

# Communities Committee

Item No.

<b>Report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>7 March 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe, Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> One of the Communities Committee's roles is to consider the management of Communities risks. Assurance on the effectiveness of risk management and the Communities departmental risk register helps the Committee undertake some of its key responsibilities. Risk Management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

## Executive summary

This report provides the Committee with the Communities departmental risk register reported by exception, as at March 2018, following the latest review conducted during February 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

### Recommendations:

Members are asked to consider:

- a) **The new risk RM14293 - The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda, being reported to the Digital Innovation and Efficiency Committee.**
- b) **The new risk RM14337 reported to this Committee by exception from the Communities departmental risk register;**
- c) **whether the recommended mitigating actions identified in Appendix A for the risk presented are appropriate, or whether alternative Risk Management actions are required (as per Appendix C);**
- d) **The summary of Communities departmental level risks (Appendix E)**

## 1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

## 2. Evidence

- 2.1. The Communities committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Norfolk Fire and Rescue services, Health services, Community, Information and Learning services, and Culture and Heritage Services. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The

Communities departmental risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures.

- 2.2. The Communities departmental risk register currently contains six risks. One of these risks (RM14337) is currently reported to this Committee by exception as it meets the exception criteria of having a current score of 12 or more, with a prospects score of achieving the target score by the target date of amber or red. This risk can be seen in **Appendix A**. A further risk on the Communities departmental risk register meeting the exception criteria (RM14293 - The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda) has been proposed to be reported to the Digital Innovation and Efficiency Committee, where it would be best addressed.

A reconciliation of risk changes to all departmental level risks since the October 2017 Committee can be located in **Appendix B**.

- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix C**.

### **3. Financial Implications**

- 3.1. There are no significant financial implications arising from this Risk Management report.

### **4. Issues, risks and innovation**

- 4.1. There are no other significant issues, risks and innovations arising from this Risk Management report.

### **5. Background**

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix D**.

### **Officer Contact**

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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**Note 1:**

The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.