Communities Committee

Report title:	Risk Management report
Date of meeting:	29 June 2016
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services

Strategic impact

The Communities Committee's role is to consider the risk 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 latest Communities Risk Register as at the beginning of June 2016, following the latest review conducted at the beginning of June 2016. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

Progress since the last Communities Committee meeting (11 May 2016)

The Communities risk register was last reported to the Communities Committee in mid-May 2016, prior to being refreshed at the beginning of June 2016. Since the last Communities Committee meeting, reporting on the Communities risk register has been updated to show the latest developments, with risk reporting by exception (those Communities risks at a score of 12 or more, with prospects of meeting the target score by the target date at red or amber) shown in **Appendix A**. A reconciliation of Communities risks from mid-May 2016 is shown at **Appendix B.**

Recommendations:

Committee members are asked to consider;
   a) **The progress with Risk Management since the last Communities Committee meeting;**
   b) **The changes to the exceptions risks (Appendices A and B), and the progress with mitigating the risks; and**
   c) **Review and comment on the risk data, information, and analysis presented in the risk register report in Appendix A, and determine whether the recommended actions identified are appropriate, or whether another course of action is required (please refer to the list of such possible actions, in Appendix C).**

1.   Proposal

1.1.   The recommendations are in the Executive summary above.

1.2.   The Communities and Environmental Services (CES) Departmental Management Team (DMT) has been consulted in the preparation of the

Communities Risk Register.

As part of the overall development of the performance and risk management framework for the Council, a new approach to corporate and departmental risk management is being adopted. This new approach involves the development of corporate and departmental level risks that are: outcome focussed; linked to strategic priorities; business critical, identifying areas where failure places the organisation in jeopardy; linked to financial and performance metrics. It is dependent upon a shared understanding of the risk appetite of the council.
A key element of this work is cultural change and absolute clarity of roles, responsibilities and process. Specifically, clarity of what these risks are, who is responsible for them, what they are doing to actively manage the risks and what measures are in place to hold people to account.

To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a new list of such possible actions, suggested prompts and challenges are presented for information and convenience in **Appendix C**. Definitions of the different categories of risks can be found in **Appendix D.**

The lead officers for those areas of risk management that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the risk management framework and how it operates.

2.   Evidence

2.1.   The Communities Committee risk data detailed in this report reflects those key business risks that are managed by the CES Departmental Management Team, and Senior Management Teams of the services that report to the Committee including; Cultural Services, Customer Services, Trading Standards, Public Health, and Norfolk Fire and Rescue. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Communities risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".

2.2.   The current risks are those identified against departmental objectives for 2016/17. The Exceptions Report in **Appendix A** focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red.

2.3.   There are no risks for this Committee that are of corporate significance.

2.4.   The Communities departmental risk register contains 11 risks, with 1 of these risks with both a current score of 12 or more and the prospect of meeting the target score by the target date at Red or Amber, which falls into the exception reporting category. **Appendix E** provides the Committee members with a summary of the risks on the Communities risk register.

2.5.   Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed

by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks this can be seen as the risk appetite.

2.6. 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 addresses and/or new tasks are introduced.

2.7. There are no risks that the risk owner has identified as 'prospects of meeting the target score by the target date' as Red. A pie chart showing the breakdown of the prospects scores can be located in **Appendix E** with the risk summary.

2.8. The evidence is that risks are being managed to an appropriate level with mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that risk scores and target dates reflect the current position against current service objectives. Risk registers are challenged by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

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 significant issues, risks, and innovations arising from the development of the revised Risk Management report.

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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