Appendix B: Templates and Process for Risk Recording and Reporting

We recognise that risk reporting needs to be informative, accessible and focused to support transparency, decision making and a focus on assurance over actions. To do this we have three aspects to our corporate risk reporting suite. The format for these risk registers are set out below confirm which elements are mandatory and discretionary for risk recording and reporting.

	A Strategic Risk Summary	B Risk Register	C Risks for Information
Strategic Management Team	M	M	M
Directorate Leadership Team	M	M	M
Assistant Director / Service	D	M	D
Programme / Project	D	M	D

A. Strategic Risk Reporting (areas of risk that are forecast to remain after 12 months)

There are some areas of risk that are so well established they are actively managed through established systems and processes. They remain risks but are managed largely through Council governance arrangements and assurance responses. These can be at corporate or directorate level. They are medium term risks that will continue to impact the Council or Directorate for a period of more than 12 months.

These areas of risk still need to be managed and overseen and may require specific additional actions and owners to be determined. However the governance groups as described in this assessment are designed to oversee the response to these risks. SMT or DLTs should seek assurance over their effectiveness and where this is lacking should agree planned actions. We record the last assessment of risk, the current assessment and (for DLTs) the corporate level assessment where this is appropriate. New actions have a deadline for completion and owner.

Strategic Risk Area	Governance	Key Assurances	Risk (LxI)			New Actions and Owners
			Last	DLT	Corp	
A. e.g. Market Capacity and Supply Chain Resilience	e.g. Commercial Board	e.g. Due Diligence Framework				e.g. Care Home Capacity Review by April 2024. BE
B. e.g. Financial Resilience and Balancing the Budget	e.g. Executive, Scrutiny and Budget Council	e.g. 1/4ly full budget monitoring report				e.g. review of fees and charges by June 2024. TW

B. Risk Register (Next 12-18 months)

Some risks require active and agile management at each risk register review. These are risks that are volatile or may materialise within the next 12-18 months. Risks that are expected to persist beyond that that period can still be captured but should be considered for inclusion in section A above. As a guideline should contain no more than 10-15 top risks.
These risks should be actively managed with a clear focus on 3 key sources assurances / areas of control that are in place and actions, timescales and owners proposed to reduce risk to the target score within the agreed timescale (6 months for SMT and DLT risks).

#	Ref	Risk	Theme	Appetite	Owner	Key Assurances	Risk (LXI)			Actions and Targets
							Last	Current	Target	

- # risk number for current register
- Reference Number - Unique reference allocated to every risk added to register – these remain with the risk even when archived
    - For CRR these are CRR1, CRR2 etc
    - For Directorate these are PHRR, ASRR, CSRR, DCXRR, CTRR, GNRR, NSRR
    - For Service, Programme, Project select and agree own convention with AD/Service Head/SRO
- Risk
- Theme
- Appetite - Based on theme and closest match to risk description
- Risk Owner
- Description of current key sources of assurance and key controls
- Risk Likelihood (after current controls) from 1-5
- Risk Impact (after current controls) from 1-5
- Risk Score (likelihood X Impact) 1-25
- Target risk
    - For CRR and DRR this is the target risk to be achieved in 6 months
    - The target risk may be the lower, higher or the same as the current risk as there may be other factors that mean staying the same or even minimising the increase in risk is a positive outcome
    - For Service, Programme, Project this can be defined and agreed by the DLT lead or SRO.

- Description of planned actions and additional controls with target dates and owners for completion of action

C. Information Risks (up to top 5)

These are the top risks shared by Chief Officers (for the CRR) or Asst Directors / Heads of Services (for the DRR). They are to ensure that SMT / DLT colleagues and the CEX / Chief Officer are sighted on risks across the Council / Directorate. They should describe only the risk and current risk score.

1	2	3	4