

Guildford Borough Council

Report to: Corporate Governance and Standards Committee

Date: 26 September 2024

Ward(s) affected: All

Report of Assistant Director: Strategy & Corporate Services

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Report Status: Open

Risk Management and Corporate Risk Register

1. Executive Summary

- 1.1. This report provides an update on the Council's corporate risks at the end of Q1 2024/25.

2. Recommendation to Committee

- 2.1. It is recommended that:

The Committee notes the updated corporate risk register and makes any observations on its contents.

3. Reason for Recommendation:

- 3.1. To support the Committee's constitutional role in respect of risk management.

4. Exemption from publication

- 4.1. No part of this report is exempt from publication.

5. Purpose of Report

- 5.1. To provide the Committee with the updated corporate risk register and to provide assurance that the risks are being appropriately managed.

6. Strategic Priorities

- 6.1. Risk management is fundamental to achieving the Council's strategic priorities. It underpins effective corporate governance, leadership as well as the direction, control and management of the Council.

7. Background

Role of the Corporate Governance & Standards Committee

- 7.1. Part 2 (Article 10) of the Council's Constitution states that, in respect of risk management, the Committee's purpose is:

... to provide independent assurance to councillors of the adequacy of the risk management framework and the internal control environment. It provides independent review of the authority's governance, risk management and control frameworks ...

- 7.2. The Council's current Risk Management Strategy and Policy (2022-25) defines corporate risks as the 'highest level of risk ... risks included in the corporate risk register should be ones that could have an effect on the successful achievement of our long-term core purpose, priorities and outcomes'.

- 7.3. The corporate risk register has undergone review with individual risk owners and the wider Joint Leadership Team. Since the Committee last received an update on risk in July, the following substantive changes have been made to the risk register:

No.	Risk	Substantive change to note (see the risk register for full information)
CR1	Incident or accident at a Council property or premises	New action added: A review is being undertaken into the Health and Safety compliance of the Council's housing stock.

No.	Risk	Substantive change to note (see the risk register for full information)
CR2	Financial sustainability	<p>New mitigations and controls:</p> <p>Debt Recovery Strategy to be monitored by and reported to CLB, Executive Briefing and the Resources Overview and Scrutiny Committee.</p> <p>A Strategic Capital Board has been established to monitor capital expenditure.</p>
CR3	Fraud prevention	<p>New action added:</p> <p>An options analysis is being developed for a Joint Housing Fraud Investigation Team to be shared between Guildford and Waverley.</p>
CR5	Failure to make lawful decisions and follow governance	<p>New mitigations and controls:</p> <p>New officer Scheme of Delegation, Financial Procedure Rules and updated Contract Procedure Rules are in place.</p> <p>Procurement framework review, including training for officers and members and the development of a toolkit.</p>
CR9	Non-adherence to procurement processes and contracts	<p>Change to residual risk score:</p> <p>This risk was reviewed in August and following the rollout of the updated Contract Procedure Rules, the accompanying training package and new procurement toolkit, the likelihood score has reduced from Medium (4) to Low (3).</p>
CR10	Cyber security incident resulting in loss of IT systems or data	<p>Change to residual score:</p> <p>The residual impact has been increased from Critical (3) to Devastating (4) in accordance with the current scoring thresholds, rather than a substantive change to the risk itself. The likelihood remains as previously reported, however.</p>
CR11	Recruitment and retention of staff	<p>Change to residual risk score:</p>

No.	Risk	Substantive change to note (see the risk register for full information)
		The likelihood has been reduced from Very High (6) to Medium (4) to reflect current levels of staff turnover and the wider recruitment picture.
CR12	Guildford-Waverley collaboration does not meet objectives	<p>New action added:</p> <p>Local Partnerships, an in-house consultancy of the Local Government Association, have been commissioned to undertake a cost benefit analysis of the collaboration. Their subsequent report will also consider future opportunities for collaboration and will be reported to Full Council in the autumn.</p>
CR14 (NEW)	Data sharing with Waverley Borough Council	New risk added since the Committee's July meeting.

7.4. Should members of the Committee have any queries about the report, please contact Luke Harvey (luke.harvey@guildford.gov.uk) or Andrea Barnett (andrea.barnett@guildford.gov.uk) at least two days prior to the Committee meeting to allow for liaison with relevant officers in order to provide a response.

8. Consultations

8.1. Strategic Directors, Assistant Directors and Lead Specialists are consulted on the corporate risk register regularly.

8.2. The Corporate Leadership Board (CLB) has also received the corporate risk register.

9. Key Risks

9.1. There are no additional risk management implications arising from this report.

10. Financial Implications

10.1. There are no financial implications arising directly from this report although individual risks may have financial implications. These will be progressed through the appropriate governance.

11. Legal Implications

- 11.1. The Council holds various statutory responsibilities for ensuring that its business is conducted in accordance with the law and that public money is safeguarded, accounted for, and is used economically and effectively.
- 11.2. The statutory Best Value duty includes a requirement for local authorities to effectively manage risk.

12. Human Resource Implications

- 12.1. There are no Human Resource implications arising from this report.

13. Equality and Diversity Implications

- 13.1. There are no equality and diversity implications arising from this report.

14. Climate Change/Sustainability Implications

- 14.1. There are no climate change and/or sustainability implications arising from this report.

15. Conclusion

- 15.1. This report has provided an update on the Council's corporate risks, which have been reviewed and updated since the Committee last received an update in July.

16. Background Papers

None.

17. Appendices

Appendix 1: Q1 2024/25 Corporate Risk Register