

AUDIT AND GOVERNANCE COMMITTEE



Report subject	Risk Management - Corporate Risk Register Update
Meeting date	15 January 2025
Status	Public Report
Executive summary	<p>This report updates councillors on the position of the council's Corporate Risk Register. The main updates are as follows:</p> <ul style="list-style-type: none">• No new risks have been added during the quarter.• No risks have been removed or de-escalated during the quarter.• Material updates for this quarter are outlined in section 11.
Recommendations	<p>It is RECOMMENDED that:</p> <p>Members of the Audit and Governance Committee note the update provided in this report relating to corporate risks.</p>
Reason for recommendations	To provide assurance that corporate risks are being managed effectively and continue the development of the council's arrangements for risk management and enhance its governance framework.

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Wards	Council-wide
Classification	For Update and Information

Background

1. Risk can be broadly defined as the possibility that an action, issue or activity (including inaction) will lead to a loss or an undesirable outcome. It follows that risk management is about the identification, assessment and prioritisation of risks followed by co-ordinated control of the probability and impact of that risk.
2. In accordance with the Financial Regulations and the Risk Management Policy, the Audit and Governance Committee are specifically responsible for ensuring appropriate and effective risk management processes. In practice, this means that the committee members must assure themselves that the council's risk management framework is appropriate and operating effectively. The council's Corporate Risk Register is an important element of this framework and is reviewed and updated on a quarterly basis.
3. In line with the decision-making framework in place for BCP Council it was agreed that effective from day one BCP Council would, as an interim measure, adopt the legacy Bournemouth risk management framework. The scoring matrix in this framework was adjusted to reflect the increased remit of the new authority.
4. In addition to the quarterly reviews, in immediate practical terms, the Corporate Management Board (CMB) continues to monitor risks and ensure appropriate and proportionate mitigating actions continue and evolve as risks change.

Corporate Risk Review

5. Members will recall from the previous updates that the Corporate Risk Register was established at the commencement of BCP Council. It has been routinely reviewed on a quarterly basis.
6. In order to provide the committee with insight in terms of the approach to risk management, a summary of the process followed is shown at Appendix 1.
7. To assist in the understanding of prioritisation of risk, the council's risk matrix and definitions is shown at Appendix 2.
8. At Appendix 3 a dashboard is included with summarised information.
9. To assist the committee with the context of the corporate risks, at Appendix 5 is a diagram which outlines the risk hierarchy in place in the organisation.

10. Each risk is given a unique identifying number so where risks have been removed from the register the numbers will no longer run sequentially. To assist the committee a table of the full risks is shown at the beginning of Appendix 4. This is ranked according to the net risk score from the highest to the lowest.

Changes in Risk During Quarter 3 – 2025/2026

11. During the quarter, the risks have been reviewed and in addition to the updates to each risk, the material updates to the register are as follows:
 - a) Risk CR02 – We may fail to achieve appropriate outcomes and quality of service for children and young people including potential inadequate safeguarding, an interim update is provided in relation to this risk and it should be noted that the outcome of the SEND Local Area Partnership Inspection is awaited.
 - b) Risk CR04 – We may suffer a loss or disruption to IT Systems and Networks from cyber attack, an interim update has been provided for this risk. In December 2025, a corporate cyber exercise took place to assist in testing the council's preparedness. The outcomes of this exercise will be taken into consideration in the next update of the risk.
 - c) Risk CR15 - We may fail to have in place suitable talent attraction, retention and succession planning, staff wellbeing and support. In reviewing the risk during the quarter, consideration was given as to how any risks around the implementation of the new payroll solution for BCP Council should be reflected. The risk will be considered further in the next quarter.
 - d) Risk CR16 – Partnerships may not support delivery of the corporate strategy, objectives or priorities, the title and risk content has been updated for this risk. During the next quarter consideration will be given as to whether this risk should remain at a corporate level or whether it should be delegated to all director level risk registers to consider the risk levels across the organisation. Prior to this action, assurance will be sought that the partnership framework is operational and provides the relevant performance information facilitating corporate oversight.
12. In addition to the usual update process and as part of the on-going risk reviews, the re-addition of the previous corporate risk – CR08 – Inability to run an election/referendum, will be considered during the next quarter. This risk is routinely included as a corporate risk in the run up to any elections. This risk will be reviewed in the context of the new town council elections in May 2026.
13. Whilst it may be noted that many of the risk scores have not changed, this is not reflective of management action or inaction. Risks will continue to be influenced by a number of factors including national impacts and operational environment changes. During each quarter risk owners routinely review the allocated scores along with further discussion by CMB.
14. During this quarter in addition to the review of individual risks, the connectivity of risks continues to be considered in relation to the Corporate Risk Register. CMB will continue to be mindful of the accumulation of risk. New risk causes may impact across several risks and in turn compound the overall risk position for the council in a negative way.
15. Full details of the updates for this quarter can be found in Appendix 4.

Director Level Risk Review

16. As part of this quarter's considerations, Corporate Directors reviewed the risk registers within their directorates to identify whether any risks currently considered at Director level should be escalated to the corporate risk level. The position was then discussed by CMB as a group to confirm the decisions.
17. As a result of these discussions the following was noted and agreed:
 - a) Corporate Directors will continue to review all risks rated High within their directorates. This currently equates to 39% of the total Director level risks.
 - b) The above review will include the consideration of whether any risks or commonality of risk need to be escalated or added to the Corporate Risk Register.

Key Assurance Risk Review

18. As part of the overall risk framework and to ensure risks are considered at all levels, CMB also considered those risks identified as part of the key assurance risk framework. This included the following risk registers:
 - Health and Safety and Fire Safety Board
 - Resilience Governance Board
19. The Information Governance Board risk register was not available at the time of the compilation of the report to CMB.
20. CMB reviewed these risks and considered whether either individual risks or a board level risk needed to be included on the Corporate Risk Register. No risks were escalated from these registers during the quarter.

Dynamic Risk Review Process

21. Recognising the rapidly changing environment and the increasingly complex interaction between some of the corporate risks, a standard agenda item has been added to CMB to add a further layer to the risk review process.
22. This process allows for more dynamic consideration of the immediate responses required to some of the corporate risks, which will help the Corporate Risk Register to be considered, managed and communicated through the organisation.
23. The consideration of the risks in this way will also inform the regular quarterly reviews that continue to take place in a more timely manner, by flagging changes in risk profile ahead of the regular reviews with risk owners, which will continue to take place.
24. In support of the continuing development of the risk framework, the Corporate Strategy Delivery Board continues to complete review risks as part of the standard agenda.
25. Planned for the January 2026 meeting is a review of the risk framework to consider the overall process for future risk identification and reporting.

Risk Management Process and Development

26. The process of developing a new Risk Management Policy for the council continues. The policy draws upon best practice as set out in standards such as the Orange Book, ISO 31000, CIPFA and ALARM (Association of Local Authority Risk Managers).
27. The policy has been finalised and will be considered by the Corporate Strategy Delivery Board as part of the review of the risk management framework. Following this review an update on the position will be provided to this committee.

Service Development

28. In addition to the reviews of corporate risks, the Risk Management team continues to be engaged in the refresh of director level risk registers. This includes engaging with services to understand their current risk arrangements, how these can be improved to deliver a proactive and dynamic risk management environment and how the Risk Management team can support them in this to deliver a consistent and embedded approach to risk management throughout the council.
29. As part of the role of the team, continuous “horizon scanning” is undertaken to identify issues that may give rise to risk for the council. When matters are identified, these are raised with the relevant Corporate Director/Director for review and consideration of any necessary action. Examples during this quarter include:
 - Routinely reviewing the outcomes of partial assurance internal audit reports to raise risk issues with the relevant service risk champion to ensure, if appropriate, they are suitably reflected and captured in the directorate risk register.
 - Circulating information from a risk management perspective on various topics.
 - Sharing training opportunities on areas of risk.
30. The new Risk App is now in use with Director Level Risk Registers being updated directly on the system.
31. The suite of dashboards and reports have been identified and will now be considered by ICT in terms of the further development phase which is now underway.

Summary of financial implications

32. Financial implications relevant to risks are detailed within the relevant risk registers.

Summary of legal implications

33. There are no direct legal implications from this report.

Summary of human resources implications

34. There are no direct human resources implications from this report.

Summary of sustainability impact

35. There are no direct sustainability implications from this report.

Summary of public health implications

36. There are no direct Public Health implications from this report.

Summary of equality implications

37. There are no direct equality implications from this report.

Summary of risk assessment

38. The risk management implications are set out within the content of this report.

Background papers

Risk Management – Corporate Risk Register Update Report to the Audit and Governance Committee on 16 October 2025.

Appendices

Appendix 1 - Summary of Risk Management Process

Appendix 2 - BCP Council's Risk Matrix and Definitions

Appendix 3 - Risk Dashboard

Appendix 4 - Full Risk Details Including Summary

Appendix 5 - Risk Hierarchy