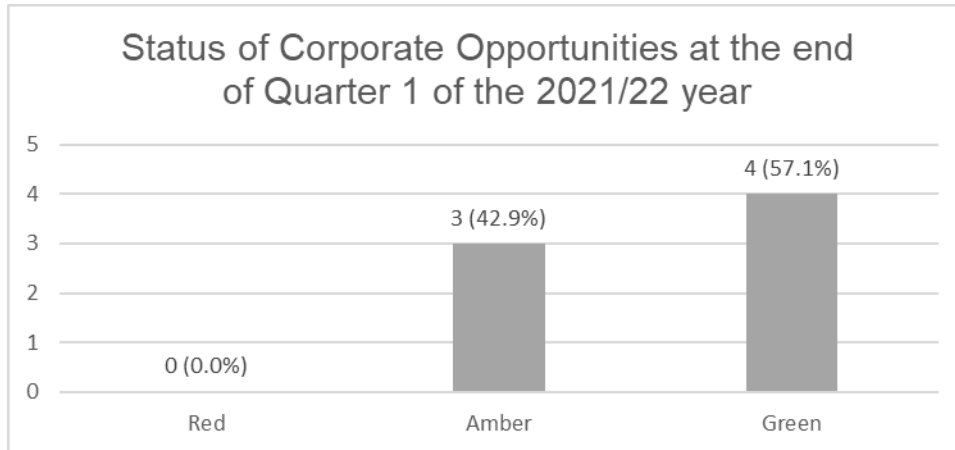


Figure 1 Summary of Risk and Opportunity Statuses

6.2 New Risks and Opportunities

- 6.2.1 No new Corporate Risks were added to the Corporate Risk and Opportunity Register during Quarter 1 of the 2021/22 year.
- 6.2.2 No new Corporate Opportunities were added to the Corporate Risk and Opportunity Register during Quarter 1 of the 2021/22 year.

6.3 Risks and Opportunities Removed

- 6.3.1 During Quarter 1 of the 2021/22 year, eight Corporate Risks were removed from the Corporate Risk and Opportunity Register. The eight Risks that were removed are listed below (see paragraphs 6.3.2 to 6.3.9):

6.3.2 CR 36 Uncertainty following the United Kingdom's imminent departure from the European Union

Reason for Removal

This is no longer considered to be Corporate Risk as any uncertainty around 'Brexit' has not manifest any substantial hazards to the business of the Council. The impact of 'Brexit' continues to be monitored and planned for and is now a standard agenda item on local resilience forum agendas.

6.3.3 CV 01 Disruption causes delays in the decision-making ability of the Council

Reason for Removal

This Risk was monitored for the first 18 months of the Covid-19 pandemic. During this time, no significant delays to the decision-making abilities of the Council were manifest.

6.3.4 CV 07 Increased fatalities leads to increased demand on burial infrastructure including existing cemetery provision and storage of cadavers

Reason for Removal

Deaths in the District, as a result of the Covid-19 pandemic, have not increased to such an extent that it has impeded the business of the Council. For this reason, and the rollout of the national vaccination, this matter is no longer considered to be a Corporate Risk.

6.3.5 CV 08 Additional homeworking requirements leads to increased demand on the Council's ICT infrastructure which subsequently becomes unstable

Reason for Removal

Home working is now considered to be a business-as-usual practice. For this reason, this matter is no longer considered to be a Corporate Risk.

6.3.6 CV 10 The Council's Vision, Priorities, Critical Outcomes and Key Activities are not progressed leading to loss of public confidence

Reason for Removal

The Council is operating with an approved Corporate Plan and Corporate Delivery Plan and stakeholders receive quarterly reports on the progress of Council activities. The Covid-19 pandemic did not result in significant disruption to the progression of Council business. For this reason, this matter is no longer considered to be a Corporate Risk.

6.3.7 CV 14 Civil unrest connected to the virus increases demand for Emergency Planning responses

Reason for Removal

Throughout the course of the Covid-19 pandemic, local civil unrest was never manifest. Such eventualities continue to be planned for but are now not considered to be a Corporate Risk.

6.3.8 CV 15 Civil unrest leads to security risks for Council-owned assets

Reason for Removal

Throughout the course of the Covid-19 pandemic, local civil unrest was never manifest. Such eventualities continue to be planned for but are now not considered to be a Corporate Risk

6.3.9 CV 19 Community Hub failure leads to hardship/ death

Reason for Removal

The Community Hub has been in operation for approximately 18 months and is presently considered to be business as usual at the Council. For this reason, this matter is no longer considered to be a Corporate Risk.

6.3.10 During Quarter 4 of the 2020/21 year, no Corporate Opportunities were removed from the Corporate Risk and Opportunity Register.

6.4 **Managing Operational Risks & Project Risks**

- 6.4.1 In addition to the Corporate Risks and Opportunities attached at Appendix A, the Council monitors and manages Operational Risks and Opportunities identified through the Corporate Delivery Plan and Team Plans.
 - 6.4.2 Project Risks and Opportunities that are identified through corporate projects are monitored by an Officer-led Programme Board.
 - 6.4.3 Operational Risks and Opportunities are updated on a quarterly basis alongside quarterly performance updates. Project Risks are updated on either a monthly or quarterly basis as part of their associated highlight reports.
 - 6.4.4 Operational Risks are managed via an internal Performance Improvement Board on an exception basis i.e. Red Risks (those with a residual score of 9 or more) and those with a negative direction of travel.
 - 6.4.5 Corporate Risks, Operational Risks and Project Risks are all included in the Risk and Opportunity Register which is held on the Council's Performance Management database.
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Appendices

- Appendix A Corporate Risk and Opportunity Register
- Appendix B Risk and Opportunity Movement
- Appendix C Risk and Opportunity Residual Scoring Distribution
- Appendix D Risk and Opportunity Scoring Criteria