

Audit and Risk Committee

18 September 2017

Report title	Strategic Risk Register and Strategic Assurance Map	
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Originating service	Audit	
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Report to be/has been considered by	Strategic Executive Board	5 September 2017

Recommendations for noting:

The Committee is asked to note:

1. The strategic risk register at Appendix A.
2. The increase in the risk score for risk 9 – City Centre Regeneration, due to cost and programme control issues, relating to a small number of significant City Centre regeneration projects.
3. The reduction in the risk score for risk 26 – Community Cohesion, due to the reduction in the likelihood of an incident occurring.
4. The main sources of assurance available to the Council against its strategic risks at Appendix B.

1.0 Purpose

- 1.1 To keep members of the Audit and Risk Committee aware of the key risks the Council faces, and how it can gain assurance that these risks are being mitigated.

2.0 Background

- 2.1 The Council is no different to any organisation, and will always face risks in achieving its objectives. Sound risk management can be seen as the clear identification and management of such risks to an acceptable level.
- 2.2 The strategic risk register was last presented to the Committee in July 2017 and included an update on the progress made on the mitigation of these risks. As a result of the short period since this update, there have only been a small number of changes to the register. A summary of the register is included at Appendix A of this report which sets out the assessment of the risks as at August 2017.
- 2.3 The strategic risk register does not include all of the risks that the Council faces. It represents the most significant risks that could potentially impact on the achievement of the corporate priorities. Other risks are captured within operational, programme, project or partnership risk registers in line with the Council's corporate risk management framework and strategy.
- 2.4 Appendix B provides a summary of the Council's strategic assurance map which follows the three lines of defence model (shown below). The assurance map details where the Committee can gain assurance against the strategic risks. This too is a live document and is updated alongside the monitoring and reviewing of the strategic risk register.

The three lines of defence model:

First line	Second line	Third line
The first level of the control environment is the business operations which perform day to day risk management activity	Oversight functions such as Finance, HR and Risk Management set directions, define policy and provide assurance	Internal and external audit are the third line of defence, offering independent challenge to the levels of assurance provided by business operations and oversight functions

3.0 Progress, options, discussion, etc.

- 3.1 The strategic risk register will be updated as required, and presented at approximately quarterly intervals to the Committee. The Committee can also take the opportunity to 'call in' individual risks for further review from time to time. At the last meeting, the Committee

requested risk 21 – Transforming Adult Social Care and risk 27 - Safety concerns around the City's tower blocks to be called in for the September 2017 meeting. Further details regarding these risks are included in the risk register at appendix A and the risk owners will be attending the meeting to discuss the risks with the Committee.

4.0 Financial implications

- 4.1 There are no financial implications associated with the recommendations in this report as Councillors are only requested to note the strategic risk register summary. Financial implications may arise from the implementation of strategies employed to mitigate individual corporate risks, but these will be evaluated and reported separately if required.
[SR/25082017/R]

5.0 Legal implications

- 5.1 Although there may be some legal implications arising from the implementation of the strategies employed to mitigate individual strategic risks, there are no direct legal implications arising from this report.
[TS/300082017/Q]

6.0 Equalities implications

- 6.1 Although there may be equalities implications arising from the implementation of the strategies employed to mitigate individual strategic risks, there are no direct equalities implications arising from this report.

7.0 Environmental implications

- 7.1 Although there may be some environmental implications arising from the implementation of the strategies employed to mitigate individual strategic risks, there are no direct environmental implications arising from this report.

8.0 Human resources implications

- 8.1 Although there may be some human resource implications arising from the implementation of the strategies employed to mitigate individual strategic risks, there are no direct human resource implications arising from this report.

9.0 Corporate landlord implications

- 9.1 There are no corporate landlord implications arising from the recommendations made in this report.

10.0 Schedule of background papers

10. None.