

**Classification:** Public

**Key Decision:** No

### Gravesham Borough Council

**Report to:** Finance and Audit Committee  
**Date:** 5<sup>th</sup> March 2024  
**Reporting officer:** Assistant Director (Corporate Services)  
**Subject:** Development of the Corporate Risk Register 2024-2025

#### Purpose and summary of report:

This report presents the outcome of the annual risk identification and analysis exercise, the purpose of which is to assist in the development of Gravesham Borough Council's Corporate Risk Register for 2024-2025.

#### Recommendations:

1. Members of the Council's Finance & Audit Committee are requested to approve the Corporate Risk Register that has been developed for 2024-2025, prior to it being presented to Cabinet.

Key Implications:	
Item	Implications
Legal	There is a specific risk within the Register, which highlights the potential issues associated with proposed legislative changes that may affect the council moving forward. Senior Management are kept updated so that they are fully aware of potential changes proposed in order to assess how these may affect the council.
Finance and Value for Money	There are no financial or value for money implications arising from the Corporate Risk Register itself.  'Ongoing financial viability of the Council' is one of the key corporate risks identified within the Corporate Risk Register. A specific update against this risk is included within the register
Corporate Plan	The council's arrangement to identify, assess and monitor strategic risks contribute to the delivery of Corporate Plan The objective <b>#onecouncil</b> : a well-run and innovative authority, defined by its skilled and valued workforce, committed to developing its local social impact. The Corporate Risk Register also advises to which of the Corporate Plan Objectives individual risks link.
Climate Change	N/A

## **1. Introduction and Background**

- 1.1 Gravesham Borough Council pursues a forward-looking and dynamic approach to delivering services to the local community and in doing so, the council is exposed to risk both in terms of threats and loss of opportunities. The council recognises that risks are inevitable and in practice, cannot be entirely avoided. Resultantly, the council will tolerate a certain degree of risk when pursuing objectives, executing strategies and delivering services.
- 1.2 Responsibility for risk management runs throughout the council and specific roles and responsibilities have been delegated to Members and Senior Officers, so that risk management is embedded in the culture of the council. In November 2021 a Risk Management Working Group was established, it comprises of a group of senior officers that meet on a quarterly basis to discuss emerging corporate risks.
- 1.3 The Finance & Audit Committee have responsibility for monitoring the effective development and operation of risk management by:
  - Reviewing any changes made to the Risk Management Strategy, prior to presentation to Cabinet for approval.
  - Reviewing the annual Corporate Risk Register, prior to presentation to Cabinet for approval.
  - Considering progress made during the year, in managing or mitigating risks documented within the Corporate Risk Register.
  - Identifying potential risks for inclusion in the annual Corporate Risk Register.

## **2. Risk Management Strategy**

- 2.1 The Risk Management Strategy sets out the approach that has been adopted by the council for identifying, evaluating, managing and recording risks to which it is exposed. The primary intention of the strategy is to ensure that risk management is embedded into the daily operations of the council. The strategy recognises that good risk management will lead to good management, good performance, good stewardship of public money, good public engagement and good outcomes for citizens and service users.
- 2.2 In March 2011, Cabinet agreed that the Risk Management Strategy would be reviewed on an annual basis and, where necessary, presented to Cabinet for approval if it were subject to updates and amendments resulting in material changes to the strategy.
- 2.3 There therefore, no updates or amendments made to the Risk Management Strategy, therefore the Strategy will not be presented for approval. A copy of the Strategy can be found at Appendix 1 for information.

## **3. Draft Corporate Risk Register 2024-2025**

- 3.1 In preparing the draft copy of the 2024-2025 Corporate Risk Register, Management Team, Senior Officers and Members were contacted and requested to identify and evaluate new risks and analyse existing risks currently recorded in the 2023-2024 Corporate Risk Register. The draft Corporate Risk Register is being presented to Finance & Audit Committee for review and comment.

3.2 The outcome of the risk evaluation and analysis that has been carried out, is summarised in the table and plotted in the Heat Map below.

**Risk analysis of new and existing risks**

Risk Ref	Risk Description	Inherent Rlsk	Residual Rlsk	Target Rlsk
1	On-going financial viability of the council	20	16	12
2	Changes in national priorities and legislation	20	15	12
3	Organisational capacity/resilience	20	12	9
4	Cyberattack resulting in data breach or corruption of data	16	12	8
5	Investment risk	15	10	9
6	Adoption and delivery of sound Local Plan	12	12	9
7	Implementation of the Elections Act 2022	15	10	5
8	STG Building Control Partnership - Licencing of Surveyors	16	12	12

**Risk Heat Map (Residual Risk)**

<b>LIKELIHOOD</b>	<b>Very High</b>	<b>5</b>		<b>5,7</b>	<b>2</b>	
	<b>High</b>	<b>4</b>			<b>3,6</b>	<b>1</b>
	<b>Medium</b>	<b>3</b>				<b>4,8</b>
	<b>Low</b>	<b>2</b>				
	<b>Very Low</b>	<b>1</b>				
	<b>High Risk</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Medium Risk</b>		<b>Negligible</b>	<b>Significant</b>	<b>Serious</b>	<b>Critical</b>
	<b>Low Risk</b>		<b>IMPACT</b>			

3.3 Risks that have generated a “High” **residual** risk score are coloured in red and listed below. These risks are included in the 2024-2025 Corporate Risk Register. A draft copy of the register can be found at Appendix 2.

1. On-going financial viability of the council.
2. Changes in national priorities and legislation.
3. Organisational capacity/resilience.
4. Cyberattack resulting in data breach or corruption of data
5. Investment Risk.
6. Adoption and delivery of sound Local Plan
7. Implementation of the Elections Act 2022
8. STG Building Control Partnership – Licencing of Surveyors (NEW)

3.4 During the mid-year review of the 2023-2024 Corporate Risk Register, a suggestion was made by F&A Committee for the risk associated with using a Generative Artificial Intelligence tool, to be analysed and considered for inclusion.

3.5 The Councils Head of Digital & IT carried out the relevant exercise and information relating to this risk, consequences and mitigating controls have been incorporated within Risk 4. – Cyberattack resulting in data breach or corruption of data.

#### **4 On-going monitoring of the Corporate Risk Register**

- 4.1 Progress made against the actions in relation to each risk recorded in the Corporate Risk Register will be monitored quarterly and progress information will be presented to the Finance & Audit Committee via a half yearly report.
- 4.2 The report on the Corporate Risk Register will be considered by the Finance and Audit committee, to ensure that necessary action is being taken to mitigate risks and the Finance and Audit committee will subsequently be able to make appropriate recommendations to Cabinet.

#### **5 Background Papers**

- 5.1 There are no background papers pertaining to this report.

<b>Secondary implications</b>	
<b>Risk Assessment</b>	The regular review of strategic risks facing the council aids the council in managing risk effectively as a contribution to effective strategic decision-making. It is important that the council's approach to risk is reviewed on a regular basis by both officers and Members to ensure new risks are identified and action being taken to mitigate existing risks is effective
<b>Data Protection Impact Assessment</b>	<i>A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process.</i>
	a. Does the project/change being recommended through this paper involve the processing of <a href="#">personal data</a> or <a href="#">special category data</a> or <a href="#">criminal offence data</a> ?  A definition of each type of data can be found on the Information Commissioner's Office website via the above links.  No
	b. If yes to question a, have you completed and attached a DPIA including Data Protection Officer advice?  N/A
	c. If no to question b, please seek advice from your nominated DPIA assessor or the Information Governance Team at <a href="mailto:gdpr@medway.gov.uk">gdpr@medway.gov.uk</a> .  N/A
<b>Equality Impact Assessment</b>	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer.  No
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer.  No
	<i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i>
<b>Crime and Disorder</b>	The risk of Crime and Disorder is considered in the annual review and development of the Corporate Risk Register.
<b>Digital and website implications</b>	N/A
<b>Safeguarding children and vulnerable adults</b>	N/A