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**ANNUAL RISK MANAGEMENT REPORT 2013/14**

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**SUMMARY REPORT**

**Purpose of the Report**

1. To update Members on the approach to and outcomes from the Council's Risk Management processes.

**Summary**

2. Positive progress continues to be made within the Authority regarding the management of key strategic risks and with the work undertaken by groups of Officers to manage operational risk.

**Recommendation**

3. It is recommended that this Risk Management Report be noted.

**Reasons**

4. The recommendation is supported to provide the Audit Committee with evidence to reflect on the Council's approach to Risk Management.

**Paul Wildsmith  
Director of Neighbourhood Services and Resources**

**Background Papers**

- (i) Council's Risk Management Strategy
- (ii) Corporate and Group Risk Registers
- (iii) Risk Management Report to Audit Committee September 2013

Elaine Hufford 2447

S17 Crime and Disorder	This report has no implications for crime and disorder
Health and Well Being	There is no specific health and well-being impact
Carbon Impact	There is no specific carbon impact
Diversity	Diversity issues are referred to in Appendix A at Risk C9
Wards Affected	All wards are affected equally
Groups Affected	All groups are affected equally
Budget and Policy Framework	This report does not recommend a change to the Council's budget or policy framework
Key Decision	This is not a key decision
Urgent Decision	For the purpose of the 'call-in' procedure this does not represent an urgent matter
One Darlington: Perfectly Placed	There is no specific relevance to the strategy beyond a reflection on the Council's governance arrangements
Efficiency	Insurance premiums reflect the pro-active approach taken to risk management within the Council.

## MAIN REPORT

### Background

5. Risk Management is an essential part of effective and efficient management and planning and it strengthens the ability of the Council to achieve its objectives and enhance the value of services provided. It is also an important element in demonstrating continuous improvement as well as being part of the Council's Local Code of Corporate Governance that reflects the requirements of the CIPFA / SOLACE Framework of Corporate Governance.

### Information and Analysis

#### Strategic Risk Outcomes

6. A key element of the Council's planning process is that the areas of potential risk, which could adversely impact on the ability to meet objectives, are identified together with the officer responsible for managing that risk. These risks are plotted on to a standard likelihood and impact matrix with reference to management controls in place and working. The shaded part of the matrix signifies the area above the 'risk appetite line'. Risks in this region require further specific management i.e. are priorities for improvement that have an appropriate improvement action plan. Risk matrices, that reflect the Council structure, are attached at Appendices A-E and show the current Council Corporate and Group risks.

7. All risks are continually managed during the year by Corporate and Group Management Teams including any emerging risks identified. In addition, Assistant Directors are required to confirm in their Annual Assurance Statements that processes are in place to ensure that controls identified to support the positioning of risks on the risk matrices are in place and working.
8. Since the last report in September 2013 there have been a number of changes to the services provided within each of the Groups. Place Group no longer exists and risks have now transferred from Place to the new Economic Growth Group and Neighbourhood Services and Resources Group as shown in appendix C.
9. The information that follows, provided by appropriate Group staff, details progress made on improvement actions for those risks identified as above the risk appetite line.
  - (a) **Corporate Risks (Appendix A)** – five corporate risks have been identified

**(C5) Council unable to meet its obligations under information governance agenda**

- (i) The overarching information governance risk comprises the key components of records management, data handling, data quality and information sharing. An information governance work programme has been developed to address the need for appropriate controls to be embedded and consistently applied across all services. The Programme has a number of strands including Information Governance Training and Awareness, Information Sharing and Information Risk Assessments. Progress on delivery of the work programme is gradual given the background of re-organisation and financial constraint. Training/awareness has been delivered utilising on-line courses and face to face courses/workshops; work is underway with key partners to ensure that service level information sharing agreements are implemented in an efficient and effective manner; and a risk actions toolkit has been developed and rolled out to Heads of Service to support the consistent applications of controls identified by the information risk assessment process.

**(C10) The risk of legal challenge in relation to the Council's decision making, contracting and other processes**

- (ii) The Council is making a series of cuts to services in addition to efficiencies which have an impact on the way that we deliver services. These changes and the wider financial context nationally increase the Council's risk of challenge in relation to our decision making in line with other authorities. The risks relate to contracting, judicial review, employment and other litigation. To mitigate the risk the Council continues to receive legal advice in relation to all its Cabinet and Council decisions as well as advice through general legal support to

services and senior officers. To date mitigations have been effective but threats of challenge have increased due to the MTFP/budget.

**(C12) Financial implications of the Carlbury Landslip**

- (iii) Funding bid has been successful in December 2013. The detailed delivery phase is in development with anticipated completion in March 2015. There is on-going close monitoring of the project.

**(C13) Managing the MTFP via cultural changes and inputs from the public and partners, this would risk cuts in priority services if not achieved.**

- (iv) The budget reduction proposals will be given top priority within work programmes and resources allocated to them to give them the best opportunity of success. Close monitoring will take place to ensure any early indications of failure are highlighted to allow for early intervention.

**(C14) Failure to achieve movement towards the conditions needed for Darlington to survive and thrive in a climate of reduced resources will further threaten services.**

- (v) Activity that engages Members, the voluntary sector, wider Darlington partnership and the public will be developed and implemented to build momentum for change, while there will be specific programmes of action for areas within the Councils direct control.

**(b) People Group (Appendix B) – Four risks have been identified.**

**(PE1) Increased number of Looked After Children and budgetary impact**

- (i) The last quarter has seen a continued reduction in numbers of looked-after children. Continued monitoring will establish whether this is a blip or a consistent trend. In view of the range of external factors this current position is uncertain.

**(PE15) Self Directed Support – inability to ensure compliance with requirements for self directed support; individual budgets and direct payments within required timescales**

- (ii) This risk appetite has been promoted to group level to reflect the increased risks attached to the change to the Eligibility Criteria from December 2012 and the time delays for assessments and recording on the system. This will be closely monitored through existing performance management arrangements, staff supervision and exception reporting to Senior Leadership Team in People Group.

**(PE24) Budget savings not realised through services promoting and supporting independence in the community**

- (iii) Robust financial monitoring continues to be undertaken, work is underway in terms of “the cost of care” with ongoing reviews to ensure services provided meet quality standards, assessed social needs and are best value. Implications of the draft Care Bill are unknown at this time and this may affect savings levels.

**(PE27) Failure to deliver final Better Care Fund submission by 4th April 2014 with appropriate internal sign-off.**

- (iv) Comprehensive monitoring is undertaken with regular reporting by the Better Care Fund project group to the Joint Leadership Group on progress and barriers to successful completion. Work on the bid is well established across the partners and set to complete within the required timescale.

**(c) Economic Growth Group (Appendix D) – six risks have been identified.**

**(EG1) Investment in regeneration projects is not delivered**

- (i) The Council’s project management and engagement with developers is well proven and effective. Risk management is integral in individual projects and is responsive to changing circumstances. However current market conditions produce uncertainty and lack of investor confidence, so risk continues to be highlighted as above the line. The possibility of opportunities being missed through the lack of officer capacity is being addressed through recruitment of a further Project Development Officer.

**(EG3) A sustained reduction in Group Income (e.g. car parks) adversely impacts upon the MTFP**

- (ii) Close monitoring of income targets continues to take place in areas of concern i.e. Car Parking. Action plans have been developed in each area and budgets are being re-profiled as appropriate.

**(EG4) Provision of sufficient Car Parking space within the Town Centre**

- (iii) Cabinet have agreed a draft Car Parking Strategy that seeks to secure the appropriate number and quality of spaces to serve the long term needs of the Town Centre and support it as a vibrant and thriving heart of the borough. However, the welcome development opportunities in the Feethams area will bring significant disruption to car parks during construction phases. Council and Cabinet have agreed to fund a new multi-storey car park and contingency plans to mitigate impacts on the Town Centre during this period are under way.

**(EG5) Traffic Congestion in the Town Centre due to Regeneration projects**

- (iv) See EG4 re parking contingency. Individual traffic management plans for each project are in place with combined assessment and mitigation.

**(EG6) Reduced usage of Town Centre and its facilities due to extensive capital developments and highways improvements during 2014/15**

- (v) Contingency Parking Plans have been prepared and robust plans for the implementation of the inner ring-road improvements whilst maintaining traffic flow within and through the town centre.

**(EG7) Financial implications of maintaining and conserving key capital assets within the borough**

- (vi) Heritage Lottery Fund bid submitted for the Civic Theatre, Dolphin Centre feasibility study currently being carried out and work is ongoing to find a funding solution for the Market Hall.

**(d) Neighbourhood Services and Resources Group (Appendix E) – five risks have been identified.**

**(RE8) Significant exposure to Equal Pay Claims.**

- (i) The Council has a number of ongoing equal pay claims currently within the legal system. Although the Council's exposure in this area has been reduced with the implementation of Single Status and ongoing effective management of claims, there still remains the potential that such claims could result in a significant financial liability for the Authority. The situation is closely managed on a regular basis in liaison with the Director of Resources, the Assistant Director Finance and HR and legal advisors with appropriate action taken to limit exposure and liability as and when necessary.

**(RE18) A sustained reduction on Group Income (eg Leisure, Building Services) adversely impacts upon the MTFP**

- (ii) Close monitoring of income targets continues to take place in areas of concern eg Trade Refuse and Dolphin. Action plans have been developed in each area and budgets are being re-profiled as appropriate.

**(RE 19) Delivery of Strategic Options including Housing and Building Services, MTFP and Transformation Projects**

- (iii) Outstanding work is increasingly being mainstreamed within Building Services. Current projects are focused on new systems and procedures and in particular making best use of IT this will involve the procurement of a new IT system.

## **(RE20) Failure to relocate the Depot**

- (iv) All legal agreements with regard to Central Park are now complete and work has started on site. Work on the new Depot has also commenced and is on target for relocation in April 2014.

## **(RE22) Rental Income could be adversely affected by Welfare benefit reforms**

- (v) Operational staff are doing all that is possible around benefit maximisation and strengthening links with the third sector around financial capability information advice and guidance. The breadth and cumulative effect of Welfare Benefit Reforms on individual tenants is likely to lead to an increase in rent arrears. Weekly monitoring is undertaken between relevant officers and the Assistant Director responsible.

## **Operational Risk Outcomes**

10. The Terms of Reference of the Corporate Risk Management Group have been refreshed and approved by COB (see **Appendix F**) to ensure operational risks continue to be managed effectively. Representatives from the Councils insurers will attend the Group to provide an update in relation to trends in insurance claims and operational risks.
11. The operational risk groups i.e. Property, Tree Risk and Motor continued to meet throughout the year.
12. Progress has continued across the organisation to influence cultural improvements in health and safety with the focus on 'Think Safety'. Initiatives have included a wider programme of health and safety management training and greater employee involvement through the appointment of 'health and safety champions' within services and a review of the organisations consultative arrangements.
13. Health and safety arrangements for assessment and training in manual handling and working with hazardous substances have been reviewed in response to the HSE's visit report.
14. The number of reportable accidents (at Quarter 3) is showing a reduction on previous years, with this also reflected in lost time as a result of accidents, the number of occupational diseases (hand arm vibration syndrome, carpal tunnel syndrome) has risen slightly for a second year however this is due to the improved programme of health surveillance, which has been implemented over the last few years.
15. A proactive and efficient approach to risk management relating to the public highways continues to minimise the Councils liability for compensation claims with over 90% of claims received successfully repudiated.

16. Additional highways inspections have been carried out and recorded where diversions have taken place to allow major works such as Carlbury Landslip and Middleton St George Railway Bridge to take place. Instead of the planned quarterly inspections of the roads used by the diversion, these were increased to daily inspections which prevented further claims by repairing damage to the surface before this caused further loss. Additional inspections are also being put in place to identify problems with restricted highway culverts when weather forecasts predict heavy rainfall in the area and arranging for removal of blockages before flooding takes place.
17. In September 2013 it was reported that the Council had recently undergone a Property Portfolio Risk review at the request of our insurers, Zurich Municipal. The purpose of which was to evaluate the risk management practices across the Council's property schedule. Zurich Municipal's report highlighted many areas of positive risk management stating that "the authority are extremely well organised with systems and policies in place to control all elements of their business. Specific, qualified persons have responsibility for issues such as fire, building management and health and safety. They operate as Corporate Landlords, resulting in them being responsible for all elements of property management".
18. The proactive approach to managing council owned trees, continues to produce positive results and a programme of surveying trees has been developed. This approach has resulted in very few tree failures particularly during the recent period of extreme inclement weather. It has also enabled the Council to defend compensation claims successfully.
19. The Council's Arboriculture Officer is closely monitoring the situation with regard to Ash dieback although high volumes of cases were reported these were all unfounded.
20. The process for managing the risk of invasive plants continues to operate effectively. This involves site management action plans agreed with landowners where appropriate and these are now monitored by Corporate Landlord.

## **Conclusion**

21. The Council's pro-active approach to risk management continues to produce positive results for the Authority.

## **Outcome of Consultation**

22. There has been no formal consultation in the preparation of this report.



**RISK MATRIX**

**CORPORATE**

<b>LIKELIHOOD</b>	A Very High				
	B High			<b>12</b>	
	C Significant			<b>5, 10, 13, 14</b>	
	D Low		<b>1</b>	<b>4, 3, 9</b>	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
<b>IMPACT</b>					

## CORPORATE RISK REGISTER

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
<b>C1</b>	Implementation of recommendations from the Capital Process Review is needed to improve effective capital project management	Richard Alty	From D/II to D/III	The completion of the internal audit externally validated by PWC reduces the likelihood and impact of this risk. The action plans for ICT development and staff training are in hand.	
<b>C2</b>	The Council has insufficient expertise and capacity to deliver change necessary to meet MTFP savings targets whilst maintaining service delivery throughout the process	Ada Burns/ Paul Wildsmith	Deleted from C/II	Deleted and redefined in two new risks C13 and C14	
<b>C3</b>	Corporate Premises Risks	Paul Wildsmith	None at D/II		
<b>C4</b>	Business Continuity Plans not in place or tested for key critical services.	Richard Alty	From C/II to D/II	All category 1 and 2 functions now have at least a basic Business Continuity Plan(BCP) in place. COB has agreed that BCP's for category 3 and 4 functions will not be progressed until work on the MTFP is complete. Testing and review of BCPs is still progressing. The risk	

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
				has moved to D/II as a consequence on the few outstanding plans being put in place.	
<b>C5</b>	Council unable to meet its obligations under the information governance agenda.	Paul Wildsmith	None at C/II		See main report paragraph 9(a)(i)
<b>C9</b>	Failure to deliver public sector general duty under the Equality Act 2010	Paul Wildsmith	None at D/II		
<b>C10</b>	The risk of legal challenge in relation to the Council's decision making, contracting and other processes'.	Paul Wildsmith/Cath Whitehead	None at C/II		See main report paragraph 9(a)(ii)
<b>C12</b>	Financial implication of the Carlbury Landslip	Richard Alty	None at BII	Escalated to Corporate level until completion of remedial works	See main report paragraph 9(a)(iii)
<b>C13</b>	Managing the MTFP via cultural changes and inputs from the public and partners, this would risk cuts in priority services if not achieved.	Paul Wildsmith/Ada Burns	New at C/II		See main report paragraph 9(a)(iv)

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
C14	Failure to achieve movement towards the conditions needed for Darlington to survive and thrive in a climate of reduced resources will further threaten services	Cath Whitehead/Ad a Burns	New at C/II		See main report paragraph 9(a)(v)

**RISK MATRIX**

**PEOPLE GROUP**

<b>LIKELIHOOD</b>	A Very High				
	B High			<b>15, 24</b>	
	C Significant		<b>23</b>	<b>1, 27</b>	
	D Low		<b>26</b>		
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
<b>IMPACT</b>					

## PEOPLE GROUP RISK REGISTER

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
PE1	Increased number of Looked After Children and budgetary impact.	Jenni Cooke	None at C/II		See main report paragraph 9(b)(i)
PE9	Primary admissions and shortage of places especially relating to Reception Classes	Jenni Cooke	Deleted from DII	Risk deleted there is now a sufficiency of primary school places within the borough following completion of capital works	
PE15	Self Directed Support – inability to ensure compliance with requirements for self directed support; individual budgets and direct payments within required timescales	Ann Workman	None at B/II		See main report paragraph 9(b)(ii)
PE23	Continuity of external funding streams and financial allocation	Jenni Cooke	None at CIII		
PE24	Budget savings not realised through services promoting and supporting independence in the community	Ann Workman	None at B/II	MTFP 2014-16 has identified £3M savings within Adult Social Care which are challenging across this service.	See main report paragraph 9(b)(iii)

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
PE26	Foster Carers Recruitment and Retention	Jenni Cooke	None at D/III		
PE27	Failure to deliver final Better Care Fund submission by 4th April 2014 with appropriate internal sign-off.	Duncan Clark	New at C/II	New risk relating to the delivery of this report. The report has interdependencies across service areas and the potential budgetary impact on the Council	See main report paragraph 9(b)(iv)

**APPENDIX C****Place Group now split between Neighbourhood services and Resources Group and Economic Growth Group**

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
PL4	Investment in regeneration projects is not delivered	John Anderson	Now EG1		
PL6	The management of Council risks in respect of Tees Valley Unlimited and LEP	John Anderson/ Richard Alty	Now EG2		
PL8	A sustained reduction in Group Income (e.g. car parks, leisure, building services) adversely impacts upon the MTFP	John Anderson Ian Thompson Dave Winstanley Pauline Mitchell	Now EG3 and RE18		
PL11	Floods and Water Act Implementation	Bill Westland	Deleted from E/III	Risk deleted as contract now in place and operating. Work is ongoing to clarify key roles and responsibilities in-house.	



<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Pan for Risks Above the Appetite Line that have not moved</b>
PL13	Delivery of Strategic options for Place, MTFP and Transformation Projects	Pauline Mitchell/ Richard Alty	Now RE19		
PL15	Failure to relocate the Depot	Ian Thompson	Now Re 20		
PL16	Health and Safety Executive inspections and investigations with adverse findings	Dave Winstanley Pauline Mitchell Ian Thompson John Anderson	Deleted from D/III	The Health and Safety Executive inspections have happened and systems are in place.	
PL17	Ability to adequately address the affordable housing requirement	Pauline Mitchell	Now RE21		
PL19	Reduction in rental income due to Welfare Reform and economic pressures	Pauline Mitchell	Now RE22		
PL21	The Financial implications of Carlbury Landslip	Dave Winstanley	Now C12		

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
PL22	Provision of sufficient Car Parking space within the Town Centre	John Anderson	Now EG4		
PL23	Traffic Congestion in the Town Centre due to Regeneration projects	Dave Winstanley	Now EG5		

**RISK MATRIX**

**ECONOMIC GROWTH GROUP**

<b>LIKELIHOOD</b>	A Very High				
	B High				
	C Significant			<b>1, 3, 4, 5, 6, 7</b>	
	D Low			<b>2</b>	
	E Very Low				
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
<b>IMPACT</b>					

## **ECONOMIC GROWTH GROUP RISK REGISTER**

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
EG1 (previously PL4)	Investment in regeneration projects is not delivered	John Anderson	None at C/II		See main report paragraph 9(c)(i)
EG2 (previously PL6)	The management of Council risks in respect of Tees Valley Unlimited and LEP	John Anderson/ Richard Alty	None at D/II		
EG3 (previously PL8)	A sustained reduction in Group Income (e.g. car parks, ) adversely impacts upon the MTFP	John Anderson Dave Winstanley	None at C/II		See main report paragraph 9(c)(ii)
EG4 (previously PL22)	Provision of sufficient Car Parking space within the Town Centre	John Anderson	None at C/II		See main report paragraph 9(c)(iii)
EG5 (previously PL23)	Traffic Congestion in the Town Centre due to Regeneration projects	Dave Winstanley	None at C/II		See main report paragraph 9(c)(iv)

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
EG6 (previously PL24)	Reduced usage of Town Centre and its facilities due to extensive capital developments and highways improvements during 2014/15	John Anderson	New at C/II		See main report paragraph 9(c)(v)
EG7	Financial implications of Maintaining and conserving key capital assets within the borough	Brian Boggon joint risk with Resources at RE17	New at C/II		See main report paragraph 9(c)(vi)

**RISK MATRIX****NEIGHBOURHOOD SERVICES AND RESOURCES GROUP**

<b>LIKELIHOOD</b>	A Very High				
	B High				
	C Significant		2, 21	8, 18, 19, 20, 22	
	D Low		1, 3, 5, 7,	15, 16,	
	E Very Low			9	
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
<b>IMPACT</b>					

## **NEIGHBOURHOOD SERVICES AND RESOURCES GROUP RISK REGISTER**

<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
RE1	VAT (Planning expenditure in terms of capital)	Elizabeth Davison	None at D/III		
RE2	Fraud in General	Brian James	None at C/III		
RE3	ICT security arrangements inadequate	Ian Miles	None at D/III		
RE5	Increased sickness absence adversely affects service delivery	Elizabeth Davison	None at D/III		
RE7	Sustained reduction in departmental income adversely impacts upon the MTFP	Elizabeth Davison	None at D/III		
RE8	Significant exposure to Equal Pay claims	Elizabeth Davison	None at C/II		See main report paragraph 9(d)(i)
RE9	Instability within financial markets adversely impacts on finance costs and investments	Elizabeth Davison	None at E/II		

Risk No.	Risk	Responsible Person	Movement in Period	Reason for Movement on Matrix	Progress on Action Plan for Risks Above the Appetite Line that have not moved
RE14	Council Tax Collection could be adversely affected by downturn in the economy Welfare Benefit Reforms	Pauline Mitchell	Deleted from C/III	Council Tax levels of repayment have not been affected by the Welfare reforms and the collection rate has been increased from 97.5% to 98%	
RE15	<b>New Wording</b> Unable to create a culture of change and gain community support for Building Stronger Communities and achieve associated demand reduction.	Cath Whitehead	Re-emerging risk at D/II	Previously People Risk PE7 now reworded for new vision	
RE16	<b>New Wording</b> Significant impacts arising from the reduction in available cash/resources to the local economy, Council and businesses due to the impacts of Welfare Reform.	Cath Whitehead	From C/II to D/II	Impacts of Welfare Reform continue to be closely monitored. This is now a formal project led by the Organisational Planning Unit, with appropriate governance arrangements and reporting mechanisms in place	



<b>Risk No.</b>	<b>Risk</b>	<b>Responsible Person</b>	<b>Movement in Period</b>	<b>Reason for Movement on Matrix</b>	<b>Progress on Action Plan for Risks Above the Appetite Line that have not moved</b>
RE18 (previously PL8)	A sustained reduction on Group Income (eg Leisure, Building Services) adversely impacts upon the MTFP	Ian Thompson	None at C/II		See main report paragraph 9(d)(ii)
RE19 (previously PL13)	Delivery of Strategic Options including Housing and Building Services, MTFP and Transformation Projects	Pauline Mitchell	None at C/II		See main report paragraph 9(d)(iii)
RE20 (previously PL15)	Failure to relocate the Depot	Ian Thompson	None at C/II		See main report paragraph 9(d)(iv)
RE21 (previously PL17 and PE14)	Ability to adequately address the affordable housing requirement	Pauline Mitchell	None at C/III		
RE22 (previously PL19)	Rental Income could be adversely affected by Welfare benefit reforms	Pauline Mitchell	None at C/II		See main report paragraph 9(d)(v)

## **CORPORATE RISK MANAGEMENT GROUP**

### **TERMS OF REFERENCE**

#### **1. Remit / Purpose of the Group**

- a) Receive Corporate and Group Risk Registers for information.
- b) Consider insurance claims information to identify adverse trends, agree appropriate remedial action and monitor outcomes.
- c) Consider Near Miss statistics including incidents and action taken.
- d) Act as a forum for the sharing of best practice
- e) Approve expenditure from the Corporate Risk Management Fund and monitor outcomes.
- f) Identify and agree Risk Management training requirements and arrange for delivery.
- g) Consider other matters related to risk and insurance as necessary

#### **2. Membership**

The Group will be Chaired by the Head of Corporate Assurance and Serviced by the Finance Officer - Risk Management and Insurance.

Membership will be nominated and/or endorsed by Chief Officers Board and will consist of Officers with the appropriate knowledge and authority to ensure the Group's remit is fulfilled.

On occasion, sub-groups may be set up to address project/risk specific items. The Chair of those groups will report to the Corporate Risk Management Group.

A representative from the Council's Insurers will be invited to attend the Group.

#### **3. Frequency of meetings**

The Group will meet six monthly and minutes will be circulated for approval following each meeting.

#### **4. Reporting**

The work/achievements of the Group will be reported six-monthly to Chief Officers Board and the Audit Committee. The report will be prepared by the Head of Corporate Assurance in consultation with relevant Officers.

#### **5. Group Review**

The Group will review its Terms of Reference and membership annually to ensure that they remain up to date and relevant.