



Corporate Governance Group

Thursday, 29 November 2018

Risk Management Progress Report

Report of Executive Manager - Operations and Transformation

1. Purpose of report

- 1.1. This report provides an update on the progress made since the last meeting on 10 May 2018. It provides a summary of risks in the Council's Risk Registers that have changed; and work relating to the Council's emergency planning and business continuity functions, including a Brexit update and Kerslake report.
- 1.2. The contents of this report have not been considered by any other committee.

2. Recommendation

It is RECOMMENDED that Corporate Governance Group

- a) note the contents of the report
- b) consider the actions taken to review the risk management arrangements and implement internal audit recommendations
- c) consider the work of the Emergency Planning Officer and endorse the work of the Local Resilience Forum.

3. Supporting Information

3.1. Risk Management Review Update

3.1.1 Risk Management Audit – update

A risk management audit was carried out by RSM during week commencing 4 June 2018. Feedback has been received and the opinion of Internal Audit is “the controls upon which the organisation relies to manage the identified risk(s) are suitably designed, consistently applied and operating effectively”. On this occasion no issues were identified and therefore there are no actions to monitor.

- 3.1.2 Since the last meeting of this group, the Executive Management Team have met on two occasions as the Council's Risk Management Group (RMG), on 24 July and 6 November 2018, in order to review risks on the register and make recommendations.

3.1.3 There are currently 35 corporate risks and 28 operational risks on the risk register. The number of risks within the registers will fluctuate throughout the year as active risk management is undertaken. Changing pressures facing local government and the proactive work of managers to identify risks as they emerge will continue to influence new risks added to the register and demonstrates the Council's aim to be proactive to mitigate risk as soon as possible after identification.

3.1.4 Examples of risks that have been changed following the review process are:

Risks removed:

- OR_TR23 Challenge to ensure sufficient car parking spaces at Rushcliffe Arena – this risk has been removed following successful completion of the car park improvement works.

Risks added or proposed by Service Managers or Risk Management Group:

- CRR_CO05 Unforeseen incidents happening at public events – this risk has been added following high profile incidents at other events in the country. The assessment is 4 impact and 2 likelihood. A plan is being prepared in order to reduce the risk of an occurrence at an event run by the Council.

Risks amended:

Four risks have been amended, these are:

- CRR_FCS08 Inadequate capital resources – the likelihood has increased from 1 to 2 due to increased demand on the capital programme from new schemes;
- CRR_TR15 Significant reduction in staff morale – the likelihood has increased from 1 to 2 and impact has decreased from 3 to 2 resulting in an overall increase in risk score from 3 to 4. The changes are a result of current uncertainty about the Nottinghamshire Unitary status bid and the move for manual staff from Abbey Road depot;
- CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales – the likelihood has decreased from 3 to 2 and the impact has decreased from 4 to 3 due to the outline Business case being submitted in November 2018 and funding no longer being linked to accelerated delivery of schemes;
- OR_CO04 Cost of defending appeals for large residential developments and potential award of costs – the likelihood has increased from 2 to 3 due to the Council having to defend two appeals for residential development which were dealt with by way of Public Inquiry, incurring significant costs.

3.2 Brexit and the risk of a “No Deal”

3.2.1 Brexit negotiations

The following timetable applies to the ongoing Brexit negotiations:

31 October 2018	The EU’s Chief Brexit Negotiator has said negotiations must be complete before 31 October 2018 in order to give the 27 EU countries time to sign off the Withdrawal Agreement.
Intervening period	20 of the EU27 Council, acting as a super qualified majority, must agree the Withdrawal Agreement. The Withdrawal Agreement will also be ratified by UK in accordance with the Constitutional Reform and Governance Act 2010.
29 March 2019	Brexit day. The UK ends its membership of the European Union at 23:00GMT and enters a transition period.
31 December 2020	The transition period is due to end and the new economic and political relationship between the UK and the EU to begin.

3.2.2 Current position

In early August 2018 the Government raised the potential risk of a “**no deal**” **Brexit**.

[Technical notices](#) from the Government have been released detailing the Government’s plans for a “no deal” Brexit, including instructions for businesses and households on how to prepare. Further technical notices are expected to be published later in the year.

The Ministry for Housing, Communities & Local Government (MHCLG) called teleconferences with LRF Chairs during August 2018 to brief on the risks of a “no deal” Brexit and understand local planning arrangements.

The Government is still positive of a deal, but are planning for the reasonable worst case scenario of no deal. There continues to be a range of sensitivities, uncertainties and ambiguities.

MHCLG are developing an exercise template for a range of Brexit scenarios for each LRF area to conduct a table top Tactical coordinating group TCG exercise. This is now expected to be available in January 2019. MHCLG are also developing a list of Brexit Questions & Answers for LRFs.

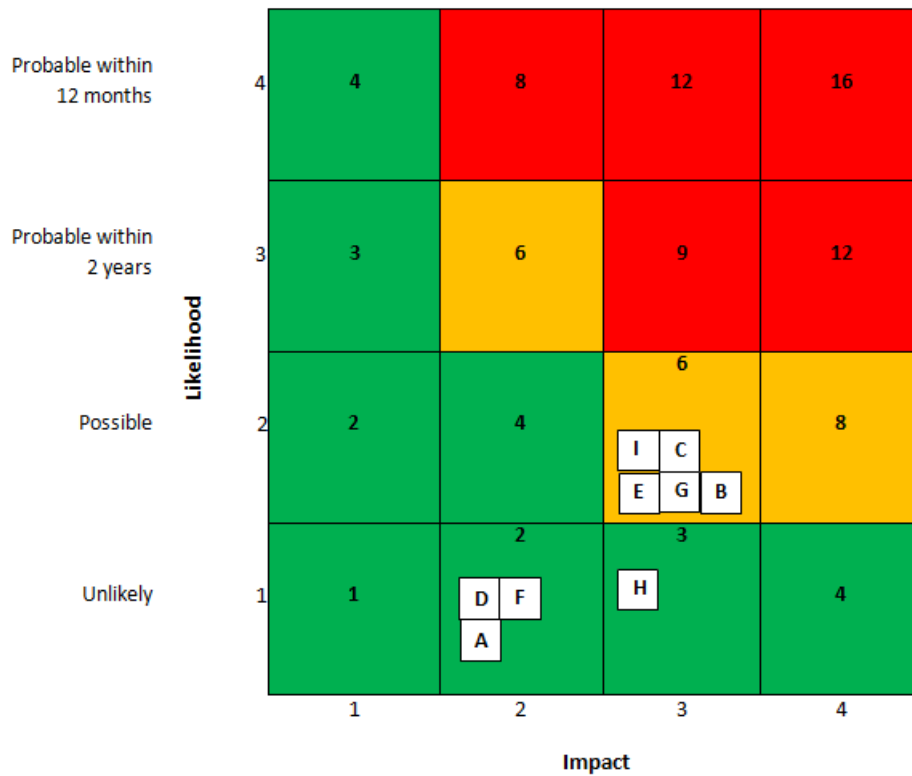
3.2.3 Risks

The technical notices do not provide any sense of the risks involved. The following list has been taken from open source publications, communications from Lead Government Departments and governing bodies, as well as informal discussions with partner agencies. The list is currently not ranked in any way, and has not yet been contextualised for Nottingham and Nottinghamshire.

- A. **Talent mobility:** Staff sourced from abroad may be put off applying for visas after Brexit – this is especially an issue for the NHS.
- B. **Supply chain:** EU supply chains which may be affected by any new or unresolved customs arrangements, as could access to OJEU for public sector procurement. Even if an organisation does not have a direct relationship with an EU supplier, it is possible that their suppliers may rely on EU goods or services so there may be an indirect impact.
- C. **Security:** Potential impact on UK-EU cooperation on arrangements and information sharing to counter terrorism, human trafficking and serious organised crime. Potential for public protest / disorder.
- D. **Health:** There has been a lack of clarity on access to the European Medicines Agency which regulates the approval of medicines to be placed on the EU market. Access to EU clinical trials and EU clinical networks could also be affected. Access will need to be maintained to the European Centre for Disease Prevention and Control to share information and work collaboratively on potential public health threats.
- E. **Food security:** Access to food imports / delays at border, access to EA food safety certifications.
- F. **Aviation safety:** Potential loss of access to European Aviation Safety Agency - the UK Civil Aviation Authority will no longer need to ensure compliance by UK-based companies with the EU aviation safety legislation.
- G. **Financial:** Potential loss of access to EU grants – impact on local authorities, charitable bodies and other non-government organisations (existing grants will be covered by UK Government to 2020).
- H. **Business:** Potential impact on existing mutual aid arrangement for utility companies with southern Ireland companies. Potential impact on local economies, particularly if businesses are involved in a complex supply chain, automotive, aerospace or other production destined for EU markets.
- I. **Borders:** Potential issues with the Northern Ireland border, and for Port Authorities – depending on EU countries' interpretation of border security arrangements.

3.2.4 Risk scoring

The Brexit risks have been scored using the Council's risk management matrix.



No financial impact

Some financial impact

>£100k

>£250k

No adverse impact on reputation

Negative internal/ within sector only

Negative Regional/Local

Negative National

No partner impact

Negative partner impact

Negative impact on key partnerships

Key partners withdraw

3.3 Emergency Planning Update

3.3.1 Business Continuity Audit

Internal Audit conducted a business continuity audit over a 5 day period in June 2018.

The audit aimed to provide assurance over the Council's business continuity arrangements and included a review of the overall Business Continuity Plan and a sample of business area plans. It considered:

- Whether a council wide Business Continuity Plan has been developed which includes arrangements for disaster recovery and arrangements for responding to major incidents, and how this has been communicated to all staff.
- Whether roles and responsibilities have been clearly documented within job descriptions in relation to business continuity.
- Whether individual Business Continuity Plans have been developed at directorate and business level, and their approval and link to the Council's overall Business Continuity Plan.
- How business impact assessments are completed and reviewed.
- Named individuals are identified at corporate and business level for coordinating the response of the Council.
- The storage location and storage media for the Plan.

A business continuity working group (or similar) has been established to review business continuity arrangements within the Council, ensuring consistency of process and sharing best practices.

Audit staff worked with the emergency planning officer and the lead specialist for ICT services.

The conclusion of the audit was there is substantial assurance that the Council has appropriate business continuity arrangements in place. With a recommendation to extend the use of a test template of business continuity incident recording, to all service managers and lead specialists.

3.3.2. Brexit planning

The LRF Resilience working group RWG recently considered a paper for a timetable of monitoring and reporting in the lead up to 29 March 2019. A Brexit exercise is planned for 24 January 2019 based on a national exercise template being provided by Ministry for Health Community and Local Government MHCLG. Weekly situational reports will be collated via resilience direct to assist with the expected need for national reporting.

3.3.3. Plans

Following exercise Diamond IV flood exercise in February and in line with the 3 year work plan the Rushcliffe local flood response plan has been reviewed and updated with the specific addition of Gotham. The plan contains details in relation to flood risk communities around streets/postcodes potentially at risk, to local infrastructure, emergency service rendezvous points and places of safety.

The performance and reputation team are currently writing a communicating in a crisis plan to work alongside the local resilience forum communicating with the public plan. The intention is to test the draft plan as part of exercise Jerboa resilience at the end of November.

3.3.4. Exercises

The Local resilience forum major exercise for 2018 - 2019 is Silver Siren /Jerboa resilience.

Part 1 Silver Siren - 4 day exercise

This saw the operational response take place in May 2018. It involved a military aircraft crash over the A46 in Rushcliffe. As part of the exercise Rushcliffe staff were involved in a practical test of an emergency mortuary site within Nottinghamshire focusing on the police process and testing the facilities' capabilities.

Part 2 Jerboa resilience - 3 day exercise

The exercise is the strategic / tactical incident response to part 1 of the scenario and will take place at the end of November 2018. The scenario has been built upon to enable military aid to the civil authority (MACA) to be tested.

Day 1 Strategic Coordinating Group (SCG)

Day 2 Mass Fatalities Coordinating Group (MFCG)

Day 3 Recovery Coordinating Group (RCG)

Recovery sub groups

- Communications and media
- Business and Economic
- Finance and Legal
- Health and welfare
- Environment and Infrastructure (site clearance)

Over the 3 day exercise Rushcliffe will be providing 11 staff from a range of service areas.

3.3.5 Training

Leading the recovery to a major Incident

In preparation for Exercise Jerboa Resilience this annual training provided some pre exercise experience and was attended by Finance, Environmental Health, and Performance and Reputation staff.

Site clearance training

Staff attending used discussion exercises on Grenfell, Leicestershire Hinckley road explosion, Salisbury Novichock and Shorham air disaster to apply the site clearance plan to incidents and were talked through the aircraft post-crash management processes by the RAF regional liaison officer.

Counter Terrorism Awareness workshops for event organisers

As well as having emergency planning involved in the planning and delivery group for this series of events. Rushcliffe event staff also attended. The events were aimed at increasing event organisers' knowledge and awareness around hostile reconnaissance and running safe events.

Water awareness training

The 3 yearly refresher for frontline staff has just taken place, training 41 people. The training is aimed at operational staff that would be involved in sand bagging work or flood incident response work.

Incident response training

Two Executive managers have attended Strategic Coordinating Group and Recovery Coordinating Group training to ensure Rushcliffe have resilience within the five members of the Executive Management team.

- SCG 4 staff trained
- TCG 5 staff trained
- RCG 4 staff trained

3.3.6 Next steps

A Brexit agenda item was scheduled at the LRF Resilience Working Group meeting on 5 November 2018, and at the full LRF meeting on 20 November 2018.

The LRF Risk Advisory Group has been asked to review the "no deal" technical notices, including contextualisation for the LRF area. The results will be tabled at the RWG meeting above.

In the event of a No Deal, an initial Brexit Strategy Board (BSB) teleconference will be arranged mid-January so that an update on the national picture, current planning and preparations in Nottingham and Nottinghamshire, and individual organisations' reports can be shared across the LRF partnership.

- During January and February, all LRF partners will complete an organisational Agency Report on a two weekly basis, via the Notts LRF pages on Resilience Direct. This information will be converted into a LRF wide situation report that would be available to all Brexit Strategy Board members for consideration and action, if necessary.
- From the above Agency Report, the Chair of RWG would consider whether a Brexit Advisory Teleconference (BAT) would be necessary, probably on a fortnightly basis.
- In March, Agency reporting will be on a weekly basis. In addition there will be a weekly Brexit Advisory Teleconference.
- The local LRF situation reports will form the basis of any reporting required by Cabinet Office or MHCLG.
- On Brexit Day (29 March, 2019), the LRF is scheduled to meet and a full discussion on the impact and necessary actions will be held.
- A Brexit Strategy Board teleconference will be held during 1st week of April, detailing any impacts that had occurred, resourcing issues and actions being taken.
- From 1 April 2019, the weekly Agency reporting and LRF wide sitrep and Brexit Advisory teleconferences would be held until the Chair of RWG considered these unnecessary. This could be up to 12 weeks after Brexit Day.

3.4 Kerslake report

3.4.1 Background

The Lord Kerslake report into the Manchester Arena terrorist attack 2017 was released on 27 March 2018. The 200 page report seeks to place the experiences of those directly affected by the Manchester Arena terrorist attack at the heart of the review.

There were 50 recommendations for both single and multiagency partners. These have been reviewed by the Local Resilience Forum in relation to emergency planning in Nottingham/Nottinghamshire.

The appropriate sub group chair has reviewed the list in terms of plans and procedures in place and made any additions to the work plans as required.

Rushcliffe's emergency planning officer chairs the recovery and site clearance group, and is a member of the Mass fatalities group, Local Authorities group, and Communicating with the public group which cover a number of the recommendations.

3.4.2 Aim of the Kerslake review

To undertake an Independent Review of Greater Manchester's preparedness for and response to the Manchester Arena terrorist attack. To advise the Mayor, in the exercise of his Police and Crime Commissioner function, of those aspects of the preparedness and response that were effective and those that may inform future good practice, together with where necessary and appropriate to advise on what steps might be taken to address any areas that may be strengthened or improved.

3.4.3 Objectives

- To assess the preparedness of Greater Manchester for the Manchester Arena terrorist attack, including multi-agency planning and capacity development.
- To explore the effectiveness of the working relationships, cooperation and interoperability between all of the agencies involved during the response to the Manchester Arena terrorist attack.
- To identify and share good practice to enhance future preparedness and any future response to a terrorist attack both within Greater Manchester and beyond.
- To identify any gaps or other opportunities to increase preparedness and strengthen any future response to a terrorist attack in Greater Manchester and propose actions to address these.

Rushcliffe has similar crowded places venues to the Manchester arena in the form of Nottingham Forest football ground and Trent Bridge cricket club. Club representatives have attended counter terrorism awareness workshops and both grounds have safety advisory groups (SAG) in place. The SAG chaired by Nottinghamshire County Council works closely with the Nottinghamshire counter terrorism security advisors.

Work has been undertaken throughout last summer and this year to place hostile vehicle mitigation barriers around the venues to prevent a vehicle born attack.

The following table details the multi-agency recommendations and the Nottinghamshire response. A full copy of the Kerslake report can be found:

https://www.jesip.org.uk/uploads/media/Documents%20Products/Kerslake_Report_Manchester_Are.pdf

4 Risks and Uncertainties

- 4.1 If risks within the Risk Register did not have the correct level of mitigation there would be a heightened threat if a risk occurred. Arrangements are in place to reduce risk by implementation of the Risk Management Strategy.

4.2 It is the responsibility of the Emergency Planning Officer to ensure that there are appropriate measures in place in the event of an emergency occurring.

5 Implications

5.1 Financial Implications

The Risk Management Group ensures that the financial risks of the Council are managed. The SLA with Nottinghamshire County Council to provide an Emergency Planning Service is £25,900.

5.2 Legal Implications

There are no implications in this report, the processes in place provide good risk management

5.3 Equalities Implications

5.3.1 The impact of Brexit could have an implication for Equality and Diversity in the Borough with, Nationally, an increase in hate crime, and a risk to security around protest and disorder if plans are not agreed around information sharing. This risk is noted in the report.

5.4 Section 17 of the Crime and Disorder Act 1998 Implications

The risk management group ensure that the section 17 implications are contained within the risk register.

5.5 Other implications

There are no other implications for this report.

6 Link to Corporate Priorities

All risks within the Corporate Risk Register are linked to one of the Councils' Corporate Priorities:

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the delivery of efficient high quality services.

7 Recommendations

It is RECOMMENDED that

- a) the contents of the report are noted
- b) consideration is given to the actions taken to review the risk management arrangements and implement internal audit recommendations
- c) the group consider the work of the Emergency Planning Officer and endorse the work of the Local Resilience Forum.

For more information contact:	Kath Marriott Executive Manager - Transformation and Operations Tel: 0115 9148291 kmarriott@rushcliffe.gov.uk
Background papers available for inspection:	There are no additional papers.
List of appendices:	None