

# Audit and Risk Committee

26 July 2022

Agenda item number 12

## Corporate Risk Register

Report by Senior Governance Officer

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### Summary

The Broads Authority's Risk Register is presented for the Committee's information. A small amendment, for clarification purposes, is also proposed to the Risk Management Policy.

### Recommendation

To note the updated Corporate Risk Register (appendix 1) and agree the amendment / clarification to the Risk Management Policy.

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## 1. Background

- 1.1. The Audit and Risk Committee's responsibilities for risk are set out in its [Terms of Reference](#).
- 1.2. The Corporate Risk Register (CRR) sets out the "across the board" risks that could threaten the Authority's core business and the way it operates. Below this are Directorate Risk Registers (DRR) which are managed by each Director and identify risk that could threaten day to day operational activities. Where a new risk identified within a directorate has a revised risk score above 16 (high risk) it is automatically referred to the CRR for monitoring by Management Team and this committee. If new mitigation measures put in place then reduce the risk's score to below 16 (moderate to low risk), the risk is removed from the CRR but retained on the DRR.
- 1.3. As requested at the meeting on 21 September 2021, the Corporate Risk Register is presented at every Audit and Risk Committee meeting.
- 1.4. The Management Team has overall responsibility for the risk registers and policy and risk owners are responsible for reviewing and updating their individual risk. Every risk is reviewed regularly or when there is a significant change in circumstances.

## 2. Review of risk registers

- 2.1. The CRR was reviewed by Management Team in July 2022, following a review of the DRRs, and the updated register is at Appendix 1.
- 2.2. There have been no changes to the risk scores or additional risks added, since the register was last reviewed.

- 2.3. An addition has been made to column 1 to include reference to the relevant strategic priority. This is in response to a recommendation from the recent audit into corporate governance and risk management (separate item on this agenda).

### 3. Risk Management Policy

- 3.1. The Authority also has a Risk Management Policy, which sets out the rules and standards for managing strategic and operational risk and guides staff in assessing, monitoring and managing risk. This policy was last reviewed in February 2022 and adopted at the March full Authority meeting.
- 3.2. Following receipt of the auditor's initial report on the audit into governance and risk management, officers sought clarification from the auditors which risks from the DRR should be included on the CRR. It was confirmed that risks on a DRR which had automatically been referred to the CRR (due to scoring 16 or above), could be removed from the CRR (but retained on the DRR) "unless considered to be a corporate risk." The proposal is to include these words at the end of paragraph 5.3. This paragraph would then read as follows:

**Directorate Risk Registers** identify risks that could threaten day-to-day operational activities. The Registers are maintained by each Director. Where a new risk identified within a Directorate has a revised risk score above 16 (high risk), it will automatically be referred to the Corporate Risk Register for monitoring by the Audit and Risk Committee and MT. If new mitigation measures put in place then reduce the risk's score to below 16 (moderate to low risk), the risk will be removed from the Corporate Risk Register, but retained on the Directorate register, unless considered to be a corporate risk.

- 3.3. The Committee is asked to endorse this slight amendment to the policy which will clarify the position on which risks should remain on the Corporate Risk Register.

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Date of report: 05 July 2022

Appendix 1 – Corporate Risk Register

## Broads Authority Corporate Risk Register (update ~~January~~uly 2022)

Risk no. & SP*	Primary impact areas	Risk name	Risk description	Date first entered on risk register	Initial likelihood Score 1-5	Initial severity Score 1-5	Initial risk score Likelihood x severity	Tasks to mitigate risk	Revised likelihood Score 1-5	Revised severity Score 1-5	Revised risk score Likelihood x severity	Additional actions required	Risk owner
1 <a href="#">SP-All</a>	People, performance	Loss of key staff	Loss of working knowledge, expertise and/or close partnership associations due to key staff leaving Authority or being unavailable for long periods.	19/8/2019	4	4	High risk 16	<p>Resilience plan in place for handover period when key staff leave Authority or are unavailable for significant periods.</p> <p>HR policies and procedures in place to monitor absence and to support staff retention.</p> <p>Electronic data storage under review to allow access to any officer's files.</p> <p>Business Continuity Plan in place with systems back up. Plan reviewed annually (or following significant incident).</p> <p>Remote server enables office-based staff to work from home if required (e.g. period of quarantine).</p>	3	3	Medium risk 9	<p>Implement MS Teams to share data across Authority more effectively.</p> <p>Implement hybrid working to increase flexible working options.</p> <p>Business Continuity Plan is reviewed annually.</p>	Chief Executive
2 <a href="#">SP-All</a>	Reputation	Harmful actions undermining public confidence in Broads Authority	Reputational damage caused by comments or actions by Authority members or officers, with consequent harm to relationships with stakeholders and/or undermining of public confidence in Authority.	19/8/2019	4	4	High risk 16	<p>Code of Conduct for Members in place containing Nolan Principles of Conduct, and training given to all Members.</p> <p>Code of Practice for Members of the Planning Committee and officers (Sept 21) Code of Conduct for Officers included with HR policies.</p> <p>Director trained in Data Protection and GDPR; staff have specific data protection training, refreshed annually.</p> <p>Protocol on Member and Officer Relations in place (updated 2021).</p> <p>Proactive communication policies relating to local and social media in place.</p> <p>Monitoring Officer and Deputy Monitoring Officer in place (service agreement with East Suffolk Council), with specialisms in Local Authority governance.</p>	4	4	High risk 16	<p>Complete review and update of constitutional documents (incl. Code of Conduct Complaints Process) and supporting guidance <del>by end of March 2022.</del> <a href="#">after independent investigation is complete</a></p> <p>Possible actions following a review into the handling of the the Haddiscoe planning applications</p>	Chief Executive
3 <a href="#">SP3</a>	Assets	Loss of key physical assets	Damage to, loss of or malfunction to key assets, impacting on BA	19/8/2019	3	4	Medium risk	Asset Management Strategy in place.	3	2	Medium risk 6	<a href="#">Regular review of contributions to reserves to</a>	Director of Operations

Risk no. & SP*	Primary impact areas People, assets, finance, performance, reputation	Risk name Risk that may affect the BA	Risk description Impact on delivery of BA objectives, service delivery, reputation	Date first entered on risk register	Initial likelihood Score 1-5	Initial severity Score 1-5	Initial risk score Likelihood x severity	Tasks to mitigate risk Controls/safeguards/precautions to date, noting any other factors that may influence the risk	Revised likelihood Score 1-5	Revised severity Score 1-5	Revised risk score Likelihood x severity	Additional actions required What we plan to do within the next 12 months	Risk owner ultimately responsible for risk
			operations/ duties and public access or services (e.g. navigation, moorings, Mutford Lock, rail bridges, Port of Norwich).				12	<p>Integrated Access Strategy and Moorings Strategy in place (updated 2019).</p> <p>Rail bridges: Legal undertaking in place with Network Rail regarding bridge maintenance and operations. BA in Working Group with Norfolk County Council, New Anglia and Network Rail.</p> <p>Insurance in place for equipment and buildings over £250 - cover includes business interruption for Yare House and Dockyard.</p> <p>Landowner negotiations processes in place.</p> <p>Programmed inspection regime in place and regular maintenance carried out.</p>			<p><a href="#">ensure they remain appropriate for future purchases and repairs.</a></p> <p><a href="#">Property consultants to review repair and maintenance liability every 10 years, next scheduled for 2026/27.</a></p>		
4 SP-All	Finance	Reduction in income <a href="#">and increase in costs</a>	<p>Uncertainty about National Park and/or Navigation funding, as any reduction would affect our ability to deliver our duties, e.g.</p> <ul style="list-style-type: none"> <li>Awaiting NPG funding confirmation from Defra</li> <li>Loss of toll income due to changes to/ impacts on local tourism industry)</li> </ul> <p>Loss of money as a result of fraud incident against the BA, including cybercrime</p>	19/8/2019	3	5	<p>Medium risk 15</p> <p>Regular contact with Government (DEFRA) regarding Comprehensive Spending Review.</p> <p>Consideration of external funding opportunities to plug any gaps.</p> <p>Regular input to Government consultations.</p> <p>Prudent budgeting for Navigation and National Park expenditure. Reserves in place to mitigate against sudden drop in income.</p> <p>Significant blocks of work delivered through external funds won by Authority.</p> <p>Training in cybercrime given to all budget holders.</p>	2	3	<p>Medium risk 6</p>	<p>Model expenditure options depending on proposed grant settlement and toll increases (Sept 2022).</p> <p>Review impact of Covid-19 restrictions on boat numbers and levels of Authority reserves (monthly and in advance of tolls setting process).</p> <p><a href="#">Model inflation pressures on budget to prioritise key areas for expenditure.</a></p> <p>Review minimum reserve levels in</p>	Director of Finance	

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												summer 2022 to mitigate any future pandemic impacts.	
5 <u>SP-All</u>	People, performance	Large-scale public health crisis	Significant public health crisis (e.g. pandemic), where Government imposed measures affect the continuity of the BA's operational services and prevent visitors accessing the Broads for prolonged periods.  (also see risk no.4)	02/07/2020	5	5	High Risk 25	<p>Strict adherence to Government guidance and mitigation measures in place for staff, volunteers and members.</p> <p>Yare House, TICs and remote offices and facilities risk assessed and WFH measures in place for staff (where role allows). Key services (Safety Management) maintained within executive area.</p> <p>Clear and concise internal and external communications in place.</p> <p>Business continuity/disaster recovery plan and incident reporting system in place and reviewed regularly. Incident response team meet as required to determine appropriate actions, services and measures to respond to crisis.</p> <p>Broads Authority convened to establish emergency powers and delegated powers needed to run the Authority.</p> <p>Communication links in place with relevant Government departments to assess measures, clarify advice and safeguard funding.</p> <p>Key services, budgets and reserves reviewed to safeguard delivery of Broads Plan priorities and externally funded projects.</p>	5	4	High Risk 20	Review opening of head office at Yare House and staff working patterns as COVID situation evolves.	Chief Executive
6 <u>SP2-7</u>	Performance	Failure to meet statutory purposes or requirements of other relevant legislation	Underperformance in achieving, or conflict between, our statutory purposes resulting in legal issues or adverse impacts on the Broads and stakeholders (e.g. contravening Habitats Directive, loss of navigation access).	19/8/2019	3	5	Medium risk 15	<p>Provision of external legal services and Monitoring Officer (MO) in place.</p> <p>Constitutional documents in place and regularly reviewed.</p> <p>Strategic plans (incl. Broads Plan) and Broads Local Plan subject to review and to Sustainability Appraisal/SEA and Habitats Regulations Assessment.</p>	2	2	Low risk 4	<p>Monitor external legal and MO services on a quarterly basis.</p> <p>Launch consultation of the Draft Broads</p>	Chief Executive

<b>Risk no. &amp; SP*</b>	<b>Primary impact areas</b> People, assets, finance, performance, reputation	<b>Risk name</b> Risk that may affect the BA	<b>Risk description</b> Impact on delivery of BA objectives, service delivery, reputation	<b>Date first entered on risk register</b>	<b>Initial likelihood</b> Score 1-5	<b>Initial severity</b> Score 1-5	<b>Initial risk score</b> Likelihood x severity	<b>Tasks to mitigate risk</b> Controls/safeguards/precautions to date, noting any other factors that may influence the risk	<b>Revised likelihood</b> Score 1-5	<b>Revised severity</b> Score 1-5	<b>Revised risk score</b> Likelihood x severity	<b>Additional actions required</b> What we plan to do within the next 12 months	<b>Risk owner</b> ultimately responsible for risk
								<p>Detailed environmental practices in place, including Environmental Standard Operating Procedures.</p> <p>Collaborative working in place with key stakeholders to understand and address issues and risks.</p> <p>Officer level project boards in place with Wildlife Trusts, Natural England and Environment Agency to monitor progress and ensure compliance with statutory regulations.</p> <p>Scientific research and monitoring ongoing to assess impacts, and mitigation measures developed if potential harm identified.</p>				<p>Plan (BA May 2022).</p> <p>Continue review of Broads Local Plan.</p>	
7 <u>SP3</u>	People	Safety-related incidents (operational works) resulting in death or serious injury	Death or serious injury to officer, volunteer or member of public in relation to the carrying out of operational works.	19/8/2019	5	5	High risk 25	<p>Health and safety policies in place and reviewed regularly by H&amp;S Committee and risk owners.</p> <p>H&amp;S Committee monitors and reviews incident reports; risk assessments reviewed and updated regularly.</p> <p>All staff and volunteers trained in key H&amp;S issues; regular tool box talks given before carrying out tasks.</p> <p>Safety observations ONS system in place to catch near misses and learn from incidents. All accidents investigated; regular audits used to check control measures.</p> <p>Insurance in place for legal expenses.</p> <p>Quarterly reports on H&amp;S monitoring assessed by Management Team.</p> <p>Safety system externally audited to ensure fit for purpose and compliance.</p>	2	5	Medium risk 10	<p>Monitor changes in H&amp;S legislation.</p> <p>Monitor industry best practice and implement changes where required.</p> <p>Review Codes of Practice to maintain operational suitability and safety (end 2022).</p> <p>Carry out internal review of key H&amp;S legislation to ensure Authority processes are appropriate (end 2022).</p> <p>Internal Audit on Health and Safety scheduled for 2022.</p>	Director of Operations

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8 <a href="#">SP3</a>	Reputation	Safety-related incidents (boating) resulting in death or serious injury	Failure to exercise powers as a navigation authority and licencing authority, resulting in death and injury to boat hirers due to poor performance by hire boat operators.	18/06/2021	5	5	High risk 25	<p>Safety videos provided to boat hirers in advance of holiday.</p> <p>Ranger services in place (additional Rangers recruited in 2021) providing advice to waterways users.</p> <p>Survey of HBO handover procedures carried out to assess efficacy.</p> <p>Broadcaster, pre-visit training videos and other safety information provided to boat hirers.</p> <p>Hire Boat licencing and audit of licensees in place.</p> <p>Boat Safety Scheme and inspections in place.</p> <p>Compulsory 3<sup>rd</sup> party insurance in place for boats.</p> <p>Implement the new Hire Boat Code</p>	4	5	High Risk 20	Review and response to findings of MAIB investigation into incident at Great Yarmouth <a href="#">completed</a> .	Director of Operations
9 <a href="#">SP5-7</a>	Reputation, performance	Disruption to key project partnerships	Failure to deliver Defra and other funded schemes and partnership projects on time, with available resources and within budget, leading to potential financial issues, legal issues, lack of service delivery or adverse publicity.	19/8/2019	4	4	High risk 16	<p>Contractual arrangements in place for key partnerships (see Partnerships Register).</p> <p>Projects risk registers maintained for CANAPE and Water, Mills &amp; Marshes and Nature for Climate Peatland Grant Scheme (NPCGS) projects. Regular project progress reported to Broads Authority.</p> <p><del>For NPCGS, meetings with Palladium to resolve the IPRs issues in the partnership agreement.</del></p> <p>Proactive role maintained within formal and informal partnerships at officer and member level.</p> <p>Regular meetings held with funders to discuss progress and highlight issues in timing or delivery.</p>	3	4	Medium risk 12	<p>Review Partnerships Register (Nov 2022).</p> <p>Implement medium term funding model for UK National Park Comms Team from 1 April 2022.</p> <p><del>Set up internal project board and risk register for NPCGS.</del></p>	Chief Executive
10 <a href="#">SP-All</a>	Performance	Breach in data security or data protection, or loss of data.	Failure by staff to follow IT and/or GDPR processes or protocols, resulting in in-built security being bypassed	19/8/2019	4	4	High risk 16	Data/IT systems secured through firewalls, anti-virus software, password and security policies, online training for staff and HR policy.	2	4	Medium risk 8	Monitor and review case law and keep up to date with GDPR & data protection	Director of Operations

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	People, assets, finance, performance, reputation	Risk that may affect the BA	Impact on delivery of BA objectives, service delivery, reputation  and allowing data loss or data breach.					<p>Controls/safeguards/precautions to date, noting any other factors that may influence the risk</p> <p>Bi-annual internal audit of IT systems and processes carried out.</p> <p>Certified GDPR Data Protection Officer(s) and GDPR Compliance Plan in place, and data protection training given to all staff.</p> <p>ICT security protocols reviewed in light of staff working from home to ensure compliance.</p>				<p>information/best practice.</p> <p>Provide refresher GDPR &amp; Data Protection online training via ELMS to all staff (by end 2022).</p>	

Prepared by: Management Team, Senior Governance Officer

Date updated: ~~January~~ July 2022

Next update due: ~~July~~ November 2022

\*Key to strategic priorities:

1. Response to the Government's proposals on the Landscapes Review
2. Broads strategy and policy review (Broads Plan and Local Plan)
3. Safety in the Broads and Hire Boat Licensing Review
4. Responding to climate change (Broadland Futures Initiative and Climate Change Action Plan)
5. Water, Mills and Marshes Landscape Partner Scheme
6. Nature for Climate Peatland Grant Scheme – Discovery Grant
7. Farming in Protected Landscapes
8. Tolls system replacement 3 (Financial Strategy 2022/23-2024/25)