



	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	AUDIT COMMITTEE – 23 NOVEMBER 2021
Report Number	AGENDA ITEM 8
Subject	CORPORATE RISK REGISTER UPDATE AND UPDATED RISK AND OPPORTUNITY MANAGEMENT STRATEGY
Wards affected	ALL
Accountable member	Cllr Joe Harris, Leader Email: joe.harris@cotswold.gov.uk
Accountable officer	Rob Weaver, Chief Executive Email: rob.weaver@cotswold.gov.uk
Summary/Purpose	To update the Committee on the changes to the Council's corporate risk register at the end of 2021/22 Q2 and put before members a revised Risk and Opportunity Management Strategy for approval.
Annexes	Annex A Corporate Risk Register 2021/22 Q2 Annex B Risk Scoring Matrix Annex C Proposed Risk and Opportunity Management Strategy
Recommendation(s)	<i>(a) To note the updates to the Council's corporate risk register; and (b) Approve the Risk and Opportunity Management Strategy at Annex C</i>
Corporate priorities	Not applicable
Key Decision	NO
Exempt	NO
Consultees/ Consultation	The Risk and Opportunity Policy has been shared with statutory officers, Executive Directors and Group Managers



1. BACKGROUND

- 1.1. Risk and Opportunity Management is the process used to identify, evaluate and manage the whole range of business risks and opportunities facing an organisation. It is vital to ensure the effective operation of the Council and delivery of its Corporate Plan.
- 1.2. A risk can be defined as the potential of something happening which may have a negative impact on the Council's ability to deliver services, projects and achieve its objectives. Conversely, an opportunity will enhance the Council's ability to achieve and effectively deliver, however there are often risks inherent in pursuing opportunities. By being alert to this and putting in place mechanisms to manage both the risks and opportunities effectively, the Council will be in a better position to continue to deliver services, remain viable, continue to innovate and use resources more efficiently.
- 1.3. Risk management is not necessarily about being 'risk averse', it is about being 'risk aware'. Risk is ever present and some element of risk taking is inevitable if the Council is to achieve its priorities and objectives. Effective risk management is about making the most of opportunities and about achieving defined objectives once those decisions are made. By being risk aware the Council is in a better position to avoid threats and take advantage of opportunities.
- 1.4. Whilst historically the Council has managed strategic risks to varying degrees, little attention has been placed on the management of opportunities, furthermore a recent audit identified some inconsistencies in approach around the management of risk, specifically around operational and project risks. It is for those reasons that a new approach, coupled with robust reporting and management procedures are presented to the Audit Committee for approval by way of the Risk and Opportunity Management Strategy.

2. RISK REGISTER

- 2.1. The Corporate Risk Register was updated by the risk owners at the end of Q2 and is attached at Annex A.
- 2.2. The methodology for scoring is attached at Annex B for information.
- 2.3. CRR-030 - This risk concerns the recycling contract with Ubico and has reduced as the likelihood of disruption due to Covid is reducing.
- 2.4. CRR-030 - This risk relates to the handling of the Council dealing with local emergencies, including flooding of households. The risk has reduced following introduction of pre-recorded telephone messages and flood warden scheme.

3. RISK AND OPPORTUNITY MANAGEMENT STRATEGY

- 3.1. As mentioned above, robust risk and opportunity management is vital to ensuring good governance and to the delivery of the Council's Corporate Plan. With that in mind officers have been working on a comprehensive review of existing policies, with a view to ensuring that risks and opportunities are effectively managed at all levels of the Council (and Publica).
- 3.2. To deliver comprehensive risk and opportunity management, and to ensure compliance with current audit recommendations, it is necessary for the Council to adopt a revised approach that captures how it manages both risks and opportunities across all levels and activities. This is encapsulated in the revised strategy document attached at Annex B.
- 3.3. Members will note that in order to bring detail to the strategy and to ensure that all staff are aware of their roles and responsibilities, Publica have developed a Risk and Opportunity



- 3.4.** Management Guide. This document, which is attached to the Council Strategy as Annex A, seeks to supplement the Council's Strategy by setting out in detail the processes and procedures to be followed, bringing the management of risks and opportunities to life by using examples and setting clear requirements.

4. FINANCIAL IMPLICATIONS

There are no direct financial implications of this report but there are a number of financial risks facing the Council which are set out in the risk register.

5. LEGAL IMPLICATIONS

None.

6. RISK ASSESSMENT

The purpose of this report is to consider the range of risks facing the Council.

7. BACKGROUND PAPERS

- 7.1 The following documents have been identified by the author of the report in accordance with section 100D.5(a) of the Local Government Act 1972 and are listed in accordance with section 100 D.1(a) for inspection by members of the public:

- Previous version of Strategic Risk Register.

- 7.2 These documents will be available for inspection at the Council Offices at Trinity Road, Cirencester during normal office hours for a period of up to 4 years from the date of the meeting. Please contact the author of the report.