

Report To: Corporate Governance Committee

Date of Meeting: 11 July 2012

Lead Officer: Alan Smith, Head of Business Planning & Performance

Report Author: Tony Ward, Corporate Improvement Team Officer

Title: Review of Strategic Risk Management: Closure Report

1. What is the report about?

This report presents the project closure report for the Strategic Risk Management Review Project.

2. What is the reason for making this report?

To provide information regarding the review of strategic risk management and the subsequent implementation of a new process for coordinating strategic risk management.

3. What are the Recommendations?

The Members note the attached project closure report (attached at Appendix A). The Corporate Improvement Team Manager will be in attendance to respond to any comments or queries in relation to the report.

4. Report details.

The council undertook a review of strategic risk management due to concerns about how well embedded the activity was within the organisation. The review proposed a number of changes to the current process, including: a new strategic risk management policy & procedure; and moving responsibility for coordinating strategic risk management from Internal Audit Services to the Corporate Improvement Team. Following implementation of these changes, the following benefits have been realised (detailed on page 5 of the attached Risk Review Closure Report:

- A modernised, more integrated and effective Risk Management system that is fit for purpose and simple to understand.
- A clear template that has contributed to the reduction in the size of the risk registers (see appendix III) by some four-fifths (401 pages to 80), making the registers easier to follow, and allowing for savings in printing across the authority.
- A significant reduction in the number of objective traps and issues from 172 to 30 (see appendix III). All 35 instances of duplication were also eliminated from the registers.
- A proactive and continuous risk aware culture across all parts of the council, which reduces the possibility of unplanned activity or financial costs and their

effect on the council's reputation, and maintains and improves customer confidence in our ability to deliver on our commitments.

- Clear accountability and reporting procedures in place.
- Services are encouraged to take a whole-service approach to their registers, allowing for greater focus, less duplication and fewer issues being reported.
- A dedicated team in the Corporate Improvement Officers that coordinate risk consistently throughout the council.
- Resources, including member and officer time, can be used more effectively.
- The relationship between the Corporate Risk Register and the service risk registers is better defined, aligning more clearly the responsibility for those risks with Director and Cabinet portfolios.
- A system that mirrors that which is used by Conwy County Borough Council, which makes for easier planning where joint services are concerned.

5. How does the decision contribute to the Corporate Priorities?

Effective risk management is necessary in order to identify and manage the potential events which (if they occurred) would have a detrimental impact on our ability to achieve our objectives, including our Corporate Priorities.

6. What will it cost and how will it affect other services?

The cost of the risk management review, and implementation, has been absorbed by the Business Planning & Performance service. The Corporate Improvement Team (within Business Planning & Performance) are responsible for coordinating strategic risk management to ensure that the new approach continues to be followed for our Corporate and Service risk registers.

7. What consultations have been carried out?

No consultation has taken place in relation to developing this report or the Risk Review Closure Report (attached). It has been produced by the Corporate Improvement Team based on an analysis of the outputs from risk management (i.e. risk registers).

8. What risks are there and is there anything we can do to reduce them?

Appendix I to the attached Risk Review Closure Report summarises the existing risks to successful implementation of the new risk management process, including mitigating actions to reduce those risks.

9. Power to make the Decision

This is a paper for information, rather than for decision.