

Title of report: Corporate Risk Register

Meeting: Audit and governance committee

Meeting date: Tuesday 4 May 2021

Report by: Head of Corporate Performance

Classification

Open

Decision type

This is not an executive decision

Wards affected

(All Wards);

Purpose

To consider the status of the council's Corporate Risk Register in order to monitor the effectiveness of risk management within the Performance Management Framework.

Recommendation(s)

That:

The committee determine any recommendations it wishes to ensure effective risk management

Alternative options

1. The committee could choose not to review the Corporate Risk Register. This is not recommended as regular monitoring should provide assurance that risk is being managed effectively within the council.

Key considerations

2. In accordance with the council's Performance Management Framework (PMF) and associated Risk Management Plan, it is the committee's role to ensure that risk management is effectively managed and in line with the processes set out in the PMF.
3. Risks are identified and scored based on the likelihood and impact, using the methodology within the Risk Management Plan (RMP). Risks are reported and escalated

based on their residual, or current score. The council's Corporate Risk Register holds the highest risks across the organisation; the table below provides a summary of risks based on their scores, the associated monitoring required and the action necessary.

	Green	Yellow	Amber	Red
	Low	Medium	High	Extreme
Score	1 – 4	5 – 8	9 – 15	16 – 25
Register*	Service		Directorate	Corporate
Action	Unlikely	Might	Should	Must
Review frequency	Quarterly	Monthly	Monthly	Monthly

* Risks that appear on the Corporate Risk Register will also appear on their relevant Directorate and Service Risk Registers

- It is the responsibility of risk owners to ensure that risk scores are regularly reviewed and scores, controls and future mitigating activity are updated where necessary.

Corporate Risk Register

- The heat map below shows the current risks on the councils Corporate Risk Register as at the end of March 2021. References and the full details of the risks can be found at appendix a.

		IMPACT			
		4		5	
LIKELIHOOD	5	CRR.04 -- CRR.52 --		CRR.39 --	
	4	CRR.50 -- CRR.51 -- CRR.58 --		CRR.03 --	
		Directorate RR (9 - 15)	Service RR (5 - 8)	Service RR (1 - 4)	Closed
		CRR.57 ↓D			

-- No Change

E Escalated

D De-escalated

★ New in quarter

↑ Residual Risk Increased

↓ Residual Risk Decreased

- Since the last report to committee (January 2021 risk registers), one risk has reduced and therefore been removed from the Corporate Risk Register. This risk is in relation to CRR.57, COVID impact on Public Health work. This is reduced in likelihood as a result

of the improving position with COVID-19 locally since the last report to committee, as well as the updated Local Outbreak Management Plan and financial commitments for some dedicated staff for the coming year. The risks will continue to be monitored at a Directorate Risk Register level.

7. The table below provides a breakdown of the current corporate risks by directorate, as well as the number of risks currently being managed at directorate level.

	Corporate Risks	Directorate Risks*
Adults & Communities	0	11
Children & Families	5	11
Economy & Place	0	23
Corporate Support	2	24
Total	7	69

* includes corporate risks

8. Directorate risk registers can be found at appendix b – e. A summary of changes across directorate risk registers is found in the table below.

	Adults & Communities	Children & Families	Economy & Place	Corporate Centre
New risk	2	1	0	
Closed risk	1		1	
Escalated	1*		2*	
De-escalated from DRR.			10	2
Increased score				
Reduced score			1	1
No change	8	10	20	23

* Some risks have both increased in residual score and escalated to the Directorate Risk Register; in this instance, the table above only counts these risks in the escalation row.

9. It is now around 8 months since the Risk Management Plan was introduced and there have been some significant movements in the risks recorded at service, directorate and corporate level. Further work continues to be required to further embed a healthy approach risk across the council.
10. Since the last report to committee training has been developed in conjunction with the council's insurer, Zurich Insurance Ltd. Sessions targeted at the council's Leadership Group will focus on the council's risk processes, paying particular attention to identifying and articulating the right risks.
11. Over the summer months, the RMP will be refreshed, in order to strengthen the risk framework. The bullet points below will be included within the review, as well as other

relevant issues identified as part of an review of the current risk registers (due in May & June);

- establishing a clear process for horizontal and vertical aggregation of risks; such as budget pressures
- clarity on the mechanisms to escalate project/programme risk and how it can escalate to service/directorate or corporate risk registers

12. The high level timetable below is indicative of the work planned to complete the review of the Risk Management Plan.

	May	June	July	Aug	Sept
SWAP Maturity Assessment					
Risk Leads briefings					
Consulting with AGC					
Annual review of risk registers*					
Drafting					
Sign off of RMP by Solicitor to the Council					

* to include review of comparator authorities, authorities identified as risk mature through SWAP and review against the national risk register.

COVID-19 Risk Register

13. A separate COVID-19 risk register continues to be held in order to monitor risks in relation to the council's response to the global pandemic. These risks form part of regular reviews in the council's gold command meetings; this approach has been taken to allow a flexible approach to risk management. Risks have been aggregated in to wider risk groupings (e.g. risks to our staff), which have then been scored.

Severity of Risk	Number of risks
Low risk	0
Medium risk	4
High risk	4
Extreme risk	4

14. The heat map below shows the current risk ratings of risks held on the COVID-19 risk register. Movement on this register is noted using a similar approach to the corporate risk register above. Reference numbers and details on the risks can be found at appendix F.

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					CV4 -- CV11 --
	4 Likely					CV3 -- CV8 ↓
	3 Possible				CV12 -- CV13 --	CV9 -- CV10 --
	2 Unlikely			CV1 -- CV6 -- CV7 --	CV2 --	
	1 Rare					

15. As shown above, since last reported to committee, there has been limited change in the current position of the risks associated with COVID-19. The risk in relation to the impact on the council's strategic objectives has reduced, as the focus starts to move to recovery, however the risk remains significant and is still scored as 16, or extreme.

Community impact

16. In accordance with the principles of the council's adopted code of corporate governance, the council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. Effective risk management is an important component of this performance management system

Environmental Impact

17. This decision itself has minimal environmental impacts, however effective risk management will increase the likelihood of the council achieving its strategic objectives, one of which is the Environment.

Equality duty

18. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

16. There are no equality duties implications arising from this report.

Resource implications

17. There are no resource implications arising from this report, however effective risk management should increase the likelihood of the council delivering its budget.

Legal implications

18. None identified in this report.

Risk management

19. There are no direct risks as a result of this report. By reviewing the corporate risk register on a regular basis, greater assurance is given that the council manages its risk effectively.

Consultees

20. None

Appendices

Appendix A	Corporate Risk Register
Appendix B	Adults & Communities Risk Register
Appendix C	Children & Families Risk Register
Appendix D	Corporate Centre Risk Register
Appendix E	Economy & Place Risk Register
Appendix F	COVID-19 Risk Register

Background papers

None identified