Report to	**Standards and Audit Committee**
Date	**13 September 2012**
By	**Director of Corporate Services**
Title of Report	**Corporate Risk Register**
Purpose of Report	**To present a revised corporate risk register as at July 2012**

Recommendation: The Committee is recommended to:
   a) **approve the Corporate Risk Register as at July 2012**
   b) **consider if any risks should be referred to the Resources and Performance Committee**

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1.   Introduction

1.1   To present the South Downs National Park Authority (SDNPA) Corporate Risk Register as at July 2012.

2.   Background

2.1   The Standards and Audit Committee has terms of reference which include "… to ensure the robustness of risk management and internal audit arrangements". At its meeting on 5 April 2011 the Audit Committee agreed a corporate Risk Management Strategy and the Corporate Risk Register. The Risk Management Strategy is reviewed annually; the Corporate Risk Register is reported to each meeting of the Standards and Audit Committee.

3.   The Corporate Risk Register

3.1   **Appendix 1** shows the risks in a graphic way which allows Members to see at a glance the likelihood and impact of risks, how they have moved, and which are new.

3.2   The latest Risk Register (as at July 2012) is attached at **Appendix 2**. Only high and significant risks are included in the register for the Standards and Audit Committee. In some cases the risks have changed or no longer exist. When this happens they will be marked closed on the spreadsheet and distinguished by grey shading. These items will be deleted before the register is next presented.
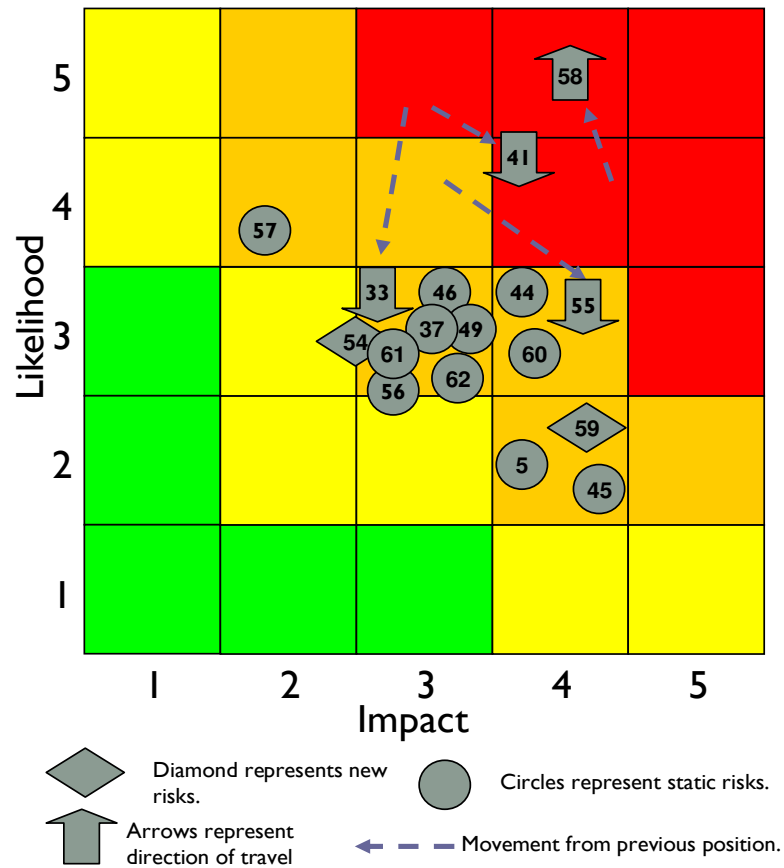
4.   Changes since May 2012

4.1   The Risk Register presented in May had 3 high and 12 significant risks. The risk register for July has two high risks and 15 significant risks. There are two new risks. No risks have been closed.

4.2   Of the high risks in this report, both were high risks last time but both have changed. Risk 58 (IDOX not delivering service improvements), has moved to reflect the increase in likelihood. An additional mitigation has been added to address this risk, which is the development of a specific action plan. Risk 41 (fluctuations in planning service income) has changed to reflect a decrease in likelihood.

4.3   Four risks have changed since the last report; risk 55 has changed, as the likelihood has reduced. Risk 33 (delay to the implementation of Estates strategy) has changed because the likelihood has reduced, risks 58 and 41 have changed as mentioned in paragraph 4.2 above.

4.4   Of the two new risks, numbers 59 (Evidence from the State of the Park Report not being used widely) and 54 (Impact of multiple changes in the Communications Team) are new risks in that their status has changed, making them significant risks, when they weren't before.

4.5   Of the significant risks, all others have remained at the same level.

5.   Conclusion

5.1   Members are asked to approve the Corporate Risk Register as at July 2012.

5.2   Members are asked to consider if there are any risks which should be referred to the Resources and Performance Committee as they have significant resource implications.

5.3   The Standards and Audit Committee will receive a further update of the risk register at its meeting on 05 March 2013.

6.   Resources

6.1   There are no additional resource requirements arising from this report.

7.   Risk management

7.1   The report outlines the current risks facing the Authority and how they will be mitigated.

8.   Human Rights, Equalities, Health and Safety

8.1   There are no implications arising from this report.

9.   External Consultees

9.1   None.

HÉLÈNE ROSSITER

Director of Corporate Services

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Appendices	Appendix 1 Risk Graphic
	Appendix 2 Corporate Risk Register
SDNPA Consultees	Chief Executive Officer, Director of Corporate Services, Head of Planning, Director of Strategy and Partnerships, Head of Operations, Chief Finance Officer, Deputy Chief Finance Officer, Monitoring Officer & Senior Solicitor.
Background Documents	Report to Audit Committee 12 June 2012 A/C 12/12
	Report to Audit Committee 17 April 2012 AC 08/12
	Report to Audit Committee 18 January 2011 AC 01/12
	Report to Audit Committee 27 September 2011 AC 28/11
	Report to Audit Committee 10 June 2011 AC 18/11

Risk No.	Dir.	Description
58	PLG	IDOX not delivering service improvements
41	PLG	Increase in the numbers of planning applications
44	PLG	Failure to produce Local Development Framework or Core Strategy
55	SMT	Lack of effective prioritisation across the organisation
60	S&P	Failure of partnership working on vision
33	PLG	Delay to implementation of Estates strategy
37	CS	Health & Safety of staff
46	PLG	SDNPA fails to add value to the planning system
57	CE	Failure to take effective action after staff survey and member away day
49	CE	Peer Review does not result in positive outcome
54	S&P	Impact of multiple changes in the Communications Team
56	CS	Capron House refurbishment and moves not completed on time & budget
61	SMT	Policy reviews not concluded effectively
62	CS	Failure to deliver effective training and development to our people
5	CS	Organisation, ownership & resilience of corporate systems
45	PLG	Lack of capacity to deliver development management function
59	S&P	Evidence for the State of the Park Report not widely used

Impact	Definition
1	Insignificant: : difficult to see how it could occur
2	Minor: parts of organisation may be required to change plans
3	Moderate: organisation and/or budget affected
4	Major: change in organisation's direction/strategy required and/or significant financial impact
5	Catastrophic: organisation's core purposes are under threat and/or severe financial impact

Likelihood	Definition
1	Almost impossible: difficult to see how it could occur
2	Unlikely: do not expect occurrence but it is possible
3	Possible: may occur occasionally
4	Likely: will occur but is not an every day occurrence
5	Almost certain: high probability of situation occurring

Line	Ref No	Description of Risk	Description of Impact	Mitigation	Contingency	Likelihood	Impact	Owner	Severity
A	58	IDOX system as implemented not delivering improvements to service delivery	Drop in the quality of service experienced by users of the planning service Loss of goodwill from partner Local Authorities Potential for some authorities to opt out of providing the service Potential drop in service levels for customers as Authorities prioritise their own work ahead of SDNPA work, due to problems with the system (Operational) (Reputational) (Financial) (Legal)	Communication with authorities to understand their concerns and make sure they are addressed quickly Support Authorities to use the system by providing solutions to the problems identified with the system Increase resources in the planning team to provide that support. Action plan to address issues developed.		Almost Certain (5)	Major (4)	TS	High
B	41	Unplanned fluctuations in the number of planning applications	Increased cost of delegation would result in use of Planning Delivery reserve Resources required may not be sufficient and performance would diminish. Reduction in planning applications would reduce income received adding to an overall budget pressure. (Financial)	Active monitoring of numbers and costs Benchmarking to assist in reducing costs Close review on planning fee income projection Appointed fixed term Contract Compliance officer Reduce payments Corporate budget will cover fee reduction		Likely (4)	Major (4)	SMT	High
C	44	Failure to produce Local Development Framework (LDF) or Core Strategy	Makes the National Park vulnerable to appeals of planning decisions After 2014 the Government will introduce legislation which allows a presumption in favour of sustainable development which will affect SDNPA decisions (Financial) (Reputational) (Legal)	Recruited extra capacity to deliver planning policy (2 LDF fixed terms contract) Establish clear milestones for LDF and effective programme management Link with management plan work, particularly the evidence base		Possible (3)	Major (4)	TS	Significant
D	55	Lack of effective prioritisation and co-ordination of work across the organisation	Management Plan suffers and SDNPA lacks capacity to support other work such as advising on major projects. Potential knock on effect on LDF preparation with emerging issues not being incorporated. Increasing demands / expectations on Ops team leads to failure to deliver on the wide range of NPA priorities. Resources not available to deliver on all priorities (Reputational) (Organisational)	Good communication and cross-departmental co-operative working Effective work prioritisation process Active management of time and priorities Clarity on timetable Rebalancing resources and priorities monitored through the Business Plan and Service plan process Joint LDF, NPMP timeline produced.		Possible (3)	Major (4)	SMT	Significant
E	60	Failure of partnership working in the production of the Management Plan	Partners do not agree with or sign up to the vision Actions in Management Plan will not be delivered SDNPA not seen to be adding value SDNPA unable to deliver the Purposes and Duty effectively (Reputational) (Environmental) (Operational)	Close engagement with Partners in developing the vision and objectives for the Management Plan	Vision going to NPA meeting Policy Workshops Planned Emerging priorities drafted	Possible (3)	Major (4)	AL	Significant
F	33	Implementation of Estates Strategy is delayed or cannot be fully implemented	Possible disruption to staff and Members Potential increased costs. (Organisational)	Longer term leasing of offices to cover for project slippage Taking additional space in Penn's Place to cover for project slippage Estate Manager now in post to oversee day-to day estates and facilities issues	Renegotiation of current leases	Possible (3)	Moderate (3)		Significant

Line	Ref No	Description of Risk	Description of Impact	Mitigation	Contingency	Likelihood	Impact	Owner	Severity
G	37	Health & Safety of staff, particularly lone workers and volunteers	Breach of statutory duty, claims/litigation, costs, lost productivity due to absence from work (Operational) (Financial) (Legal)	Services of an external H&S consultant retained Revise existing JC H&S being used H&S Strategy and Responsibilities agreed H&S elements included in the induction programme Established H&S Committee and regular accident reporting H&S policy in place and presentation to all staff		Possible (3)	Moderate (3)	HR	Significant
H	46	SDNPA fails to add value to planning system particularly Development Management	Failure to improve quality of the planning service Failure to improve cost effectiveness of the planning service across the National Park (Reputational)	Review section 101 agreements for quality and cost quarterly Annual review of overall service Jan 2012 Implement recommendations from managing excellent planning services process Managing Excellent Planning Services (MEPS) exercise completed and informing new service level agreements Agree SLAs with all Local Authorities by June1st and embed good process through UNIFORM/IDOX	Establishment of design panel which includes external experts.	Possible (3)	Moderate (3)	TS	Significant
I	49	The Peer Review of the SDNPA does not result in a positive outcome	The outcome of the peer review due in November 2012 damages staff morale or the SDNPA's external relations and public image. (Organisational) (Reputational)	Advance planning for review Gap analysis undertaken Interim review undertaken Action plan prepared Close liaison with the Review Team and appropriate support Incorporate the Peer Review recommendations into the SDNPA business plan Task Group set up to look at sustainability issues across the Authority		Possible (3)	Moderate (3)	TB	Significant
J	54	Multiple changes in personnel in the Communications Team all at the same time lead to an increased risk that some momentum is lost during the transition	Reduction in quality of work Inefficiencies and lack of knowledge Patchy or disjointed service delivery (Reputational) (Operational)	Revised team structure and recruitment agreed and underway Good induction process Development of Communications Strategy to focus priorities		Possible (3)	Moderate (3)	AL	Significant
K	56	Capron House refurbishment and moves not completed on time or within budget	Possible disruption to staff and Members Impact on business continuity Possible impact on budget (Organisational) (Financial)	Dedicated project management resource to oversee the project Appointment of specialist external advisers and architects to work with the project manager Strong project management approach Maintenance of a project risk register with appropriate escalation to corporate risk register		Possible (3)	Moderate (3)	HR	Significant
L	61	Policy reviews not concluded and no consequent actions implemented	Perception that SDNPA is ineffective to our Partners and stakeholders Loss of confidence in SDNPA to deliver on it's priorities	Good project management to support reviews and implement actions Close monitoring of the progress of the reviews by SMT and Members		Possible (3)	Moderate (3)	AL/PB	Significant

Line	Ref No	Description of Risk	Description of Impact	Mitigation	Contingency	Likelihood	Impact	Owner	Severity
M	62	Failure to deliver effective training and development for staff	Lack of effectiveness for some staff in delivering their roles Organisation does not fully benefit from the staff resources it employs Staff become demotivated Potential for increased staff turnover Failure to comply with legislation and possible legal challenge as a result e.g. H&S and Equalities (Operational) (Reputational) (Financial) (Legal)	Ensure PDR are completed and all training & development needs are identified HR and SMT agree training and development plan annually Provision of specialist advice and support to deliver H&S and Equalities training Managers allowing staff time to undertake training and development activities Senior staff support and monitor training and development activities in their Directorates		Possible (3)	Moderate (3)	HR	Significant
N	5	Failure to manage the transition or adequately set up key corporate systems e.g. ICT, finance, FOI, data protection, legal, facilities	The processes and systems introduced are not sufficiently understood/operated leading to potential inability to deliver SDNPA functions- risk of fraud (Reputational) (Legal) (Financial) (Operational)	Increase in staff to develop and manage Estates Strategy and facilities management Permanent ICT team in place and new contract for provision of ICT let - transition to new provider in July 2012 Improvements to staff induction to include policies and procedures - new induction process now being used for new recruits Comprehensive HR Strategy being developed Key processes mapped, based on risk analysis Specific objective included in 2012-13 Business Plan Work being undertaken on information governance Procurement system rolled out and training undertaken to embed. New finance and procurement manager recruited which will lead to greater control	Reallocate resources to support this work	Unlikely (2)	Major (4)	HR	Significant
O	45	Lack of capacity to manage Development Management function effectively, especially around enforcement issues, having regard to recovery of service	Unwanted developments not enforced against Lack of consistency Delayed decision making Unwanted developments not enforced against (Reputational) (Operational) (Legal)	Review of Development Management function Jan 2012 New staff resources recruited and in place New structure in place with greater use of Link Officers New enforcement post recruited into		Unlikely (2)	Major (4)	TS	Significant
P	59	Evidence collected for the State of the National Park Report not respected and widely used	SDNPA not seen to be adding value Use of different datasets undermines the effectiveness of actions to protect and enhance the Downs Lack of effective baseline information across the Park area from which to measure progress (reputational)	Close engagement with Partners in developing the evidence base Use of a rigorous validation process which establishes the robustness of the data used Effective communication about the information Take action to ensure the data is easily available for others to find and use		Unlikely (2)	Major (4)	AL	Significant

		IMPACT				
LIKELIHOOD		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)		5	10	15	20	25
Likely (4)		4	8	12	16	20
Possible (3)		3	6	9	12	15
Unlikely (2)		2	4	6	8	10
Almost Impossible (1)		1	2	3	4	5