Corporate Risk Register



The corporate Risk Register provides information on the very high and high risks to the Boards. Assessing the likelihood and impact of each of those risks.



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Introduction

Witham and Humber Drainage Boards assess and manage Corporate Risk for the Boards, using the Corporate Risk Register (CRR). The CRR is used to identify, analyse and prioritise those risks that may affect the 4 Boards' ability to deliver its Service and Strategic /Corporate Objectives.

A Matrix is used to assess the level of risk posed to the Board. Risks which remain **high or very high** after controls are recorded, managed and monitored via the Corporate Risk Register will have oversight at Senior Manager and the Strategy at Board levels. Those risks which pose a low or medium risk, are deemed to be 'business as usual' and the Director for that Service will be managing these risks as part of the day-to-day work activities with their team members.

Whilst the CRR will include those high and very high risks to the Board and members of our community, where a Director/ Senior Management Team determine by history, or horizon scanning there is a likelihood of the risk escalating, low or medium risks may be included on the risk register.

Risks may vary and may change due to external factors at any time, the Senior Management Team are cognisant of this and will escalate or reduce risk at any time, to ensure the most up to date Corporate Risks are clearly identified and controlled.

Witham and Humber Drainage Board 'risk appetite' is medium. The rationale is:

The Senior Management Team and employees are trained, competent and hold appropriate qualifications and experience to deliver our Services. Therefore, low and medium risks are, on a day-to-day basis, managed within each relevant team and Directorate.

Where risks are high/very high, as part of the CRR review consideration is given to determine the best course of action for the risk, and to ensure members are aware.

WHDB endeavour to put controls into place to stabilise or reduce the risk to an acceptable level. However, it is accepted that some risks may be outside the control of the Boards, e.g., where the risk is affected by external factors. Where this is the case, such risks continue to be monitored, reviewed and controls put into place to stabilise or reduce as far as possible. Some risks are controlled internally, but where the risk is outside of working practise, or the capabilities of officers, the risk is transferred, examples of this would be insurance provision where external brokers and insurance providers are used.

This CRR is for high level strategic risks to allow for ongoing management and consideration of high and very high-risk aspects of the 4 Boards' work. Where the day-to-day management of works is undertaken, a standard risk assessment processes is used to ensure the health, safety and welfare of out teams when completing work out of or in connection with the Boards' activities.



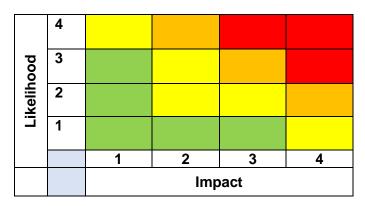
Summary table of Risks

Ref	Strategic Objective	Risk
1	Objective 1: Provide, improve and maintain standards of sound, needs based	Asset failure at the Board's Pumping Stations, of the Board
	sustainable land drainage, flood protection and water levels management.	maintained watercourses or the Board's plant and machinery
2		Risk of Operations failure due to lack of staffing or machinery
		resource, staff error or accident, failure of key supplier or contractor
3		Impact on IDB assets due to additional water flows from Main Rivers,
		due to breaches, overtopping and excessive seepage.
4		Reduction in income to the Board to maintain an appropriate
		provision of services (special levy, drainage rates income, highland
		water income, rechargeable works income & grants income)
5		NEW RISK – Delivery of IDB fund (£75m) projects by 31st March
		2025 Deadline
	Objective 2: To conserve and enhance the environment wherever practical and	
	possible, to ensure there is no net loss of biodiversity	
8	Objective 3: To provide a safe and fulfilling working environment for all staff.	Issues with Staff Retention & Recruitment
40	Objective 4. To associate a contattentive value for account and account	Failure to callection and but the Decad due to DDO (Dation Ocators)
10	Objective 4: To provide a cost effective, value for money organisation and	Failure to collect income by the Board due to DRS (Rating System)
44	maintain financial records that are correct and comply with recommended	being de-supported from 31, March 2025
11	accounting practice.	Excessive Expenditure, beyond approved budgets, especially
40		following wet weather events
12		NEW RISK – Changes to insurance market and risk implications
	Objective 5: To ensure that all actions taken by each Board comply with current	
	UK (and EU) legislation	



Risk Matrix used within Corporate Risk Register

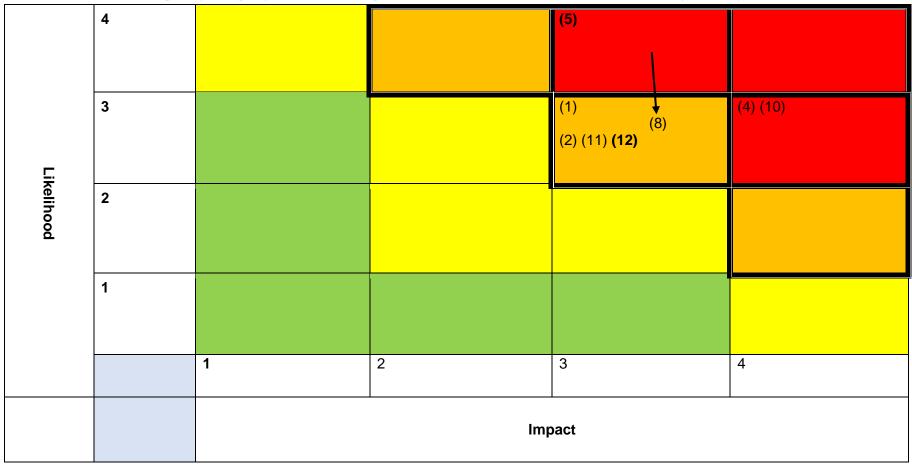
- 1 − 3 Low
- 4 7 Medium
- 8 11 High
- 12 + Very High



Likelihood							
Rating	Score	Likelihood issue will occur					
Almost Certain	4	Almost certain within coming year					
Likely	3	Very likely to occur in coming year					
Possible	2	More likely not in the coming year					
Unlikely	1	Potential, but not often					
Imp	act (in ho	ours (H)/days (D))					
Rating	Score	Impact of Issue occurring					
Severe / Critical	4	Permanent/ long disruption (11+D)					
Major	3	Medium-term disruption (3-10 D)					
Moderate/ Significant	2	Short Term disruption (1 -3 D)					
Minor	1	Day to day management (24 H)					



Residual Risk Changes (infographic denoting the movement of risk since January 2024)





Corporate Risk Register (CRR)

Ref 1 Risk: Asset failure at the Boards pumping stations, of the Board maintained watercourses or the Boards plant and machinery Strategic Objective: Provide, improve and maintain standards of sound, needs based sustainable land drainage, flood protection and water levels

management.									
Risk Owner: CEO, Director of Engineering and Director of Operations									
Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes on effectiveness							
Failure of pumping stations – risk of flooding or land and properties	 Regular maintenance and inspection checks completed and recorded. Ongoing replacement of control panels, where possible Grant in Aid scheme (Capital) are used. Weed screens provided at all Pumping Stations. Some automated weed screen cleaners to keep pumps operating effectively. Installations of a new Telemetry system in progress and on-track to provide enhanced monitoring and control of pumping stations. Planned Maintenance/Statutory Inspection programme. High voltage electricity supplies/KVA charges to ensure supply. Positive history of limited major breakdowns/failures. Regular checks by dedicated pump team, at all pumping facilities. Purchase of additional mobile pumps and equipment to aid own response to flood events and reduce requests to partner agencies. 	 Pumps are lifted and maintained based on multiple factors to ensure they remain operational. The telemetry project, which was affected by initial delays, is progressing with contractors and orders placed. The schedule of works is arranged, and without external pressures /service delays the project should be completed by 31st March 2025. Capital programme to support refurbishment of Pumping Stations (See risk 4) Following Winter storms of 2023-24, some EA maintained main rivers breached, overtopped or saw significant seepage, which led to inundation of some IDB pumping stations. Some EA repairs and maintenance are not being progressed currently. Some pumping stations are still in the process of being refurbished and repaired following the Winter 23/24 storms. The Boards have been successful in securing grant funding to undertake some of the repairs which are underway. However, assets are still at risk due to the potential of further inundation and damage from further wet weather events and overtopping/seepage/breaches of EA main river as in January 2025. Reduced response from partner agencies to deal with flood events due to resources and funding. 							
Overtopping, failure of bank structures	There is a programme of annual maintenance to cover required works.	More regular flood events on Board maintained drains.							



	 UW/W1/W3 have direct workforce and plant. NEL contract works externally. All Board maintained embanked water courses are Annually inspected for damage to reduce the risk of breach. 	 The Boards undertake main river works on behalf of the EA, via Public Service Cooperation Arrangement (PSCA). PSCA works are bid/quoted for on an annual basis. Recent history of high rainfall events has seen breaches, overtopping and significant seepage of EA main rivers which has impacted on Board systems [2019, 2023/2024]. Impact of climate change and more frequent rainfall events are acknowledged. Where flooding from main rivers within the IDB catchment occurred, as far as possible details have been passed to the lead local flood authority. The Lead Local Flood Authority encourage all persons affected by flooding, to report directly via floodrisk@lincolnshire.gov.uk or via the app - 'fixmystreet'.
Capacity of drains reduced below design standard.	 The Board approve an annual maintenance of work programme in preparation for the forthcoming season. The Boards watercourses will receive such maintenance as required to keep them to the designed standard and capacities. 	 The Board undertakes works on behalf of the EA (PSCA) with additional works as requested by the EA. Storm Babet and Storm Henk, breaches, overtopping and significant seepage of some main rivers led to an inundation of IDB watercourses and pumping stations. Following the Storm 2023/24 season additional finances were made available for Flood and Water Management organisations to bid for. The Boards were successful on several bids, with works due for completion 31st March 2025.
Failure of Board owned Plant and Machinery.	 Plant is serviced and maintained to keep operational. Plant & Machinery Replacement Programme in place. New key plant is purchased with at least a fixed price service agreement. All items of plant and equipment are insured. 	 Ongoing prevention of vandalism on equipment and vehicles. Minimal breakdown, and main plant downtime usually due to damage/ vandal damage.

Inherent Risk Score (Before Controls)						Residual Risk Score (after mitigating controls)					
Likelihood	3	Impact	4	Total	12	Likelihood	3	Impact	3	Total	9
Trend:	1										



Ref 2 Risk: Risk of Operations failure due to lack of staffing or machinery resource, staff error or accident

Strategic Objective: Provide, improve and maintain standards of sound, needs based sustainable land drainage, flood protection and water levels management.

Risk Owner: CEO and Director of Operations

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Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes
Lack of staff resource	 Role clarity, training and development provided. Clear job roles, identification of training needs. Teams attend required courses and refreshers. Regular assessment of staffing training requirements. In an event – all staff support operations as required. 	 National challenges to recruitment. Generic advert for the Boards for Land Drainage Operatives.
Lack of machinery resource.	 Plant and machinery replacement programmes are taken to the relevant Board Annually. When machinery is due for review, it's done on its own merit to determine if replacements or extensions are required - agreed with Board Members. 	 Minimal breakdown of plant. Most major plant on service packages.
Volume of PSCA/ rechargeable works requested.	 Additional requests for rechargeable work are assessed and evaluated prior to tender. WHDB continue to tender for the PSCA works 	 Additional works may be requested from the EA under the PSCA agreements. PSCA works for 2025/26 not yet agreed.
Failure of key supplier/contractor during contract	 Key suppliers/contractors are known, with regular communication maintained. Review of tender listed suppliers/contractors completed. Financial Regulations and good practise followed. Considerations for 'back up' plan in place. Local knowledge for contacts and aware of alternative suppliers if required. 	 Periodically quote or tender for works to assess potential suppliers to ensure market opportunities and options are reviewed. Establish financial stability of key partners before contracts signed. Awareness of alternative suppliers and gather market intelligence from contacts.

Inherent Risk Score (Before Controls)						Residual Risk Score (after mitigating controls)					
Likelihood	3	Impact	4	Total	12	Likelihood	3	Impact	3	Total	9
Trend:	1										



Ref 3 Risk: Impact on IDB assets due to additional water flows from Main Rivers, due to breaches, overtopping and excessive seepage.

Strategic Objective: Provide, improve and maintain standards of sound, needs based sustainable land drainage, flood protection and water levels management.

Risk Owner:	CEO and	Director of	Operations
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Nisk Owner. OLO and Director of Operations									
Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes							
Operational impacts due to loss of pumping stations Operational impact due to staff requirements during wet weather event	 PSCA works undertaken to complete some maintenance on the main rivers as requested by the EA. Annual bids and quotes are provided for PSCA works. Notify the EA of any potential issues when noted working in and round the main rivers e.g. slips. Look at resilience measure for IDB Pumping Stations where feasible and cost effective. Agreement of the IDB Statement of Claim submitted to 	 FDGiA Capital schemes to include resilience measures e.g. raising MCC levels, replace with submersible pumps, raise transformers to better protect in wet weather event. Following the Winter 2023/24 season additional finances were made available via IDB Fund (£75m). The Boards were successful on several bids, with works due for completion 31st March 2025. Where possible, some 'betterment' of assets has been undertaken, however if a 							
Financial impact due to electricity charges for additional pumping	Anglian (Northern) RFCC for additional costs resulting from Storm Babet.	main river breach occurs again in the future, any betterments are still unlikely to fully prevent future damage or failures.							
Financial impact due to additional staffing costs		 Risk of loss of PSCA works should the EA reduce the maintenance on main rivers (e.g. due to budget constraints). 							

Inherent Risk Score (Before Controls)						Residual Risk Score (after mitigating controls)					
Likelihood	4	Impact	4	Total	16	Likelihood	4	Impact	4	Total	16
Trend:											



Ref 4 Risk: Reduction in income to the Board to maintain an appropriate provision of services (special levy, drainage rates income, highland water income, rechargeable works income & grants income).

Strategic Objective: Provide, improve and maintain standards of sound, needs based sustainable land drainage, flood protection and water levels management.

Risk Owner: CEO and Finance and Governance Director.

Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes						
Lack of financial resources.	 The Boards implement systems and processes to maximise income opportunities and collection to the individual Board. Significant inflationary increases, particularly provision of utilities/electricity since October 2022 continue to affect financial resource, particularly standing charges. Setting annual balanced budgets to address income shortfalls and increased expenditure. EA review of FDGIA funded schemes reducing capital programme of pumping station refurbishments but internally business cases will continue to be developed for when programme resources become available. . 	 Annual setting of a balanced budget takes account of all known factors at the time, including land movements, known rechargeable works and additional cost pressures. PSCA works are ongoing, and Annual quotes provided. 2024-2025 collection of drainage rates progressing well. Boards' Capital refurbishment programmes continue to be bid for through FDGIA programme. Following the Winter 2023.24 season additional finances were available for Boards to 'bid for'. The Boards were successful on several bids, with works due for completion end of March 2025. Where possible to do so, some 'betterments' of assets have been considered. 						
Highland Water receipts not received in full in future years.	Ensure robust Highland Water claims are submitted.	Highland Water payments not paid in full or on time in 2024/25 by the EA.						

Inherent Risk Score (Before Controls)					Residual Risk Score (after mitigating controls)						
Likelihood 3 Impact 4 Total 12						Likelihood	3	Impact	4	Total	12
Trend:	\longrightarrow										



Ref 5 Risk: **NEW RISK** - Delivery of IDB fund (£75m) projects by 31st March 2025 Deadline

Strategic Objective: Provide, improve and maintain standards of sound, needs based sustainable land drainage, flood protection and water levels management.

Risk Owner: CEO and Finance and Governance Director.

Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes				
Failure to complete the Grant works by the end of March 2025 deadline requiring repayment/ non draw down of all grant monies awarded.	Operational Team have assessed the works to be	 Capital programme to support refurbishment of Pumping Stations (See risk 4) Following the Winter 2023/24 season additional finances were made available via IDB Fund (£75m). The Boards were successful on several bids, with works due for completion end of March 2025. Where possible, some 'betterment' of assets has been undertaken, however if a main river breach occurs again in the future, any betterments are still unlikely to fully prevent future damage or failures. Contractors will be required, to support the Boards achieve the 31st March 2025 deadline. Monies have been received for some of the Capital Works projects. Failure to meet the deadlines may result in the monies being clawed back in part / full. 				

Inherent Risk Score (Before Controls)					Residual Risk Score (after mitigating controls)						
Likelihood	4	Impact	4	Total	16	Likelihood	3	Impact	4	Total	12
Trend:											
	1										



	DIVAINAGE BOARDS								
	Staff Recruitment & Retention.								
Strategic Objective: To	provide a safe and fulfilling working environment for all staff.								
Risk Owner: CEO, Associate Director of HR and all SMT									
Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes							
Regular staff turnover	 Positive working standards. Open communications, policies and procedures in place and followed. ADA Lincolnshire Branch's Pay & Conditions Committee work in place and followed. 	 Recognised Union within the Boards. Generic advert has been placed for Land Drainage Operatives. Pay rates are monitored to keep in line with other comparable roles where possible (not construction). Pay award agreed for 2025/26 							
Not able to recruit or retain competent and skilled workforce.	 Job descriptions and organisational accountabilities in place. Terms and conditions are defined and applied. LGPS Pension scheme. Various platforms are used to advertise job roles to reach multiple potential applicants. 	 Recruitment and retention is often influenced by external factors. It is more difficult to attract staff to the public sector mainly due to pay levels. Significant increase in media of Public Service Industrial Action due to pay. Concern over resilience due to small workforce. 							

Inherent Risk Score (Before Controls)						Residual Risk Score (after mitigating controls)					
Likelihood	3	Impact	3	Total	9	Likelihood	3	Impact	3	Total	9
Trend:											



Ref 10 Risk: Failure to collect income by the Board due to DRS (Rating System) being de-supported from 31, March 2025 Strategic Objective: To provide a cost effective, value for money organisation and maintain financial records that are correct and comply with recommended accounting practice. Risk Owner: CEO and Finance and Governance Director Risk Consequence **Owner Assurance Commentary (mitigation) Key Projects or notes** Inability to charge and Current DRS system used to set bills based on size of Agreement in place between IDB consortium/funding collect rates partners to undertake development of new Rating system. land and penny rate is due to be de-supported from Contract in place with third party software development March 2025. company to deliver a new system by 31st March 2025. Witham & Humber Boards part of wider group of IDBs to System currently in test status. develop and implement a new Rating Management System (RMS) from 1st April 2025. Agreed Project Plan in place with development company and regular project meetings (fortnightly) to ensure delivery.

Inherent Risk Score (Before Controls)					Residual Risk Score (after mitigating controls)						
Likelihood	4	Impact	3	Total	12	Likelihood	2	Impact	3	Total	6
Trend:											



Ref 11 Risk: Excessive Expenditure, beyond approved budgets, especially following wet weather events

Strategic Objective: To provide a cost effective, value for money organisation and maintain financial records that are correct and comply with recommended accounting practice.

Risk Owner: CEO and Finance and Governance Director

Risk Owner: CEO and Fi	nance and Governance Director	
Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes
Budgets overspent	 Budgets are set each January by the Boards. Actual income/expenditure against approved budgets is monitored. Reports and strategic direction overseen by Board Meetings, JSC meetings and relevant sub committees. 	 Budgets now more aligned to spend patterns. Statement of Claim results received to support reimbursement of costs incurred to date for electricity, staffing and repairs and for future pumping station repairs resulting from Storm Babet. Following Winter 2023/24 season additional finances were made available to IDBs with the Boards being successful on several bids. Works due by 31st March 2025. Where possible to do so, 'betterment' considered.
Unapproved expenditure by Officers	 Financial Regulations sets out limits for virement, etc. Where practicable, segregate duties of staff (e.g., authorising and processing invoices for payment and authorising invoice payments), within limitations of smaller public bodies. Schedule of expenditure submitted at each Board meeting for scrutiny. Internal Audit review a sample of transactions. 	Minimal issues arise. Where exceptions have occurred (e.g., urgent items) these have been reported to the following Board meeting.
Fraudulent use of credit/purchasing cards.	 Purchases by credit/purchasing cards are subject to requirements set out in Financial Regulations. Cards are limited to key officers and reconciled monthly. 	No issues of fraudulent or inappropriate use identified.
Increased costs due to government policy /tax, inflation, market changes & supply issues	 Inflationary cost pressures on public finances. Supply currently, remains consistent, however continue to horizon scan. 	 Electricity key budget issue for 2023 - 2024 onwards. More frequent rainfall events due to climate change may impact upon future spend patterns.

Inherent Risk Score (Before Controls)					Residual Risk Score (after mitigating controls)						
Likelihood	4	Impact	3	Total	12	Likelihood	3	Impact	3	Total	9



Trend:





Ref 12 Risk: **NEW RISK** - Insurance costs rising and reductions in covers

Strategic Objective: To provide a cost effective, value for money organisation and maintain financial records that are correct and comply with recommended accounting practise.

Risk Owner: CEO and Finance and Governance Director

Risk Consequence	Owner Assurance Commentary (mitigation)	Key Projects or notes
Assets not insured to the same level as previous years	 Full market appraisal and review for July 2025 renewals. Broker to provide options for which policies assets would be best covered. Review and update of all assets held. Review of all insurances and policy covers 	 Potential c10% premium increase overall, however this won't be confirmed until full review completed. Identify what insurance required to mitigate risk, where restrictions are in place and what levels of self-insurance are required.

Inherent Risk Score (Before Controls)					Residual Risk Score (after mitigating controls)						
Likelihood	4	Impact	3	Total	12	Likelihood	3	Impact	3	Total	9
Trend:											



Document Control

Title	Witham and Humber Drainage Board Corporate Risk Register
Persons Responsible	Risk Manager
Date Last updated and reviewed Boards	January 2024
Date Last updated internally	August 2024
Date of current review	December 2024
Location	Public Document on Internet (Internally – SharePoint)
Date of next Review	December 2025

Revision Record

Summary of changes	Date of Review
Reviewed and updated.	December 2024 /
• NEW RISK – Strategic Objective 1 – Ref 5 regarding the risk of funding and the risk should payments of grants not be made.	January 2025
NEW RISK – Strategic Objective 4 – Ref 12 regarding insurance rises and the risk of implications.	
Review of CRR	August 2024
 Minor wording updates, to reflect where bids were successful, and where projects have progressed. 	
Addition for the bids made for Capital programmes and Recovery and Resilience projects.	
Where previously trends increased or decreased – acknowledgement they have stabilised.	
Review of Corporate Risk Register	January 2024
• Review following Storm Henk and further disruption due to main river breaches, overtopping and significant seeping affected	
the IDB watercourses, and impacting upon costs and asset.	
New Risk 3 – added to the CRR	
Review of Corporate Risk Register.	November 2023
Risk 10 added to consider implications of DRS.	
General updates to reflect change of season/ year's forecast etc, however no significant implications to context.	
 Updates to reflect Storm Babet (October 2023) and considerations and risks identified during and following. 	
Review of Corporate Risk Register. Removal of low/medium risk from the CRR.	April 2023
Review and update of the existing CRR, with minor wording changes for changing into new financial year, and acknowledgement	
of the publicity round public sector pay and the industrial action within other public sector organisations.	
No additional Risk Ref added. Ref 4 – trend amended to 'stable'	



Review of Corporate Risk Register, by Risk Manager - new post holder.	December 2022
New lay out of document with pre/post control and mitigation risk.	
Residual (following mitigating controls) determine the necessity of upholding within the risk on the CRR.	
low/medium risk removed from CRR, as managed as 'business as usual' by Senior Managers and Teams.	
Role/Directorate responsible for objective added.	
Summary table of the Risks (new format – previous numbering referenced for traceability)	
Document/Version control added.	
Review and update of CRR – Director of Finance	November 2021
Added 4.3.4 was added to CRR (now Ref 11 "inadequate insurance cover to cover losses due to insurance covers available or	
cost of adequate insurance"	
Added 4.4.3 (now Ref 12) "Inadequate insurance cover to cover losses due to insurance covers available or cost of adequate	
insurance"	
Review and update of CRR – Director of Finance	January 2021
Review and update of CRR – Director of Finance	September 2020
Review and update of CRR – Director of Finance	January 2020
Review and update of CRR with amendment to format – Director of Finance	September 2019
Review and update of CRR – Director of Finance	December 2018
Review and update of CRR – Director of Finance	May 2018
Initial document located on current system	January 2018