

# Report to Business & Transformation Scrutiny Panel

Agenda  
Item:  
  
**A.4**

Meeting Date: Thursday 26<sup>th</sup> October 2017  
Portfolio: Cross Cutting  
Key Decision: Not Applicable:  
Within Policy and Budget Framework NO  
Public / Private Public

Title: CORPORATE RISK REGISTER  
Report of: Deputy Chief Executive  
Report Number: CS 39 17

## Purpose / Summary:

The purpose of this report is to update members of the Business and Transformation Scrutiny Panel on the Corporate Risk Register.

## Recommendations:

The Panel is asked to scrutinise and comment on the Corporate Risk Register, as set out in Appendix 1.

## Tracking

Executive:	Not applicable
Overview and Scrutiny:	Not applicable
Council:	Not applicable

## **1. BACKGROUND**

- 1.1** In accordance with the Council's Risk Management Policy, the Corporate Risk Register (CRR) has been submitted to the Business and Transformation Scrutiny Panel for monitoring on a six-monthly basis. This report contains the revised draft CRR, attached at Appendix 1 for consideration and comment.

## **2. PROPOSALS**

### **2.1 Corporate Risk Register – progress since the last report to Business & Transformation Scrutiny Panel on 13<sup>th</sup> April 2017**

Members will be aware that the Corporate Risk Management Group (CRMG) is responsible for delivering and reviewing the Risk Management Strategy, maintaining and improving risk management processes as well as monitoring and advising on the Council's Corporate Risk Register.

The CRMG now meets quarterly and most recently met on 11<sup>th</sup> October 2017. Special meetings will be called by the Chair should risks be escalated and require an intervention from the CRMG or Senior Management Team.

It is recognised that the City Council's Risk Management Policy and Risk Management Strategy both need to be reviewed and if appropriate updated. This review is now underway and is being considered alongside work being led by our internal audit team focussing on the Council's approach to assurance.

The Council now also has a Risk Management sub group of the Business Management Board. This meets monthly and has now met three times. This sub group is chaired by the Council's Section 151 Officer and it focuses on risks at an operational/directorate level. Issues raised here can be escalated to the CRMG when deemed appropriate. The CRMG receive the minutes from this Group for information.

Following discussions at the Risk Management Sub Group, additional training has been arranged for officers, through the City Council insurers. Individual sessions have been arranged which focus on:

1. Overview of Risk Management
2. Practical Risk Assessment

### 3. Accident Investigation

The training days are taking place in October and November 2017.

Updates of operational risk registers have also taken place during this period and have been completed within specified timescales as set out in the City Council's Risk Management Policy.

The CRR was last reviewed by the CRMG at its meeting on 11<sup>th</sup> October 2017. The new draft CRR now reflects the most update version of the Carlisle Plan and has also taken into account the preparations for the forthcoming 2018/19 budget and updated Medium Term Financial Plan.

### 3. CONSULTATION

- 3.1 Joint Management Team in October 2017  
Senior Management Team meeting in November 2017  
Corporate Risk Management Group meeting on 11<sup>th</sup> October 2017.

### 4. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Panel is asked to scrutinise and comment on the Corporate Risk Register as set out in Appendix One.

### 5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 5.1 The Corporate Risk Register is reviewed quarterly, it is the strategic risk assessment for the Carlisle Plan.

**Contact Officer: Darren Crossley**

**Ext: 7004**

**Appendices  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- None

## **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance –**

**Local Environment –**

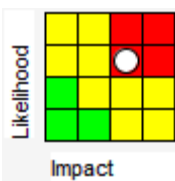
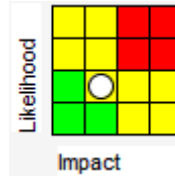
**Resources -**

## Corporate Risk Register – September 2017

Note: Amendments in the last quarter are marked in red italics. The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last update. A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.

### Preparing for the future funding of local government from 2019

There is a risk that the Government fails to communicate changes to future local government funding from 2019 in a timely manner, meaning that the City Council cannot effectively prepare for these changes.

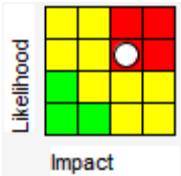
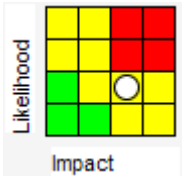
Present Matrix	Assessment Date	Control Strategy	Target Risk Matrix
	October 2017	The Senior Management Team and the Corporate Support & Resources Directorate are focussed on monitoring the development of government/local taxation and grant plans for District councils. At present we do not yet have a sufficiently clear picture of post 2019 funding, especially in relation to the retention of Business Rates and Funding for Local Government in general. The 2018/19 Local Government Finance settlement paper which consults on issues such as multi-year settlements, the distribution of New Homes Bonus funding, the Government's proposals on council tax referendum principles and the impact on the 2017 business rates revaluation in terms of adjusting business rates tariff and top ups has been considered by Members. The outcome of the Fair Funding Review is awaited in order to determine the potential impact our funding streams.	

Impact Description	3
Likelihood Description	3
Risk Score	9

Target Risk Date	30-Sept-2018
Target Risk Score	4

Lead Officer	Jason Gooding
Portfolio Holder	Finance, Governance & Resources
Overview and Scrutiny	Business & Transformation

REVENUE/CAPITAL/ASSETS
There is a risk that we fail to fully recognise and manage our operational and investment assets leading to high long-term dilapidation costs and reducing control on future capital decisions

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	September 2017	9	The Council has an approved asset management plan in which it sets out its control strategy, including maintenance, of all of its operational and non-operational assets. Further, Council properties are subject to a rolling programme of inspection. The Medium Term Financial Plan will also give consideration to the capital requirements of this programme.	

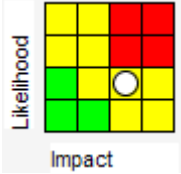
Current Impact Description	High
Current Likelihood Description	Reasonably Probable
Risk Score	9

Target Risk Date	1 <sup>st</sup> April 2018
Target Risk Score	6

Lead Officer	Mark Lambert
Portfolio Holder	Finance, Governance & Resources
Overview and Scrutiny Panel	BTSP

ECONOMIC REGENERATION/DEVELOPMENT

There is a risk that we fail to effectively prioritise and resource key city regeneration sites and miss the opportunity to take these forward in a progressive manner that meets the Council’s aspirations.

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	October 2017	9	<p>This period has seen the following activities undertaken:</p> <ul style="list-style-type: none"><li>Dedicated regeneration team established</li><li>Alignment with the Council’s MTFP and Annual Budget to reflect the Regeneration Strategy (Q3 2017/18)</li><li>Approval of Regeneration Strategy (Q3 2018/19)</li></ul>	

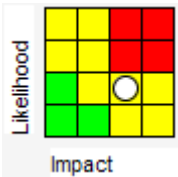
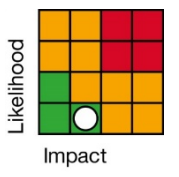
Current Impact Description	3
Current Likelihood Description	3
Risk Score	9

Target Risk Date	Q3 2018/19
Target Risk Score	6

Lead Officer	Jane Meek
Portfolio Holder	Economy, Enterprise and Housing
Overview and Scrutiny Panel	Economic Growth

ECONOMIC REGENERATION/DEVELOPMENT

There is a risk that we fail to play a leading role in developing the key industrial sectors within the functional economic area and these do not develop to assist in the growth of the local economy.

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	October 2017	6	<p>This period has seen the following activities focussed upon:</p> <ul style="list-style-type: none"><li>• Development and implementation of the Economic Strategy (Q2 2018/19)</li><li>• Alignment of Strategy with annual budgets and MTFP (especially Business Rates Retention)</li><li>• Delivery of key actions arising from Kingmoor Park Enterprise Zone Implementation Plan and Borderlands</li></ul>	

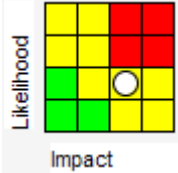
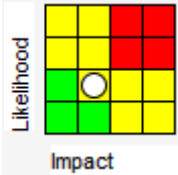
Current Impact Description	3
Current Likelihood Description	2
Risk Score	6

Target Risk Date	Q2 2018/19
Target Risk Score	2

Lead Officer	Jane Meek
Portfolio Holder	Economy, Enterprise and Housing
Overview and Scrutiny Panel	Economic Growth

ECONOMIC REGENERATION/ DEVELOPMENT

There is a risk that we fail to influence the delivery of an adequate supply and mix of homes to meet local needs and to support population growth and step change in our demographics

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	October 2017	6	<div>This period has seen a focus on:</div> <ul style="list-style-type: none"><li>• Delivery of Local Plan objectives</li><li>• Development and delivery of the Housing Strategy (Q4 2017/18)</li><li>• Development and delivery of St. Cuthbert's Garden Village</li></ul>	

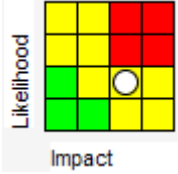
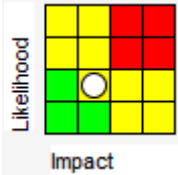
Current Impact Description	3
Current Likelihood Description	2
Risk Score	6

	Target Risk Date	1st April 2018
	Target Risk Score	4

	Lead Officer	Jane Meek
	Portfolio Holder	Economy, Enterprise and Housing
	Overview and Scrutiny Panel	Economic Growth

ECONOMIC REGENERATION/ DEVELOPMENT

There is a risk that we fail to play a leading role in determining the current and future skills required to sustain and grow the local economy and create higher value jobs

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	October 2017	6	<div>This period has seen a focus on:</div> <ul style="list-style-type: none"><li>Development and implementation of the Economic Strategy (Q2 2018/19)</li><li>Delivery of Borderlands and Enterprise Zone Implementation Plan key actions</li><li>Any other actions relating to the University of Cumbria or other Higher Education institutions</li></ul>	

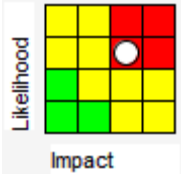
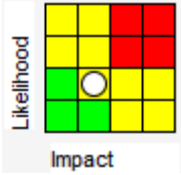
Current Impact Description	3
Current Likelihood Description	2
Risk Score	6

	Target Risk Date	Q2 2018/19
	Target Risk Score	4

	Lead Officer	Jane Meek
	Portfolio Holder	Economy, Enterprise and Housing
	Overview and Scrutiny Panel	Economic Growth

CULTURE & SPORT

There is a risk that we fail to deliver the required new leisure facilities at the Sands Centre, on time and within budget and therefore do not meet the saving targets identified in the Medium Term Financial Plan.

Present and Previous Matrices	Assessment Dates	Present and Previous Risk Scores	Current Action Status / Control Strategy	Target Risk Matrix
	September 2017	9	<p>The Sands Centre project group have undertaken the following activities during Q1 and 2 of this year:</p> <ul style="list-style-type: none"><li>• Appointment of advisory team to recruit Design &amp; Build contractors (June 2017)</li><li>• Appointment of multidisciplinary design team (September 2017)</li><li>• Development and delivery of the Sands Centre project plan (December 2017)</li><li>• Negotiated and agreed leisure management contract taking full account of the Sands project and closure of the Pools (November 2017)</li><li>• Sands Project will be fully costed and funded with the impact of the new contract fed into the MTFP to ensure that the projected revenue savings of £329,000 per annum can be accurately assessed (January/February 2018)</li></ul> <p>A full risk analysis will be produced to aid decision making at the next stage of this project.</p>	

Current Impact Description	3
Current Likelihood Description	3
Risk Score	9

Target Risk Date	February 2018
Target Risk Score	4

Lead Officer	Darren Crossley
Portfolio Holder	Culture, Heritage & Leisure
Overview and Scrutiny Panel	Health & Wellbeing/ Business Transformation