TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

13 February 2020

Report of the Management Team

Part 1- Public

Matters for Recommendation to Council

1   RISK MANAGEMENT

The report asks Members to review the Risk Management Strategy and accompanying Risk Management Guidance and to recommend its adoption by Full Council.
The report also provides an update on the risk management process and the Strategic Risk Register.

1.1   Introduction

1.1.1   The Risk Management Strategy sets out the Council's risk management objectives and details the roles and responsibilities of officers, Members and the Council's partners in the identification, evaluation and cost-effective control of risks.

1.1.2   The Council's risk management arrangements are designed to ensure that risks are reduced to an acceptable level or, where reasonable, eliminated thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community. Examples of risk include budget deficit, cyber/data loss, environmental and reputational.

1.1.3   The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudent approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements, i.e. Constitution, Procedural Rules, etc. These arrangements will serve to ensure that the Council does not expose itself to risks above an acceptable level.

1.2   Review of the Risk Management Strategy

1.2.1   As part of arrangements in place to ensure risk management maintains a high profile within the Council, the Strategy and accompanying Guidance is subject to annual review and endorsement through the Audit Committee, Cabinet and Council.

1.2.2   This latest review of the Risk Management Strategy and the accompanying Risk Management Guidance resulted in a few changes on points of clarification following the outcome of an audit review of risk management.

1.2.3   A copy of the updated Risk Management Strategy and accompanying Risk Management Guidance is attached at **[Annex 1]** and **[Annex 2]** respectively.

1.2.4   The Audit Committee at its meeting in January endorsed the Risk Management Strategy and accompanying Risk Management Guidance as presented.

1.3   Risk Management Escalation Process

1.3.1   Effectively risks are assessed/scored in terms of their likelihood/impact.

1.3.2   Any risk evaluated as 'High Risk' (score of 15 or above) will be deemed by the Council to be beyond 'risk tolerance' and to have exceeded its 'risk appetite' and will be escalated immediately. Such risks should be added to the service's risk register and discussed at the earliest opportunity within the Service Management Team (SMT) to inform a decision as to whether this should be escalated to Management Team by the respective Service Director. Management Team should then consider whether the risk is significant enough for inclusion in the Strategic Risk Register and action this if relevant. A record should be maintained of risks discussed at both SMTs and Management Team and the outcome of those discussions.

1.3.3   Similarly risks identified as "Medium Risk" may be escalated to the appropriate SMT for advice and to ensure they are kept fully aware of the current risks being faced. Risks determined as "Low Risk" should be managed within the service team. It is recommended that SMTs consider periodic review or moderation processes for Service Risk Registers to ensure they are happy with the scores risks have been given and confirm whether there are 'Medium' or 'Low' risks they wish to consider further.

1.4   Strategic Risk Register

1.4.1   The Strategic Risk Register (SRR) is considered to be a 'live' document and is updated, as often as is required, by the Management Team. An update of the current strategic risks and how they are being managed as at the time of writing is appended at **[Annex 3]**.

1.4.2   No new risks have been added to the SRR either by Management Team directly or following escalation by SMTs since the last report to this Committee in October. However, Members are asked to note the updates in red font since the last iteration of the Register.

1.4.3   Members will note that the entry in relation to the Waste Contract has been escalated to **RED** (i.e. High Risk) following the performance issues since 30 September when the new recycling arrangements were rolled out. This matter is

under weekly review by the Service in liaison with the Contractor and the Cabinet Member.

1.5 Ongoing Risks and Risks Identified by Service Management Teams and Management Team

1.5.1 A schedule of ongoing risks and risks identified by Service Management Teams and Management Team since the last report to this Committee in October is appended at **[Annex 4]**.

1.6 Legal Implications

1.6.1 There is a Health and Safety requirement for effective risk management to be in place and the Strategy supports this requirement.

1.6.2 There is also a requirement in the Accounts and Audit Regulations that accounting control systems must include measures to ensure that risk is appropriately managed.

1.7 Financial and Value for Money Considerations

1.7.1 Financial issues may arise in mitigating risk which will be managed within existing budget resources or reported to Members if this is not possible.

1.7.2 Effective risk management arrangements make a positive contribution to ensuring value for money is provided in the delivery of services.

1.8 Risk Assessment

1.8.1 Sound risk management arrangements aid the Council in effective strategic decision-making. The Council's approach to risk should be reviewed on a regular basis to ensure it is up to date and operating effectively.

1.9 Equality Impact Assessment

1.9.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.10 Policy Considerations

1.10.1 Risk management is relevant to all areas of the Council's business.

1.11 Recommendations

1.11.1 Cabinet are asked to:

1) Review the Risk Management Strategy and accompanying Risk Management Guidance and, subject to any amendments required, to **recommend** to Council it be adopted.

2)   Note the updates to the Strategic Risk Register since the last iteration.

3)   Note the escalation of the Waste Contract item to Red (i.e. High Risk).

Background papers: contact: Sharon Shelton

Nil

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