

**CABINET MEETING: 16 DECEMBER 2021**

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**CORPORATE RISK MANAGEMENT - QUARTER TWO 2021/22**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRIS WEAVER)**

**AGENDA ITEM: 7**

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**Reason for this Report**

1. To update Cabinet on the risk management position at quarter two 2021/22 and to highlight any changes from the quarter four 2020/21 report.

**Background**

2. The Cabinet receives an update on the risk management position on a biannual basis, and an opportunity to raise comments. The last Cabinet review was on 23 September 2021, at which time the risk management position at the end of 2020/21 was presented. The Q2 Corporate Risk Register was considered by the Governance & Audit Committee on 23 November 2021.
3. Each Directorate holds a Directorate Risk Register (DRR) and the Senior Management Team (SMT) collectively own a Corporate Risk Register (CRR). The CRR records the main risks to the delivery of corporate objectives and priorities, whilst the DRRs record the key risks to the delivery of Directorate functions and priorities.
4. A risk escalation process is in place, whereby each Director is required to take ownership of all residual (current) risks rated as 'red/amber' and above on their DRR and, at a minimum, to escalate all 'red' residual risks to SMT for collective ownership and review.
5. This reporting process allows SMT to determine if any changes are required to the CRR each quarter. The remaining escalated risks continue to be held on DRRs and are reviewed by SMT each quarter until it is agreed that mitigation is sufficient for risk ownership to transfer back to the Directorate.

**Issues**

6. Each Director has worked with their Risk Champion(s) to undertake their quarter two risk management review. The Risk Management Team has also provided advice and guidance on the measurement and reporting of risks. The quarter two risk assessments are presented on

the Corporate Risk Register Summary Snapshot (Appendix A) and the Detailed Corporate Risk Register (Appendix B).

7. The Risk Management Review process has two tiers (Directorate and Corporate) and the actions at each for quarter two are detailed as follows.

### **Directorate Risks**

8. At the quarter two position, 206 risks were reported from DRRs. All escalated risks and requests for de-escalation were discussed and approved in SMT on the 9<sup>th</sup> of November 2021.
9. It was agreed that nine directorate risks would be carried forward as SMT escalated risks at quarter two. Also included in the figure of 206 directorate risks are 72 Covid-19 specific risks that have been identified and are being managed within directorates as at the end of quarter two.

Directorate	Directorate Risks	Of which:	
		Risks at SMT Escalation Point	Covid-19 Specific Risks
Economic Development (inc Waste)	30	2	11*
Education	12	0	7
Housing & Communities	38	2	24
Performance & Partnerships	15	0	0
Social Services	22	3 (1 Shared)	19
Planning, Transport & Environment	23	0	2*
Resources	59	2	8
Governance & Legal Services	7	1 (Shared)	1
<b>Total</b>	<b>206</b>	<b>9*</b>	<b>72</b>

\*Includes 1 shared

### **Corporate Risks**

10. The escalated directorate risks and corporate risk updates have been collectively reviewed at the end of quarter two. This review included a review of the appropriateness of the risk descriptions and where necessary these were amended to reflect updated changes with an example of this being the financial resilience risk description.
11. The Corporate Risk Register maintains a continued focus on the number of actions / issues still outstanding in respect to Brexit. The council's lead officer for this risk, will continue to monitor the current/future Brexit situation, and engage with nominated officers within each Directorate, and inform Cabinet of any relevant issues as they arise alongside suggested mitigations.
12. Whilst all risks in the Corporate Risk Register remain unchanged for the current period, there are significant challenges in areas such as Social Care where mitigations are being put in place to ensure that

there are sufficient resources to meet the demand for care as the Winter approaches. The intensity of these mitigations plus the current controls provide a level of confidence that the demand pressures predicted will be managed as effectively as possible within the current climate and these will be regularly reviewed as we proceed through the Winter period.

### **Coronavirus (COVID-19)**

13. The impact of Covid-19 on existing risks continues to feature as part of quarter two reporting arrangements and these risks will continue to be monitored for the rest of 2021/22 at the very least. During quarter one, directorates undertook a full review of their COVID-19 risks and have reviewed in quarter two the Covid-specific risks as set out in the table above.
14. The Council's response to the pandemic and its risk management is not restricted to delivering its own services, and there are clear links with Welsh Government and Health partners.
15. Continued oversight remains on preparations and actions of directorates in order to ensure that there is a level of business continuity and resilience built into service delivery plans. This robustness is supported by the existing Emergency Management processes in place and reliance is placed in this as an escalation mechanism.

### **Reason for Recommendation**

16. To enable the Cabinet to monitor risk management activity and consider the Risk Management Review – quarter two 2021/22.

### **Financial Implications**

17. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.

### **Legal Implications**

18. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether or reduced.

### **HR Implications**

19. There are no HR implications for this report.

### **Property Implications**

20. There are no specific property implications in the Corporate Risk Management – Q2 report. The Estates Department continues to work closely with relevant service areas in monitoring property related risks through the Corporate Risk register, including Covid-specific risks, including identifying any appropriate mitigation measures

## **RECOMMENDATIONS**

Cabinet is recommended to note the content of the Corporate Risk Register.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b> Corporate Director Resources
	10 December 2021

*The following Appendices are attached:*

**Appendix A** - Corporate Risk Register Summary Snapshot – Q2 2021/22

**Appendix B** - Detailed Corporate Risk Register – Q2 2021/22

*The following background papers have been taken into account:*

Directorate Risk Registers Q2 2021/22