

Corporate Risk Register May 2021

Tendring District Council

INTRODUCTION

The management of Risk is a key element to any organisation in order to protect its resources (human & physical), finances and reputation. By undertaking regular, stringent and structured analysis of the risks faced by the organisation senior managers are able to take strategic decisions to mitigate against such risks whilst still being able to take the necessary decisions for a progressive council.

This document explains the methodology used to analyse and identify the risks which are considered to be of a sufficient level to be monitored corporately. The process of identifying risks is a linear examination at service, departmental and subsequently corporate level. It is only by undertaking a thorough and detailed risk assessment that this can be achieved.

Each risk is assessed for the likelihood of the risk occurring, as well as the potential impact of such an occurrence. The combination of these two factors gives an initial risk rating. Each risk is then 'managed' by the implementation of control measures. It is then re-assessed to give a residual risk rating.

Only risks which would have a significant corporate-level impact upon the ability of the Council to undertake its normal service delivery, finances, safety, or reputation are reported at this level.

DEFINITIONS

Risk: A risk is an event or action which may adversely affect the Council. It can arise from the possibility of not realising opportunities as well as from a threat materialising. Risk management is embedded across the organisation and forms part of each directorate's everyday function. They follow the format '[x...] leading to [y...] resulting in [z]'. Please note that as we increase our partnership and multi-agency work, risks become increasingly complex as controls may become out of our direct control.

Inherent risk: This is the level of risk that is present before controls have been applied. Measured by evaluating the impact and probability of the risk to calculate an Inherent Risk Rating.

Residual risk: This is the level of risk remaining after application of controls. The Residual Risk Rating is calculated on the same basis as for inherent risk, but factoring in any changes in impact and probability arising from the controls in place to mitigate the inherent risk.

Control: Controls are a key mechanism for managing risk and are put in place to provide reasonable assurance. Examples of controls can include policies and procedures adopted, progression of ongoing actions, or implementation of recommendations resulting from internal audits.

Warning indicators: These are the mechanisms or issues that will highlight that the risk is not being mitigated by the controls identified, or to the extent expected. These can be internal or external to the organisation.

RISK RATING CATEGORIES

20

High Risks (Rating of 15-25)

- Risks at this level will be considered to be above the Council's risk tolerance level. These risks require immediate attention and, as a high priority, a plan needs to be put together to provide sufficient mitigation resulting in a lower rating for the residual risk, wherever possible.
- Management Team should regularly review any risks in the Corporate Risk Register where the mitigated level remains above the risk tolerance level.

- Where a risk in a Departmental Risk Register scores at this level, consideration will be given to any corporate impact, and whether there is a need for the risk to be considered in the Corporate Risk Register.


12  **Medium Risks (Rating of 6-12)**


- Controls should be put in place to mitigate the risk, wherever possible, especially where the risk is close to the risk tolerance level, or is increasing over time. However where the options for mitigation would not provide value for money, the risk may be tolerated.

4  **Low Risks (Rating of 1-5)**

- No action required to mitigate these risks.

| Risk colour | Risk Headings | |
|-------------|--|---------------|
| | Failure to deliver key services | Pages 7-10 |
| | Failure to deliver key projects | Pages 11-16 |
| | Reputational Damage | Pages 17-20 |
| | Ineffective workforce management and planning | Pages 21-22 |
| | Failure to deliver a balanced and sustainable budget | Page 23 |
| | Ineffective management of information | Pages 24-25 |
| | Failure to adopt a sound Local Plan | Page 26 |
| | Failure of income streams to meet Councils Financial requirements and obligations to other bodies. | Page 27 -28 |
| | Failure in emergency and business continuity planning | Pages 29 - 30 |
| | | |


| Failure to deliver key services | RISK 1a - Failure to effectively manage assets | | | | | | |
|--|--|--|-------------------------|---------|--|----------------------|----------------|
| | Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | | Probability | Impact | | | |
| | January 2019 | 9 | 3 | 3 | Unchanged  | 4 LOW | September 2021 |
| | June 2019 | 9 | Medium | Sizable | | | |
| | January 2020 | 9 | | | | | |
| | October 2020 | 9 | | | | | |
| | May 2021 | 9 | | | | | |
| | Current Action Status/ Control Strategy | <p>Implementing and developing an Asset Strategy and associated delivery plan and ensuring an effective and flexible property dealing policy.</p> <p>Adopted by full council in May 2017 new office practice completed</p> <p>NOTE - The transformation project has its own separate risk assessment which is being managed by the Transformation Project Team and therefore not need to form part of this document.</p> | | | | | |
| | Responsible Officer - Andy White | | | | | | |
| Responsible Cabinet member(s) – Corporate Finance and Governance PFH | | | | | | | |
| Scrutiny Committee(s) – Resources and Services | | | | | | | |

| RISK 1b – Catastrophic IT network failure | | | | | | |
|--|--|-------------------------|----------|--|------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 15 | 2 | 5 | Reduced  | 5 LOW | September 2021 |
| June 2019 | 15 | Moderate | Critical | | | |
| January 2020 | 15 | | | | | |
| October 2020 | 10 | | | | | |
| May 2021 | 10 | | | | | |
| Current Action Status/ Control Strategy | <p>Significant Transformation network investment being undertaken during 2018/20 including; re-design, renewed cabling, existing equipment re-use, significant shift to WiFi working/ flexibility, additional resilience, removal of all single points of failure within our control, dual firewalls, dual 1Gbt/sec data links. Our investments also include real-time enhanced 24/7 Network visibility, monitoring, reporting and alarms together with a 24/7 Security Operations Centre (SOC) provided by a 3rd party. The new network support and maintenance contract with an external company from August 2018 alongside their greatly enhanced network monitoring/ reporting proposals is giving much greater 'real time' network performance visibility and is allowing us to react swiftly and pro-actively to issues.</p> <p>Ongoing investment in remote working capabilities has enabled the council to operate its services even in the event that the majority of its staff are required to work from home.</p> <p>Resilience built into other IT Investment Strategies including 'mirrored' data storage at two national Microsoft Azure platform data centres delivering 85% of our hybrid Private/ Public Applications - all resulting in significantly increased resilience and much speedier 'disaster recovery' capability.</p> <p>Any catastrophic IT network failure is now likely to result from either a national UK network infrastructure issue or a successful cyber security attack.</p> | | | | | |
| Responsible Officer - John Higgins | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | |

Failure to deliver key services

CORPORATE RISK REGISTER –MAY 2021

RISK 1c - Ineffective communication / management of information - Failure to adopt implement and foster effective communication and information systems with an adverse impact on the ability to deliver services or relationship with key stakeholders.

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|-----------------|---------------------|-------------------------|----------|--|--------------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 15 | 3 | 5 | Unchanged  | 10 Medium | September 2021 |
| June 2019 | 15 | Medium | Critical | | | |
| January 2020 | 15 | | | | | |
| October 2020 | 15 | | | | | |
| May 2021 | 15 | | | | | |

Current Action Status/ Control Strategy

Tendring District Council has robust Information Governance policies and practices based upon shared Essex-wide 'best practice' Information Governance policies. We undertake quarterly information governance monitoring through our Information Governance Policy Unit (strategic) and the Information Security Management Group (operational). Our processes are annually audited to ensure they remain fit for purpose.

Whilst our information governance continues to strengthen, the Information Commissioner's Office (ICO) continues to 'raise the bar' on compliance matters. We are currently reviewing how Councillors access, utilise and manage personal and sensitive information and we must work to introduce changes to Councillor working practices to strengthen this aspect of Council information governance during 2021 or risk being found potentially in breach of General Data Protection Regulation legislation by the ICO. The key issue here is that having provided every councillor with a managed council device we must cease the councillor practice of forwarding council emails to personal email accounts where we have no control over cyber security protective measures. Ongoing vigilance with regard to Information Governance resources and training and budget to minimise the risk of an information breach or failure to comply with legislation as this work area volume increases significantly.

We monitor investigate each security breach report to continue to harden our robust information governance arrangements and to raise staff awareness.

New information governance training videos are going to be released shortly onto the learning zone platform.

Responsible Officer - John Higgins - Senior Information Risk Officer (SIRO) Judy Barker – Data Protection Officer (DPO)


Responsible Cabinet member(s) - Corporate Finance and Governance PFH

Scrutiny Committee(s) - Resources and Services Committee


Failure to deliver key services

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|--|--|-------------------------|----------|-------------------|----------------------|-------------|
| | | Probability | Impact | | | |
| | | January 2019 | 20 | | | |
| June 2019 | 20 | High | Critical | | | |
| January 2020 | 20 | | | | | |
| October 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |
| Current Action Status/ Control Strategy | <p>Tendring District Council has robust cyber-security including; physical devices (Firewalls), network segregation, protective software applications to protect the Council from the daily occurrences of external Cyber-attack. In recognising the need to raise staff awareness/ vigilance and cyber security knowledge the Council was the first in Essex to roll-out cyber security training to staff and members in partnership with the Essex Police Cyber Crime Unit in 2017 and repeated in 2019. Training videos are available for staff and members to complete and cyber-security is part of our induction training. Our cyber-security is independently tested during our annual Public Services Network (PSN) connectivity 'IT Health Check'.</p> <p>Local Government Association cyber-security self-assessments are undertaken regularly with the latest one providing a robust Amber-green (score 65-79%) - but with areas of improvement identified. We are working on the improvement areas highlighted.</p> <p>Our Cloud migration strategy has enabled us to implement additional Cloud cyber-security functionality during 2020. We purchase 'best of breed' cyber security and anti-malware detection application(s) and key individuals complete NCSC approved cyber security training. National Cyber Security Centre (NCSC) Cyber Essentials - working towards this in certification in 2021.</p> <p>Our final data defence is that of officer and councillor vigilance, timely reporting of suspicions or incidents and robust daily backup and physical storage of this backed up data for use in a significant or cyber breach situation.</p> | | | | | |
| Responsible Officer - John Higgins | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services Committee | | | | | | |

Failure to deliver key services


| Failure to deliver key projects | RISK 2a - Coastal Defence - The Council has a coastline of 60km and maintains the sea defence structures along 18.5km of this frontage. These defences protect the towns of Harwich, Dovercourt, and Walton on the Naze, Frinton on Sea, Holland on Sea, Clacton and Brightlingsea. Unforeseen expenditure may be required on sea defences; which if left to deteriorate could cause catastrophic cliff failure and impact safety of residents/visitors nearby. The East Coast of the UK is vulnerable to a phenomenon called a North Sea Tidal Surge. | | | | | | |
|--|---|--|-------------------------|----------|--|----------------------------|----------------|
| | Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | | Probability | Impact | | | |
| | January 2019 | 15 | 3 | 5 | Unchanged  | 5 LOW | September 2021 |
| | June 2019 | 15 | Medium | Critical | | | |
| | January 2020 | 15 | | | | | |
| | October 2020 | 15 | | | | | |
| | May 2021 | 15 | | | | | |
| | | | | | | | |
| | Current Action Status/ Control Strategy | Carrying out annual inspections of coast protection structures and responding swiftly to public reporting of faults. An annual maintenance programme for the coastal frontage is set each year with an appropriate budget to cover the works. Each year sections of the sea defences are improved as part of a rolling programme of special maintenance schemes funded from the Council's Revenue Budgets. Works undertaken range from day to day maintenance of promenades and seawalls to schemes costing millions of pounds. Larger capital schemes attracting grant in aid are produced to comply with Defra guidelines and their High Level Targets for coast protection. | | | | | |
| Responsible Officer: Damian Williams | | | | | | | |
| Responsible Cabinet member(s) - Cllr. A. Porter – Portfolio Holder for Leisure and Tourism | | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | | |

RISK 2b - Community Leadership Projects - Potential for impact to the reputation of the Council and impact on Communities, through failure to deliver key projects with partners


| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|---|--|-------------------------|----------|--|-------------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 12 | 3 | 4 | Unchanged  | 8 MEDIUM | September 2021 |
| June 2019 | 12 | Medium | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | <p>Clearly defined Terms of Reference agreed between partners & TDC. Action plans agreed as appropriate for each project and reviewed on a regular basis.</p> <p>Action plan delivery (regular monitoring and feedback to Community Leadership Committee, Portfolio Holder and external partners)</p> <p>A Community Asset Map has been produced via the North East Essex Alliance, this provides a useful tool to identify where to focus resources to strengthen and build more resilient communities.</p> | | | | | |
| Responsible Officer - Anastasia Simpson / John Fox / Rebecca Morton | | | | | | |
| Responsible Cabinet member(s) - Partnerships PFH | | | | | | |
| Scrutiny Committee(s) - Community Leadership | | | | | | |

Failure to deliver key projects


RISK 2c - Building Council Homes - Continuing uncertainty over business plan capacity due to lack of clarity from the government.

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|--|---|-------------------------|----------|--|----------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 8 | 2 | 4 | Unchanged  | 4 LOW | September 2021 |
| June 2019 | 8 | Low | Major | | | |
| January 2020 | 8 | | | | | |
| October 2020 | 8 | | | | | |
| May 2021 | 8 | | | | | |
| Current Action Status/ Control Strategy | <p>Government has removed the HRA borrowing cap but prudential borrowing rules still apply. Modelling has been undertaken within the business plan and we are comfortable that 200 new homes could be built over the next 8 – 10 years dependent upon build costs and land availability.</p> <p>Despite changes to rules around right to buy receipts, there have been no further Government policy changes in respect of issues that will have a major impact on the local delivery of additional council homes. Therefore, significant potential risks remain in respect of the impact of future / potential Government policy announcements.</p> | | | | | |
| Responsible Officer – Damian Williams | | | | | | |
| Responsible Cabinet member(s) - Housing PFH | | | | | | |
| Scrutiny Committee(s) – Resources and Services | | | | | | |


Failure to deliver key projects

| RISK 2d - Ineffective delivery of Transforming Tending project - Failure to provide effective change management and the coordination of corporate resources with an adverse impact on organisational focus and delivery | | | | | | |
|--|---------------------|---|----------|--|----------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 15 | 3 | 5 | Unchanged  | 3 LOW | September 2021 |
| June 2019 | 15 | Medium | Critical | | | |
| January 2020 | 15 | | | | | |
| October 2020 | 15 | | | | | |
| May 2021 | 15 | | | | | |
| Current Action Status/ Control Strategy | | <p>Through the provision of effective organisational leadership through culture, change management, vision, values, communication and encouraging innovation and empowering staff.</p> <p>Physical, technological and organisational changes are under way. Project Board monitors on an ongoing basis.</p> <p>Technological capacity has been exhaustively tested during the COVID pandemic. Review of work content in latter stages required to manage costs</p> <p>Formal project stage review to be completed at completion of physical works estimated Autumn 2021</p> | | | | |
| Responsible Officer – Andy White | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance FH | | | | | | |
| Scrutiny Committee(s) – Resources and Services | | | | | | |

RISK 2e - Essex Family / Family Solutions - A TDC appointed Family Support Worker working within Tendring Family Solutions Team. Risks of the project include potential breaches of data protection, Council reputation and professional liability (working with vulnerable families)


| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|---|--|-------------------------|----------|--|---------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 8 | 2 | 4 | Unchanged  | 8 MEDIUM | September 2021 |
| June 2019 | 8 | Low | Major | | | |
| January 2020 | 8 | | | | | |
| October 2020 | 8 | | | | | |
| May 2021 | 8 | | | | | |
| Current Action Status/ Control Strategy | <p>Matrix management arrangements in place between TDC and ECC with clear workload management. The TDC FSW will be subject to the same control environment as other team members within Family Solutions. TDC has increased management capacity to oversee the FSW position.</p> <p>Funding has now been secured to move the post onto the Council establishment, so there is less risk to families.</p> | | | | | |
| Responsible Officer - Anastasia Simpson | | | | | | |
| Responsible Cabinet member(s) - Partnership PFH | | | | | | |
| Scrutiny Committee(s) - Community Leadership | | | | | | |

RISK 2f - Garden Communities - The project fails to come to fruition due to land control / Local Plan issues


| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|--|---------------------|---|----------|--|----------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 12 | 4 | 3 | Unchanged  | 1 LOW | September 2021 |
| June 2019 | 12 | High | Sizeable | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | | <p>Breakpoints exist which enable termination of the project if a scenario develops which provides unacceptable commercial viability.</p> <p>A development plan is being created to set out a more detailed framework for the layout and delivery of the proposed garden community.</p> | | | | |
| Responsible Officer: Gary Guiver | | | | | | |
| Responsible Cabinet member(s) - Leader | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | |


Failure to deliver key projects

RISK 3a - Member Conduct - The Localism Act 2011 places a statutory duty upon Councils to promote and maintain high standards of conduct amongst its own Elected Members and any co-opted Members. Upheld Code of Conduct complaints risk damaging the Council's reputation and adverse implications on its ethical governance arrangements.

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|---|---------------------|--|----------|--|------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 12 | 3 | 4 | Unchanged  | 4 LOW | September 2021 |
| June 2019 | 12 | Medium | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | | Regular reports to Standards Committee and discussions with Group Leaders. | | | | |
| Responsible Officer: Management Team (Lisa Hastings, Monitoring Officer) | | | | | | |
| Responsible Cabinet member(s) - Code of Conduct matters are reported to the Standards Committee, as a Non-Executive function. | | | | | | |
| Scrutiny Committee(s) – N/A | | | | | | |


Reputational damage


| Reputational damage | RISK 3b - Failure to comply with legislative requirements - Risk of judicial reviews or injunctions being sought against the Council, causing delay in service delivery and financial loss to defend actions. | | | | | | |
|---|--|--|-------------------------|--------|--|----------------------|----------------|
| | Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | | Probability | Impact | | | |
| | January 2019 | 16 | 4 | 4 | Unchanged  | 2 LOW | September 2021 |
| | June 2019 | 16 | High | Major | | | |
| | January 2020 | 16 | | | | | |
| | October 2020 | 16 | | | | | |
| | May 2021 | 16 | | | | | |
| | Current Action Status/ Control Strategy | Ensuring that communication between the Directors and Service Managers with the Legal Team is kept up to date with regards to priorities and project planning. Regular discussions to be held between Services. Head of Governance and Legal Services to be kept informed of new developments through Management Team and Cabinet agendas. | | | | | |
| | Responsible Officer - Lisa Hastings | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance Portfolio Holder | | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | | |

| Reputational damage | RISK 3c - Health and Safety - Failure to have effective Health and Safety processes in place exposing public and staff to increased risk of injury or illness. | | | | | | |
|---|---|--|-------------------------|----------|--|--------------------------------|----------------|
| | Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | | Probability | Impact | | | |
| | January 2019 | 20 | 4 | 5 | Unchanged  | 10 MEDIUM | September 2021 |
| | June 2019 | 20 | High | Critical | | | |
| | January 2020 | 20 | | | | | |
| | October 2020 | 20 | | | | | |
| | May 2021 | 20 | | | | | |
| | Current Action Status/ Control Strategy | Identifying an officer with overall responsibility for ensuring that effective health and safety processes in place. Providing regular Health and Safety updates to Management Team Risk Assessment review being undertaken. | | | | | |
| | Responsible Officer: Richard Barrett | | | | | | |
| Responsible Cabinet member(s) Corporate Finance and Governance PFH / HR and Council Tax Committee | | | | | | | |
| Scrutiny Committee(s) n/a | | | | | | | |


| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|--|---------------------|---|----------|-------------------|----------------------|-------------|
| | | Probability | Impact | | | |
| | | January 2019 | 15 | | | |
| June 2019 | 15 | High | Sizeable | | | |
| January 2020 | 15 | | | | | |
| October 2020 | 15 | | | | | |
| May 2021 | 15 | | | | | |
| Current Action Status/ Control Strategy | | <p>Established Fraud and Compliance Team undertaking counter fraud role</p> <p>Internal Audit Team providing advice / recommendations to improve control environment and mitigate exposure to fraud risks</p> <p>Rules and procedures as laid down in the Constitution</p> <p>Anti-Fraud and Corruption Strategy reviewed and reported to the Audit Committee annually.</p> | | | | |
| Responsible Officer: - Richard Barrett | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services / Audit | | | | | | |

Reputational damage

| RISK 4a - Loss of Key Staff - Loss of key staff either through service changes or natural turnover impacting on delivery and /or reputational risk e.g. managing elections | | | | | | |
|---|---------------------|---|----------|--|----------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 12 | 3 | 4 | Unchanged  | 12 MEDIUM | September 2021 |
| June 2019 | 12 | Medium | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | | <p>Effective HR processes in place to identify early signs of workforce issues (including age profile). Skills focus and flexible approach across Council. “Grow your own approach to talent management”</p> <p>Daily monitoring of staff absence takes place during periods of long term disruption, such as during an emergency / pandemic to identify any areas requiring access to additional capacity and Management Team have access to a weekly update.</p> | | | | |
| Responsible Officer - Management Team (Anastasia Simpson) | | | | | | |
| Responsible Cabinet member(s) - HR and Council Tax Committee | | | | | | |
| Scrutiny Committee(s) N/A | | | | | | |

| RISK 4b - Lack of capacity to deliver core services - not retaining / having access to staff capacity to deliver services and priorities | | | | | | |
|---|--|-------------------------|----------|--|--------------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 12 | 3 | 4 | Unchanged  | 12 MEDIUM | September 2021 |
| June 2019 | 12 | Medium | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | <p>Identification of areas of key person dependency, skills and competency matching and corporate approach to the delivery of key services and projects through secondments / cross service working.</p> <p>Effective succession planning information, shared through Management Team.</p> | | | | | |
| Responsible Officer - Management Team (Anastasia Simpson) | | | | | | |
| Responsible Cabinet member(s) - Human Resources Committee and Council Tax Committee | | | | | | |
| Scrutiny Committee(s) – N/A | | | | | | |

RISK 5A - Financial Strategy - The impact of achieving a balanced budget in an ever-tightening financial environment on service delivery objectives.

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|-----------------|---------------------|-------------------------|----------|--|--------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 20 | 4 | 5 | Unchanged  | 15 HIGH | September 2021 |
| June 2019 | 20 | High | Critical | | | |
| January 2020 | 20 | | | | | |
| October 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |

Current Action Status/ Control Strategy

Long Term Financial Plan updated on an ongoing basis.


- Financial Strategy / Forecast Preparation including identifying and capturing significant risks such as changes to government funding, and the identification of savings which will require some challenging decisions.
- Robust and timely Budget Monitoring Processes.
- Engagement with key stakeholders, members and senior management as early as possible.
- Responding to and implementing recommendations and advice issued by the Council's External Auditor.
- Material savings options to be individually risk assessed

If the event that the long term approach does not deliver the intended outcomes then the Council can revert to the more traditional / short term approach to setting the budget.

Responsible Officer: Richard Barrett

Responsible Cabinet member(s) - Corporate Finance and Governance PFH


Scrutiny Committee(s) – Resources and Services

| RISK 6a - Loss of sensitive and/or personal data through malicious actions loss theft and/or hacking. | | | | | | |
|--|--|-------------------------|----------|--|------------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 20 | 5 | 4 |  Reduced | 10 HIGH | September 2021 |
| June 2019 | 20 | High | Major | | | |
| January 2020 | 20 | | | | | |
| October 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |
| Current Action Status/ Control Strategy | <p>Multi-firewall network segregation implemented with role-based access to systems necessary for work. Governance procedures/ policies/ responsibilities quarterly reviewed by the Information Governance Policy Unit. All remote working is protectively ‘tunnelled’ utilising Microsoft VPN technology.</p> <p>All officer mobile devices (laptops, tablet and phones) are encrypted with complex passwords and are managed using Microsoft Mobile device Management (MDM) to further protect data</p> <p>Enhanced monitoring of the Council’s internal network data flows focusses on early detection/ isolation of cyber-attack. The Council maintains an ongoing campaign to educate staff and members as to a range of cyber-attacks/ techniques.</p> <p>However, cyber-attacks have significantly increased during the COVID-19 global pandemic.</p> | | | | | |
| Responsible Officer - John Higgins – Senior Information Risk Owner (SIRO) Judy Barker – Council’s named Data Protection Officer | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services Committee | | | | | | |

Ineffective management of information

CORPORATE RISK REGISTER –MAY 2021

RISK 6b- Disconnection from PSN Network - Failure to achieve PSN recertification resulting in disconnection from PSN services, e.g. DWP, IER etc. and urgent alternative arrangements to continue providing statutory service

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|-----------------|---------------------|-------------------------|----------|--|----------------------------|----------------|
| | | Probability | Impact | | | |
| July 2018 | 20 | 4 | 5 | Unchanged  | 5 LOW | September 2021 |
| January 2019 | 20 | High | Critical | | | |
| June 2019 | 20 | | | | | |
| January 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |

Current Action Status/ Control Strategy

This risk constitutes an annual cycle of IT security Health Check using a registered consultant, remediation/ resolution of any security issues identified then completion and submission of compliance documentation to central government national Cyber Security Centre (NCSC) for PSN recertification.

- ✓ PSN re-certification achieved 23 November 2019

Note: The Council remains at risk from any new NCSC edicts and ongoing further Whitehall hardening of security regulations. This can only be remediated through monitoring latest available guidance and/ or responding to NCSC challenges during the annual PSN process itself.


PSN/ CESC communications, outcome of IT Health checks, monitoring/ discussion with IT Support partner(s).

Responsible Officer: John Higgins

Responsible Cabinet member(s) - Corporate Services Portfolio Holder Cllr. Guglielmi


Scrutiny Committee(s) - Resources and Services Committee


Ineffective management of information

| RISK 7a - Local Plan - Failure to achieve a positive result from the Examination in Public into the Local Plan | | | | | | |
|--|--|-------------------------|--------|--|----------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 12 | 4 | 4 | Unchanged  | 12 MEDIUM | September 2021 |
| June 2019 | 12 | High | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | <p>Officers worked closely with the other North Essex Authorities, other partners and have taken advice as necessary to submit a robust Local Plan to prepare for the examination in public.</p> <p>Stage one of the Local Plan has now been adopted. Stage two is awaiting the inspector's recommendations following its examination.</p> | | | | | |
| Responsible Officer: Gary Guiver | | | | | | |
| Responsible Cabinet member(s) – Leader | | | | | | |
| Scrutiny Committee(s) – Planning | | | | | | |

Failure to adopt a sound Local Plan


Failure of income streams to meet Council's financial requirements and obligations to other bodies


| RISK 8a - Failure to collect levels of income required from Council Tax in order to fund the Council's financial requirements. | | | | | | |
|---|--|-------------------------|----------|--|----------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 20 | 4 | 5 | Unchanged  | 10 MEDIUM | September 2021 |
| June 2019 | 20 | High | Critical | | | |
| January 2020 | 20 | | | | | |
| October 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |
| Current Action Status/ Control Strategy | Regular budget monitoring including reports to Cabinet, which will also set out options to respond to any adverse issues as necessary. | | | | | |
| Responsible Officer: Richard Barrett | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | |

| RISK - 8b - Failure to collect levels of income required from Non Domestic Rates in order to meet the shares between the Government, Essex County Council, Essex Fire Authority and Tendring District Council. | | | | | | |
|---|--|-------------------------|----------|--|----------------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 20 | 4 | 5 | Unchanged  | 10 MEDIUM | September 2021 |
| June 2019 | 20 | High | Critical | | | |
| January 2020 | 20 | | | | | |
| October 2020 | 20 | | | | | |
| May 2021 | 20 | | | | | |
| Current Action Status/ Control Strategy | Regular budget monitoring including reports to Cabinet, which will also set out options to respond to any adverse issues as necessary. | | | | | |
| Responsible Officer: Richard Barrett | | | | | | |
| Responsible Cabinet member(s) - Corporate Finance and Governance PFH | | | | | | |
| Scrutiny Committee(s) - Resources and Services | | | | | | |

CORPORATE RISK REGISTER –MAY 2021

Failure in emergency and Business Continuity Planning

| RISK 9a - Ineffective Emergency Planning - The Council fails to effectively respond to an emergency and the community is adversely effected | | | | | | |
|--|---|-------------------------|----------|--|----------------------|----------------|
| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
| | | Probability | Impact | | | |
| January 2019 | 12 | 3 | 4 | Unchanged  | 4 LOW | September 2021 |
| June 2019 | 12 | Medium | Major | | | |
| January 2020 | 12 | | | | | |
| October 2020 | 12 | | | | | |
| May 2021 | 12 | | | | | |
| Current Action Status/ Control Strategy | <p>Continued develop and regularly test of different aspects of the Council's Emergency Plan including working with multi-agency partner organisation.</p> <p>During 2019, in partnership with Harwich Haven Authority (HHA) the Council jointly delivered a major live emergency planning exercise (ex Adler 4) which tested a range of aspects of the Council's Emergency Plan alongside our multi-agency partners. The Council remains involved in partnership events to monitor our emergency planning services.</p> <p>Tendring have led a pan-Essex project to design/ develop an IT system to mine available council-held data so that residents - and specifically vulnerable residents – affected by a civil emergency could be quickly identified so than an effective response plan could be planned and actioned using whatever specialist resources available. This new Vulnerable Intelligent Persons Emergency Response (VIPER) system went live across Essex. The system allows Emergency Planners to draw an emergency 'area of effect' on a map and VIPER will generate details of all residents affected in seconds.</p> | | | | | |
| Responsible Officer - John Higgins | | | | | | |
| Responsible Cabinet member(s) - Partnerships PFH | | | | | | |
| Scrutiny Committee(s) - Community Leadership | | | | | | |

| Assessment date | Inherent risk score | Present score breakdown | | Direction of Risk | Residual Risk rating | Review date |
|--|---|-------------------------|----------|--|---------------------------|----------------|
| | | Probability | Impact | | | |
| January 2019 | 15 | 2 | 5 | Unchanged  | 6 MEDIUM | September 2021 |
| June 2019 | 15 | Medium | Critical | | | |
| January 2020 | 10 | | | | | |
| October 2020 | 10 | | | | | |
| May 2021 | 10 | | | | | |
| Current Action Status/ Control Strategy | <p>Ongoing development and testing of Business Continuity plans by services.</p> <p>Significant digital investment and improved resilience in information storage, applications, Cloud migration, and reduced reliance upon office premises through flexible / remote working have all reduced this ongoing operational risk.</p> <p>Use of IT to record and support the development of service risk assessments and business continuity impact assessments – options being investigated 2021</p> <p>Certified training for additional staff in business continuity – being investigated 2021</p> | | | | | |
| Responsible Officer - John Higgins | | | | | | |
| Responsible Cabinet member(s) - Partnerships PFH | | | | | | |
| Scrutiny Committee(s) - Community Leadership | | | | | | |

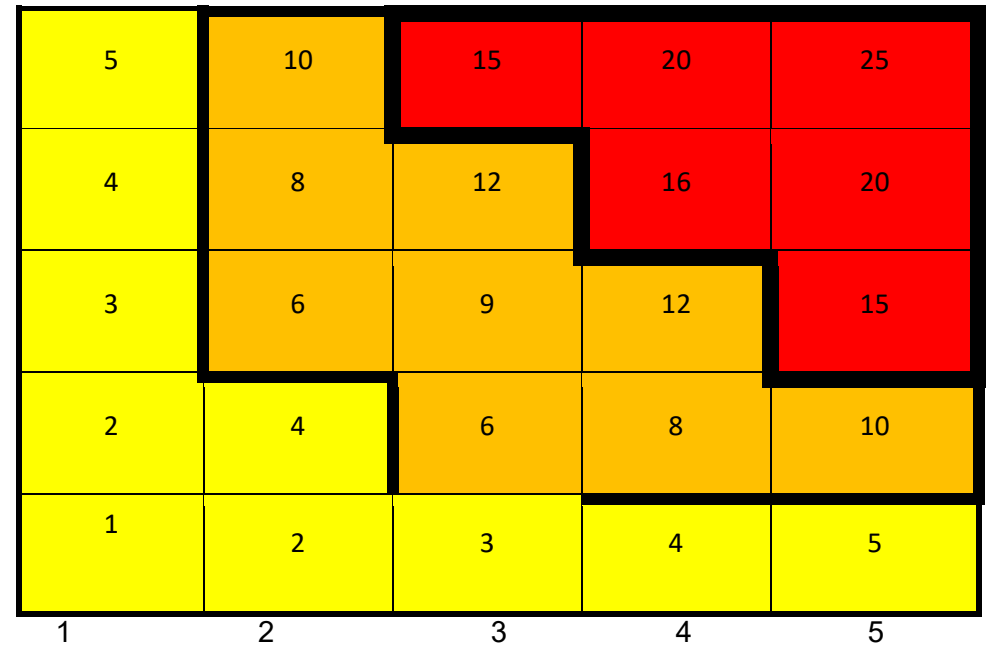
APPENDIX – METHODOLOGY FOR CALCULATING RISK

RISK RATING ELEMENTS - IMPACT

| Risk level | Impact | | | | |
|------------|-----------------|-------------------------------|---|---|---|
| | Level | Financial | Service Delivery | Safety | Reputation |
| 5 | Critical | Loss of more than £1m | Effective service delivery is unachievable. | Fatality (Single or Multiple) | Reputation damage is severe and widespread i.e. Regulatory body intervention |
| 4 | Major | Loss above 250K but below £1m | Effective service delivery is severely disrupted in one or more areas | Multiple serious injuries requiring professional medical treatment | Reputation damage occurs with key partners. |
| 3 | Sizeable | Loss above £25K below £250K | Effective service delivery is disrupted in specific areas of the Council. | Injury to an individual(s) requiring professional medical treatment | Reputation damage is localised and/or relatively minor for the Council as a whole |
| 2 | Moderate | Loss above £5K below £25K | Delays in effective service delivery | Minor injury - no professional medical treatment | Slight reputation damage |
| 1 | Minor | Loss of up to £5K | Minor disruption to effective service delivery i.e. Staff in unplanned absence for up to one week | No treatment required | Reputation damage only on personal level |

CORPORATE RISK REGISTER –MAY 2021

| Timescale ----- Probability | Up to 6 months | To 12 months | To 24 months | To 60 months | 60+ months |
|-----------------------------------|----------------|--------------|--------------|--------------|------------|
| Over 80% | 5 | 4 | 3 | 2 | 1 |
| 65%-80% | 4 | 4 | 3 | 2 | 1 |
| 50 – 64% | 3 | 3 | 3 | 2 | 1 |
| 30 – 49% | 2 | 2 | 2 | 2 | 1 |
| Under 30% | 1 | 1 | 1 | 1 | 1 |



Probability →

Impact x Probability = Overall Risk Rating

RISK CALCULATION MATRIX

RISK RATING ELEMENTS – PROBABILITY