



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

MONDAY 11TH DECEMBER 2017
AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, C. J. Bloore, S. R. Colella, M. Glass, C.A. Hotham, R. J. Laight, C. J. Spencer, P.L. Thomas and M. Thompson

AGENDA

1. Apologies for Absence and Named Substitutes
2. Declarations of Interest and Whipping Arrangements

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. To confirm the accuracy of the minutes of the meeting of the Overview and Scrutiny Board held on 27th November 2017 (to follow)
4. Transport Planning Report - Verbal Update
 - (i) Discussion with Representative from Worcestershire County Council Highways Team
5. Risk Management Framework and Strategy - pre-scrutiny (Pages 1 - 14)
6. Finance and Budget Working Group - Update
7. Measures Dashboard Working Group - Update
8. Task Group Updates

9. Worcestershire Health Overview and Scrutiny Committee - Update
10. Cabinet Work Programme (Pages 15 - 20)
11. Overview and Scrutiny Board Work Programme (Pages 21 - 26)
12. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting.

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

1st December 2017

INFORMATION FOR THE PUBLIC

Access to Information

The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Recently the Freedom of Information Act 2000 has further broadened these rights, and limited exemptions under the 1985 Act.

- You can attend all Council, Cabinet and Committee/Board meetings, except for any part of the meeting when the business would disclose confidential or “exempt” information.
- You can inspect agenda and public reports at least five days before the date of the meeting.
- You can inspect minutes of the Council, Cabinet and its Committees/Boards for up to six years following a meeting.
- You can have access, upon request, to the background papers on which reports are based for a period of up to six years from the date of the meeting. These are listed at the end of each report.
- An electronic register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc. is available on our website.
- A reasonable number of copies of agendas and reports relating to items to be considered in public will be made available to the public attending meetings of the Council, Cabinet and its Committees/Boards.
- You have access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned, as detailed in the Council’s Constitution, Scheme of Delegation.

You can access the following documents:

- Meeting Agendas
- Meeting Minutes
- The Council’s Constitution

at www.bromsgrove.gov.uk

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RISK MANAGEMENT HANDBOOK – TOP TIPS FOR MANAGERS GUIDANCE

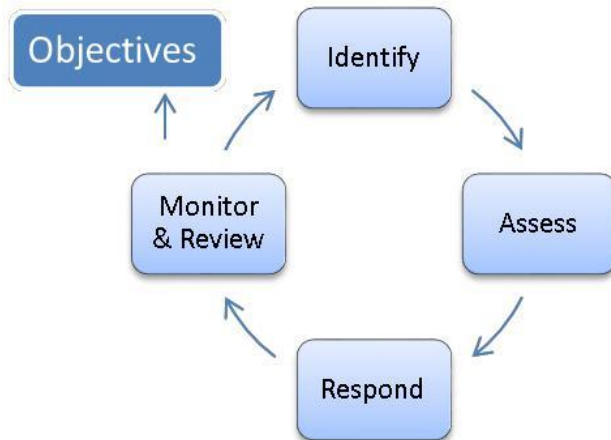
RISK MANAGEMENT AT BDC

The **Risk Management Handbook** provides an overview for all staff of the council's approach to Risk Management, including the extent to which Performance Management and Data Quality are integral to this.

This '**Top Tips for Managers**' Guide aims to provide more detailed guidance for Service Managers to support the identification and management of risk, aligned with the available resources, and contributing to the delivery of the council's overall strategic purposes.

RISK MANAGEMENT CYCLE

The Risk Management Cycle must be applied both to strategic and operational risks. It is as follows:



IDENTIFY YOUR RISKS

- A risk is an event or action that will have an affect on our ability to achieve our purposes
- Those best placed to identify risks are those who are responsible for the delivery of the purposes.

To be effective, Risk Management needs to be aligned with corporate aims, purposes and priorities. At BDC, risk is embedded at the heart of planning and ongoing performance management.

Strategic risks recorded on the Corporate Risk Register:

- The risks that are potentially damaging to the achievement of the council's overall purposes, or have an impact on the council corporately (e.g. damage to reputation). Strategic risk management is a task for the CMT, in close liaison with elected members.
- **Corporate Plan**

Operational risks recorded in individual Operational Risk Registers:

- The risks associated with individual service delivery, which will be managed by the Service Managers responsible for delivering those services

RISK MANAGEMENT – TOP TIPS

You can begin to think about your potential risks using a range of tools. These could include:

- Analysing past claims and other losses;
- Analysing past corporate incident/failures;
- Health & Safety inspections;
- Induction training & performance meetings;
- Staff and customer feedback

It may also help to think about the kinds of categories in which risks may sit. Suggestions are listed at Appendix I to assist.

ASSESS YOUR RISKS

Once the potential risks to service delivery have been identified, these need to be analysed by:

- Assessing the likelihood of the risk occurring
- Assessing the impact of the risk

Measure the LIKELIHOOD – the chance of something nasty happening

- **High** – event expected to occur in most circumstances
- **Medium** – might occur in most circumstances
- **Low** – likely to occur only in exceptional circumstances

Measure the IMPACT – the effect that something nasty happening would have

Seven criteria can help up measure impact; injury to personnel, loss of service, damage in reputation, number of people involved, scope for complaint/litigation, amount of financial loss or regulatory breach.

We use the following three categories to measure impact. Each can be defined in line with the seven criteria. However, it should be noted that these criteria are for **guidance only** and do not need to all apply exactly. Each risk should be considered individually.

CRITICAL

1. Death, extensive permanent injuries, long term injury
2. Short to medium term loss of service capability
3. Adverse local publicity, potential for embarrassment nationally
4. More than 40 people involved
5. Strong possibility of litigation
6. Financial loss in excess of £250,000
7. Breaches of law punishable by fines and/or imprisonment

SIGNIFICANT

1. Medical treatment required, long term sickness
2. Short to medium term disruption to service capability
3. Needs careful public relations management
4. Up to 40 people involved
5. High potential for complaint, litigation possible
6. Financial loss between £50,000 and £250,000
7. Breaches of regulations/national standards

NOTICEABLE

1. No injuries beyond 'first aid' level
2. No significant disruption to service capability
3. Unlikely to cause any adverse publicity
4. No more than 6 people involved
5. Unlikely to cause complaint/litigation
6. Financial loss below £50,000
7. Breaches of local procedures/standards

NB. A number of low impact incidents may have a significant cumulative effect and require attention.

**** Wherever possible, describe your risk using:
“Loss / failure of xxx, leading to xxx, resulting in xxx” ****

RISK MANAGEMENT – TOP TIPS

ASSESS contd.

After assessment, the likelihood and impact measures can be input into our Risk Matrix:

Page 3

RISK ASSESSMENT MATRIX

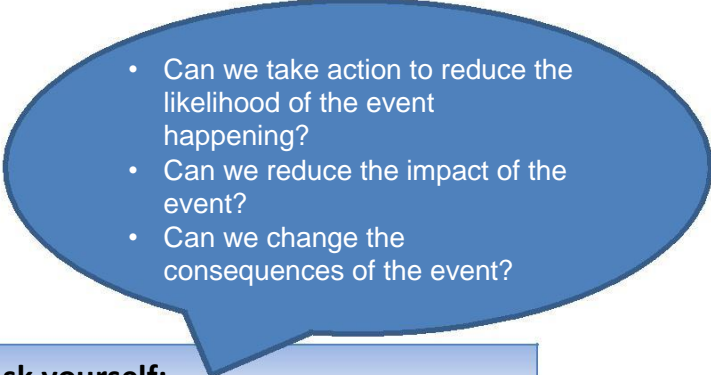
HIGH	4	7	9
MEDIUM	2	5	8
LOW	1	3	6
	NOTICEABLE	SIGNIFICANT	CRITICAL
	IMPACT		

This will produce a 'score' for the risk and, more importantly, a colour risk rating (i.e. red, amber or green). These colours define our Risk Appetite (the level of risk we are willing to accept), and therefore guide how we will respond to each risk. *(note this may change subject to current work to identify risk appetite)* The ratings are:

Unacceptable risk: immediate control improvement required
Acceptable risk: monitor closely and seek cost effective control improvements
Acceptable risk: review regularly and seek low cost control improvements if possible

RESPOND TO THE RISKS

Our risks, once identified and assessed, must be dealt with in line with the colour rating/Risk Appetite so we are providing a proportionate and cost effective response.



Ask yourself:

We use four basic ways of responding to risk although, in practice, we will probably need to use a mixture of responses to address risk. These are;

- **Tolerate**
- **Treat**
- **Transfer**
- **Terminate**

See page four for a description of each.

RISK MANAGEMENT – TOP TIPS

Tolerate

- Do nothing / consciously accept the risk
- Certain risks cannot be adequately treated by either avoidance, transfer or control. In such cases, there is no alternative but for the council to accept the 'residual', or remaining, risk.
- We need to keep an eye on trends as too many may need investigation. Although they may not merit the cost of action, even very low risks, if repeated often enough, can become a problem that needs management.

Treat

- Take action to ensure existing controls are effective by periodic review and/or by implementing additional controls where considered necessary to reduce either the impact or likelihood that the event will materialise.
- The effort/cost must be proportionate to the level of risk.

Transfer

- Involves another party taking on, or sharing, the risk.
- Good examples of this are insurance and contracting out/shared services.
- **NB** Ultimate responsibility to undertake statutory requirements remains with the council, even if third party provision is engaged.

Terminate

- Deciding not to continue or proceed with an activity in view of the level of risk involved, wherever possible.
- **NB** Statutory requirements cannot be avoided.

RE-ASSESSING RISK

Putting in place appropriate actions to respond to the risk will allow for the risk to be measured again. The risk matrix can be used to re-evaluate the risk after control measures have been put in place, and this will provide the risk's '**residual score**'.

The 'Residual Score' should be at a level that is acceptable to management, and will also be recorded on the relevant **Risk Register (corporate or operational)**. It will give a measure of the effectiveness of the various control measures, and help to raise awareness of their importance.

It will also inform managers of the level and type of monitoring and management that will be required for the risk on an ongoing basis.

MONITOR & REVIEW THE RISKS

Effective risk management requires a reporting and review structure to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place. The **Risk Registers** record risks to the council.

Corporate Risk Register

- Published on the intranet
- Reviewed quarterly by risk management group and reported to CMT
- 6 monthly review to Audit Committee
- Annual report also produced for SMT

RISK MANAGEMENT – TOP TIPS

Operational Risk Register

- Council Plan actions and Operational Risk Registers are combined
- Maintained by service areas on the 4 Risk system
- Having carried out assessment of risk, managers must:
 - Ensure that the agreed control measures continue to be applied
 - Check whether there has been any change in circumstances that necessitate a fresh risk assessment being carried out
 - Formally review all risk assessments affecting their areas of activity quarterly, **providing a current risk score each quarter.**
 - Revisit all risks each year.

Page 5

New Risks

New risks identified throughout the year must be captured on the appropriate risk register, either by Service Managers for operational risks, and then discussed at risk management group meetings, or through notification to the HOS for corporate risks.

New corporate risks will be reported to the next quarter's CMT meeting and added to the register if deemed appropriate by CMT..

The assessment and response to new risks must be recorded in line with the Risk Management Handbook, as with any other risk.

Review

The risk assessment process involves all managers and will be repeated at least annually to monitor the effectiveness of the risk control measures implemented.

Audits are carried out in line with Internal Audit's rolling three year plan to identify opportunities for improvement. Changes in the council and the environment in which it operates will continue to be identified and appropriate modifications made to systems.

The monitoring process will provide assurance that there are appropriate controls in place for the council's activities, and that procedures are understood and followed.

DECISION MAKING, PROJECT PLANNING & WORKING IN PARTNERSHIP

Decision making

The Council needs to be able to demonstrate that it has considered the key risks associated with any proposed activity before arriving at a decision. This must also include considering the key risks associated in deciding against that proposed activity.

Risk therefore needs to be addressed at the point at which decisions are being taken. Where members and managers are being asked to make decisions they will be advised of the key risks associated with the recommendations being made.

Risk management is used to guide decisions and policy development.

RISK MANAGEMENT – TOP TIPS

Project Planning

Risk management must also be an integral part of project management, both in terms of the initial project/solution design and as part of ensuring that projects are delivered successfully.

Working in partnership

Where the council provides services in partnership, potential risks that could prevent success still need to be considered, just as though the council were providing those services itself. Risks should be managed through formal contracts and partnership agreements that clearly identify risks and allocate them to the appropriate parties. They are also included in our Corporate Risk Register.

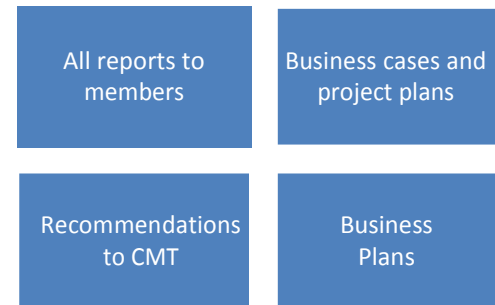
Agreeing clear partnership outcomes is essential from the outset of an agreement. There must be open communication between the partners about the key risks that the partnership faces in achieving its purposes, which are formalised in partnership agreements.

Risks in partnerships should be considered using the council's Risk Management Framework and cycle which will:

- Highlight the risks that the partnership faces
- Identify the barriers to the partnership's success
- Creates a common understanding among partners of the issues the partnership faces
- Prioritise the risks and ensures that these are regularly reviewed and monitored
- Allocates responsibility for managing the risks to the party best placed to do it
- Provides the necessary assurance to each organisation that the partnership is being adequately managed.

Risks associated with key partnerships must be regularly reviewed with the monitoring process agreed when the partnership is set up. Reports to the partnership and the individual organisations should be determined by the significance of the risks involved.

The following documents will include formal identification of associated risks:



ACCOUNTABILITIES, ROLES & RESPONSIBILITIES

The Director of Finance and Resources has the lead role for developing the council's approach to risk management. She is assisted by the Finance Manager and Insurance Officer, who support officers in implementing risk management on an annual and day to day basis.

Risks cannot be managed if they are not owned. This means the day to day responsibility for risk management lies with managers and staff.

Roles & Responsibilities are described in Appendix II.

RISK MANAGEMENT – TOP TIPS

TRAINING

Having established responsibilities for risk management, the council must ensure that staff and members have the appropriate skills to undertake the roles.

It is the responsibility of managers to ensure their staff are properly trained in the implementation of this strategy.

A programme of training will then be provided including:

- An induction to 4-risk
- Awareness raising for all staff
- Refresher training

Ad hoc training from Zurich, the council's Risk Advisers, to meet identified need

Inclusion of Risk in the Members' Handbook

This 'Top Tips for Managers' Guide is also intended for use as an ongoing training resource.

APPENDIX 1

RISK CATEGORIES

Here is a list of risk categories to help you identify your risks. Risks can be strategic, operational or sometimes a mixture of both. These categories are only intended as a guide to help you consider risk, and will not be exhaustive or cover every risk in every situation.

We also need to bear in mind Governance factors:

	Sources of Risk	Risk Examples
STRATEGIC	Business Continuity	Loss of data / records / buildings
	Infrastructure	Functioning of transport, communications and utilities infrastructure. Impact of storms, floods, pollution
	Financial	Funding sources
	Politics and Law	Effects of change of government policy, UK or EC legislation, national or local political pressures or control, meeting the administrations manifesto commitments
	Social Factors	Effects in changes in demographic, residential and social trends on ability to deliver objectives
	Technology	Capacity to deal with obsolescence and innovation, product reliability, development and adaptability to use technology to address changing demands
	Competition and Markets	Affecting the competitiveness (cost & quality) of the service and/or ability to deliver Best Value and general market effectiveness
	Stakeholder related factors	Satisfaction of: citizens, users, central and regional government and other stakeholders
	Environmental	Environmental consequences of progressing strategic objectives (e.g. in terms of energy efficiency, pollution, recycling emissions etc.)

	Sources of Risk	Risk Examples
OPERATIONAL	Finance	Associated with accounting and reporting, internal financial delegation and control e.g. managing revenue and capital resources, pensions
	Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health and safety and absence rates
	Contracts and Partnerships	Failure of Contractors to deliver services or products to the agreed cost and specification. Procurement, contract and relationship management. Overall Partnership arrangements e.g. for pooled budgets or Community Safety
	Tangible Assets	Security of land and buildings, safety of plant and equipment, control of I.T. hardware
	Environmental	Relating to pollution, noise or the energy efficiency of ongoing operations
	Processes	Infection control, inspection compliance, project management, performance management
	Professional judgement and activities	Risks inherent in professional work such as legal or other professional advice, working with children, designing buildings

	Sources of Risk	Risk Examples
GOVERNANCE	Integrity	Fraud and corruption, accountability and openness, equality and diversity, legality of actions and transactions and limits on authority
	Leadership	Reputation, authority, democratic renewal, trust and identity
	Policy and strategy	Ensuring clarity of purpose and communication. Policy planning, community planning and monitoring and managing overall performance
	Data and information for decision making	Data protection, data reliability and data processing. Information and communication quality. Effective use and interpretation of information. Control of data and information.
	Risk Management	Incident reporting and investigation, risk measurement, evaluation and monitoring

RISK MANAGEMENT HANDBOOK – Roles & Responsibilities

APPENDIX I

In the following table, risk management responsibilities relate to business as usual, projects, risks and financial performance

Employees	Resources – (Insurance Officer) <ul style="list-style-type: none"> Leading the annual review of the Risk Management Handbook/Policy and Strategy Maintaining and reporting on the Corporate Risk Register Advising Service Managers on the identification, assessment and management of operational risks during the Service Planning process Working with Service Managers on a quarterly basis to review risk management, as part of the Performance Management Framework Providing ongoing support and training to staff in relation to risk management. Consolidate inspection policy 		All Employees <ul style="list-style-type: none"> All council employees are responsible for ensuring there are robust and fit for purpose systems of internal control and risk management in place, and that they are aware of the risks that they: <ul style="list-style-type: none"> Are empowered to take Must avoid Must report upward Risk Owners are accountable for the management of their own risk, and these are defined in Risk Registers. All staff are responsible for reporting hazards/risks to their manager for escalation/consideration for inclusion in the Corporate Risk Register.
Managers Page 8	Senior Management Team / CMT <ul style="list-style-type: none"> Collectively, approving the risk management approach Considering and approving the Risk Management Policy, as formed by the Handbook Individually, ensuring risk is managed effectively in their own service area, in line with the agreed strategy Ensure risk is managed and monitored effectively in shared services (hosted and non-hosted) in their area Affirming and supporting the work of risk management throughout the council, which is an important part of the council's corporate governance arrangements Monitoring corporate risks on a six monthly basis and quarterly at CT meetings Reporting all new and amended risks to Insurance Officer for inclusion in the Corporate Risk Register, and to ensure they are linked to the budget planning process 		Service Managers <ul style="list-style-type: none"> Ensuring that all employees within their service understand and comply with the risk management policy & procedures Identifying, evaluating and managing operational risks and reporting any possible corporate risks to the Head of Service Ensure that operational risk registers are established for their services and regularly reviewed to ensure that risks are adequately monitored and managed Formally review all arrangements for risk management affecting their service areas at least annually as part of the business planning process
Members	Council The Leader of the Council is responsible for acting as the Lead Councillor for risk management.	Cabinet Cabinet is responsible for considering risk implications when making any decision	Audit, Standards & Governance Committee Notified of Corporate Risk Register and its contents on an annual basis. 6 monthly review
All Members	<ul style="list-style-type: none"> Considering risk implications in planning and decision making Have a responsibility to understand the strategic risks facing the council Bringing to the attention and discussing with officers any risks relating to the council's policies and activities, or any risks identified when undertaking duties as an elected member Have an understanding of the key council risks falling within their portfolio area, where relevant Providing leadership and direction for the management of risk on 		
Internal Audit	<ul style="list-style-type: none"> Undertaking audits of the council's Risk Management system and procedures in order to assess their effectiveness and compliance with the council's requirements as part of the corporate governance process Making recommendations to improve the effectiveness of Risk Management within the council 		

RISK MANAGEMENT

What is Risk Management, and Why do it?

What – The process of identifying possible risks to the council achieving its objectives. Followed by the evaluation of the potential consequences, their severity and likelihood of occurrence. Finally the use of effective methods of controlling or managing them, making the resultant level of risk acceptable.

- The right balance between innovation and change on one hand, and the avoidance of shocks on the other.

Why –

- Preserve & protect the council's assets, reputation, staff, councillors, customers, and any one else to whom the council has a duty of care;
- Ensure compliance with statutory obligations;
- Inform key corporate & corporate planning, including for partnership working;
- Promote a risk aware culture where we are not averse to risk; we avoid unnecessary liabilities/costs, but encourage taking calculated risks where opportunities will benefit the council;
- Preserve & improve business performance & service delivery.

In addition, it meets the **CIPFA/SOLACE** requirements for authorities to establish and maintain a systematic strategy, framework and processes for managing risk.

For risk management to be effective there must be a clear link between objectives and risk. It is therefore essential that risk management is embedded in the service planning process.

This Handbook, combined with the Risk Management Top Tips for Managers Guide, forms our Risk Management Policy and Strategy. It makes up an interrelated suite of policy documents, including the Performance Management Framework and Data Quality Policy.

HANDBOOK

BDC's approach to Risk Management

Strategy & Aim

Our Risk Management strategy will achieve:

- A culture of embedded risk awareness across the council that leaders enable, and for which individuals are responsible for creating and supporting;
- A positive culture, where we are not averse to embracing risks provided they have been well thought through and managed effectively;
- Assignment of clear roles & responsibilities for identifying, reporting and managing risk (see **Appendix I**);
- A common methodology for assessing and classifying risks;
- Consistent, but flexible, risk recording procedures which facilitate effective monitoring and reporting.

**** To be effective, Risk Management needs to be aligned with corporate aims, objectives and priorities. At BDC, risk is embedded in the heart of business planning and ongoing performance management. ****

RISK MANAGEMENT HANDBOOK

Risk Management Framework

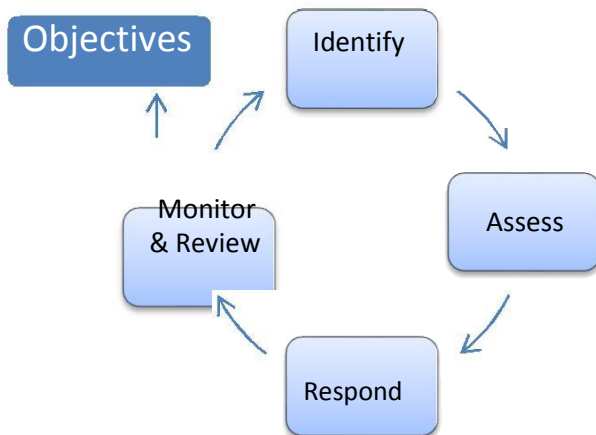
This handbook is also referred to as the council's Risk Management Strategy and Policy

- Sets out the council's objectives for the management of risk at both strategic and operational levels in all activity, within projects, partnerships and by suppliers;
- Describes the risk management framework by defining a simple, but robust, systematic approach to how risk will be managed across the council;
- Uses set criteria for managing and controlling risks;
- Considers risks in the setting of projects and formal reports to councillors, as appropriate;
- Ensures maintenance of risk registers and associated risk profiles;
- Ensures that associated thinking and practice is embedded in everyday processes, policies and activity.

Page

RISK MANAGEMENT CYCLE

The council employs a **Risk Management Cycle**, which is represented as follows.



* **Strategic Level Risks** – factors affecting the achievement of the council's visions, aims and priorities *

* **Operational Level Risks** – factors that affect day to day service delivery *

The Risk Management cycle must be followed for **every** strategic risk and every operational service objective.

IDENTIFY

- A risk is an event or action that will have an affect on our ability to achieve our strategic or corporate objectives.
- Those best placed to identify risks are those responsible for the delivery of the objective. Therefore, at BDC, we identify risks when:
 - setting strategic priorities
 - setting objectives in Council Plans
 - in the early stages of project planning
 - entering partnerships
- **Strategic Risks** are identified in the Corporate Risk Register, which is the responsibility of CMT.
- **Operational Risks** are identified in each individual Service Plan to ensure the risks associated with all key business objectives are managed.

ASSESS

- Once identified, risks at BDC are assessed on the basis of the likelihood of their occurrence and the impact the event would have.

** The 'Risk Management Top Tips for Managers Guide' describes each element of the Cycle, including assessment of likelihood and impact, in more detail and should be used in conjunction with the Handbook. **

RISK MANAGEMENT HANDBOOK

ASSESS contd.

Likelihood measured as:	Impact measured as:
<ul style="list-style-type: none"> • High • Medium • Low 	<ul style="list-style-type: none"> • Critical • Significant • Noticeable

The risk, after assessment, is considered in the Risk Matrix:

RISK ASSESSMENT MATRIX

LIKELIHOOD OF OCCURENCE	HIGH	4	7	9
	MEDIUM	2	5	8
	LOW	1	3	6
		NOTICEABLE	SIGNIFICANT	CRITICAL
		IMPACT		

The colour rating for the risk defines how we will respond to the risk, and sets out our Risk Appetite. Calculated controlled risks may be taken providing the risk exposure is within the council's tolerance levels. These are defined in the Risk Matrix as:

Unacceptable risk: immediate control improvement required

Acceptable risk: monitor closely and seek cost effective control improvements

Acceptable risk: review regularly and seek low cost control improvements if possible

RESPOND

- For each risk individually assessed, controls must be put in place to deal with the risk by:
 - Reducing the likelihood of occurrence
 - Reducing impact of occurrence
 - Changing consequences
- Consider risk mitigation using four Ts
 - Tolerate
 - Transfer
 - Treat
 - Terminate
- Once mitigating action is in place, reassess and rescore the risk to provide 'residual' risk. Record on risk register.

MONITOR & REVIEW

We have a dynamic process of review; identifying new risks, removing mitigated risks and tracking changing risk scores throughout the year. In addition, there are formal review points:

Corporate Risk

- Monitored formally on a six monthly basis by CMT
- Annual report to CMT

- Monitored formally in Departmental meetings

On an annual basis all risks are reviewed feeding into the Annual Planning Process and the setting of objectives (see also the Performance Management Framework). This includes building in any lessons learned from risk events that have occurred during the year.

RISK MANAGEMENT HANDBOOK – Roles & Responsibilities

APPENDIX I

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Internal Audit	<ul style="list-style-type: none"> Undertaking audits of the council's Risk Management system and procedures in order to assess their effectiveness and compliance with the council's requirements as part of the corporate governance process Making recommendations to improve the effectiveness of Risk Management within the council 		

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CABINET LEADER'S WORK PROGRAMME

1 JANUARY 2018 TO 30 APRIL 2018
(published as at 1st December 2017)

This Work Programme gives details of items on which key decisions are likely to be taken in the coming four months by the Council's Cabinet

The Work Programme gives details of items on which key decisions are likely to be taken by the Council's Cabinet, or full Council, in the coming four months. **Key Decisions** are those executive decisions which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in an area comprising two or more wards in the district;

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided, alternatively you may write to the Head of Legal, Equalities and Democratic Services, Parkside, Market Street, B61 8DA or e-mail: democratic@bromsgroveandredditch.gov.uk

The Cabinet's meetings are normally held every four weeks at 6pm on Wednesday evenings at Parkside. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527 881443) to make sure it is going ahead as planned. If you have any queries Democratic Services Officers will be happy to advise you. The full Council meets in accordance with the Councils Calendar of Meetings. Meetings commence at 6pm.

CABINET MEMBERSHIP

Councillor G. N. Denaro	Leader of the Council without Portfolio Holder (Retaining Overarching Governance/Policy and Performance/HR)
Councillor K. J. May	Deputy Leader and Portfolio Holder for Economic Development, the Town Centre and Strategic Partnerships
Councillor B. T. Cooper	Portfolio Holder for Finance and Enabling
Councillor M. A. Sherrey	Portfolio Holder for Health and Well Being and Community Safety
Councillor C. B. Taylor	Portfolio Holder for Planning and Strategic Housing
Councillor P. J. Whittaker	Portfolio Holder for Leisure and Cultural Services, Environmental Services and Regulatory Services

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Allocation of Homelessness Grant Funding 2018/19 Key: No	Cabinet 10 Jan 2018		The Report of the Head of Community Services	Derek Allen, Strategic Housing Manager, Amanda Glennie, Strategic Housing Officer Tel: 01527 881278, Tel: 01527 881269 Councillor C. B. Taylor
Anti-Social Behaviour, Crime and Policing Act 2014 (Implementation of provisions) Key: No	Cabinet 10 Jan 2018 Council 24 Jan 2018		Report of the Head of Community Services	Bev Houghton, Community Safety Manager Tel: 01527 64252 Councillor M. A. Sherrey
Council Tax Base 2018/19 Key: No	Cabinet 10 Jan 2018		Report of the Executive Director, Finance and Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Flexible Homelessness Support Grant (Including Homelessness Reduction Act New Burdens Funding) Key: No	Cabinet 10 Jan 2018		Report of the Head of Community Services	Derek Allen, Strategic Housing Manager, Amanda Glennie, Strategic Housing Officer Tel: 01527 881278, Tel: 01527 881269 Councillor C. B. Taylor
Medium Term Financial Plan 2018/19 - 2021/22 Key: No	Cabinet 10 Jan 2018		Report of the Executive Director, Finance and Corporate Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper
Local Development Scheme - District Plan Review Timetable Key: No	Cabinet 10 Jan 2018 Council 24 Jan 2018		Report of the Head of Planning and Regeneration	Mike Dunphy, Strategic Planning and Conservation Manager Tel: 01527 881325 Councillor C. B. Taylor
Review of the Capital Programme Key: No	Cabinet 10 Jan 2018 Council 24 Jan 2018		Report of the Executive Director Finance and Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Transport Planning Review Key: No	Cabinet 10 Jan 2018 Council 24 Jan 2018		Report of the Head of Planning and Regeneration	Mike Dunphy, Strategic Planning and Conservation Manager Tel: 01527 881325 Councillor C. B. Taylor
Air Quality Management Area - Kidderminster Road, Hagley - Potential Revocation Key: No	Cabinet 7 Feb 2018		Report of the Head of Worcestershire Regulatory Services	Simon Wilkes, Head of Worcestershire Regulatory Services Councillor P. J. Whittaker
CCTV Short Sharp Review Key: No	Cabinet 7 Feb 2018		Report of the Chair of the CCTV Short Sharp Review	Amanda Scarce, Senior Democratic Services Officer (Bromsgrove) Tel: 01527 881443 Councillor M. A. Sherrey
Industrial Units Investment - Outline Business Case Key: No	Cabinet 7 Feb 2018 Council 25 Apr 2018		Report of the Chief Executive	Dean Piper, Head of North Worcestershire Economic Development and Regeneration Tel: 01562 732192 Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Pay Policy Statement Key: No	Cabinet 7 Feb 2018 Council 21 Feb 2018		Report of the Head of Business Transformation and Organisational Development	Becky Talbot, Human Resources and Development Manager Tel: 01527 64252 Councillor G. N. Denaro
Performance Report Key: No	Cabinet 7 Feb 2018		Report of the Head of Transformation and Organisational Development	Deb Poole, Head of Business Transformation Tel: 01527 881256 Councillor G. N. Denaro
Treasury Management Strategy 2018/19 - 2021/22 Key: No	Cabinet 7 Feb 2018 Council 21 Feb 2018		Report of the Executive Director, Finance and Corporate Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper
Worcestershire Office for Data and Analytics (WODA) Key: No	Cabinet 7 Feb 2018		Report of the Head of Business Transformation and Organisational Development	Deb Poole, Head of Business Transformation Tel: 01527 881256 Councillor G. N. Denaro

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Medium Term Finance Plan 2018/19 - 2021/2022 Key: No	Cabinet 7 Feb 2018 Council 21 Feb 2018		Report of the Executive Director, Finance and Corporate Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper
Risk Management Strategy Key: No	Cabinet 7 Feb 2018 Council 25 Apr 2018		Report of the Executive Director, Finance and Corporate Resources	Jayne Pickering, Executive Director (Finance and Corporate Resources) Tel: 01527 881207 Councillor B. T. Cooper
Bromsgrove Sports and Physical Activity Strategy Key: No (This item has slipped from 10 January 2018 due to changes in the way activity levels are monitored by Sport England).	Cabinet 11 Apr 2018		Report of the Head of Leisure and Culture	John Godwin, Head of Leisure and Cultural Services Tel: 01527 881762 Councillor P. J. Whittaker

OVERVIEW & SCRUTINY BOARD

WORK PROGRAMME

2017/18

RECOMMENDATION:

That the Board considers and agrees the work programme and updates it accordingly.

ITEMS FOR FUTURE MEETINGS

Date of Meeting	Subject	Additional Information
11/12/17	Transport Planning Report – pre-scrutiny	
	Anti-social Behaviour, Crime and Policing Act 2014 (Implementation of Provisions)	Picked up from Cabinet Leader’s Work Programme 27/11/17
	Risk Management Strategy	Picked up from Cabinet Leader’s Work Programme 27/11/17
	Local Development Scheme – District Plan Review Timetable (pre-scrutiny)	Picked up from Cabinet Leader’s Work Programme 30/10/17
	Industrial Units Investment Outline Business Case	Picked up from Cabinet Leader’s Work Programme 13/06/17
	Hospital Car Parking Charges – Board Investigation (Led by Councillor C. Bloore)	Requested following notice of motion at Council 19/07/17
	Working Group Updates: <ul style="list-style-type: none"> • Finance & Budget • Measures Dashboard 	
	Task Group/Short Sharp Review Updates: <ul style="list-style-type: none"> • CCTV Short Sharp Review • Parking Enforcement in the Vicinity of Schools Task Group 	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
O&S Board Work Programme		
15/01/18	Leisure Centre Sports Hall Options Appraisal – Pre-scrutiny	
	Working Group Updates –	

Agenda Item 11

Date of Meeting	Subject	Additional Information
	Finance & Budget Measures Dashboard CCTV Short Sharp Review Report Task Group/Short Sharp Review Updates: <ul style="list-style-type: none"> • CCTV Short Sharp Review • Parking Enforcement in the Vicinity of Schools Task Group O&S Recommendation Tracker WCC Health Overview & Scrutiny Committee – update from Representative Cabinet Leader’s Work Programme O&S Board Work Programme	
12/02/18	Working Group Updates – Finance & Budget Measures Dashboard Task Group/Short Sharp Review Updates: <ul style="list-style-type: none"> • CCTV Short Sharp Review • Parking Enforcement in the Vicinity of Schools Task Group WCC Health Overview & Scrutiny Committee – update from Representative Cabinet Leader’s Work Programme O&S Board Work Programme	
26/03/18	Bromsgrove spots and Physical Activity Strategy Working Group Updates – Finance & Budget Measures Dashboard Task Group/Short Sharp Review Updates: <ul style="list-style-type: none"> • Parking Enforcement in the Vicinity of Schools Task Group Scrutiny of the Crime and Disorder Partnership. WCC Health Overview & Scrutiny Committee – update from Representative Cabinet Leader’s Work Programme O&S Board Work Programme	Picked up from Cabinet Leader’s Work Programme 27/11/17
23/04/18	Overview & Scrutiny Board Annual Report and Review of the Work of the Board (including the role of the working	

Date of Meeting	Subject	Additional Information
	groups).	
	Task Group/Short Sharp Review Updates: <ul style="list-style-type: none"> • Parking Enforcement in the Vicinity of Schools Task Group 	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	

The Board have been asked to consider the following item at either its January or February 2018 meeting (with all Members being invited to attend):

- Safeguarding and Early Help – an Overview of the Worcestershire County Council Priority Plan.

Updates Received - Monthly

The Council’s representative on the Worcestershire Health Overview and Scrutiny Committee (who must be a member of the Overview and Scrutiny Board) provides a verbal update to the Board each month.

The Council’s representative on any Joint Scrutiny Task Group’s will be expected to provide an update (verbal or written) on the work of that Group at each Board meeting.

The Chairman of any Working Group, Task Group or Short Sharp Review set up by the Board will be expected to provide a written or verbal update in respect of the work being carried out and progress of the investigation by the Group Members.

Reports to be Received by the Board (at its discretion)

- | | |
|---|--|
| Write Off of Debts Report | (last report received by Finance & Budget Working Group on 9 th November 2017)) |
| Sickness Absence Performance - biannually | (last report received 31/10/16) |
| Making Experiences Count | (last report received 27/06/16) |
| Summary of Environmental Enforcement | (last report received 08/08/16) |

Planning Backlog Data

With effect from 30th October 2017 to be circulated to Members of the Board and if they have any concerns to notify Democratic Services Officer and ask for it to be placed on the agenda for a future meeting:

31st March - to be received at April/May meeting
30th September - to be received at October/November meeting

Scrutiny of Crime & Disorder Partnership

The Board must hold at least one meeting at which it considers the scrutiny of Crime and Disorder Partnership (last done on 27th March 2017).

Areas for further discussion and possible inclusion within the Work Programme carried forward from the 2015/16 Training Event

- Community Transport facilities
- Planning Issues – Particularly enforcement
- Local Plan Development
- Residential developments causing traffic problems
- Social Housing issues
- Lack of affordable social housing for young people
- BDHT addressing issues re sites.
- Youth provision
- Town Centre shops
- Town Centre Regeneration

When considering topics for investigations Members may wish to take into account the Council's Strategic Purposes as detailed below:

**Our Strategic Purposes
for Bromsgrove**

Help me to live my life independently

Help me to be financially independent

Keep my place safe & looking good

Help me find somewhere to live in my locality

Provide good things for me to see, do & visit

Help me run a successful business

Support services enable us to deliver our purposes

Bromsgrove District Council
www.bromsgrove.gov.uk

For more information view the Council Plan at:
<http://www.bromsgrove.gov.uk/cms/council-and-democracy/council-plan.aspx>

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