

## Reviewing the Cheltenham Borough Council's Risk Governance arrangements

The following questions are designed to help you challenge the effectiveness of the current Risk Governance arrangements and your responses will be considered by the Audit Committee for its 2014 review.

Please be as brief and concise as possible if you feel that the current arrangements are adequate please answer the question with a Yes or if you do not, answer No and explain why.

<b>Leadership</b>		<b>Response</b>
1	Do you consider that the Executive Board / Leadership Team demonstrate leadership in risk management?	
2	Do you know who the lead Cabinet member or member of the Senior Leadership has been identified for risk management?	
3	Do you know if a senior officer is responsible for risk management and if their role is clearly defined?	
4	Do you know if the senior officer responsible for risk management reports directly to the Senior Leadership Team on risk management matters?	
5	Do you consider that the risk governance arrangements are set out clearly in the Risk management Policy and clearly understood?	
<b>Risk governance structures</b>		
6	Do you know who has responsibility for the management of risk within the council?	
7	Is the role of the Senior Leadership Team to advise and support those responsible for risk mitigation or does it have any executive responsibilities to determine risks and their mitigation?	
8	Do you know body is charged with challenging and scrutinising risk management arrangements? Do officers and Members undertake a challenge role?	
9	Do you know who is charged with reviewing the effectiveness of risk mitigation strategies / actions?	
10	Do you consider the role of the audit committee in relation to risk management clear?	
11	Do you consider the risk governance arrangements cover the organisation's partnerships effectively?	
<b>Establishing risk management at the strategic level</b>		
12	Do you consider that strategic risk management has been clearly integrated with the organisation's objectives and performance framework?	
13	Do you consider that the Executive Board/Senior Leadership Team has determined the level of risk it is prepared to accept?	
14	Do you consider that risk tolerance has been communicated effectively and does it influence the management of risk throughout the organisation?	
15	Do you consider that the audit committee have an up to date understanding of the strategic risks facing the organisation?	
16	Do you know what are the arrangements are for embedding risk management within the organisation?	

<b>Accountability and transparency</b>			
17	Do you know how often the effectiveness of risk management arrangements are reviewed?		
18	Do you know who is accountable for the effectiveness of risk management arrangements?		
19	Do you consider that accountability for effective risk management is embedded within the performance framework of the organisation?		
20	Do you know how the organisation accounts to those charged with governance for the effectiveness of risk management arrangements?		
21	Do you consider that the organisation communicates and shares its strategic risks with its major partners and stakeholders?		
22	Do you consider that the organisation is transparent to the public about its major strategic risks?		
23	Are you aware that risk assessments supporting major decisions are made publicly available?		
<b>Risk Score Card</b>			
24	Reports that require a decision are supported by a risk assessment indicating scores for impact and likelihood using the risk scorecard. (The risk score is the multiplication of impact and likelihood.) Do you consider the scorecard to be effective if not can you explain why?		
25	<p>To help assess the impact (effect), we have a scale of 1 to 5; for a number of suggested scenarios;</p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Employee</li> <li>• Capacity</li> <li>• VFM</li> <li>• H&amp;S and wellbeing</li> <li>• Business continuity</li> <li>• Contractual Governance</li> <li>• Reputation</li> <li>• Customer satisfaction</li> <li>• Governance</li> <li>• Performance forecasting</li> <li>• Corporate Strategy</li> </ul> <p>However at present the score card only has a scale up to level 4 for reputation should there be an additional scale for this and if so what should it be?</p>		
26	To help the risk owner assess the likelihood score (cause), we have identified 6 categories		
	1) Almost impossible	0-5%	Awareness of risk, no action
	2) Very low	6-15%	Action to ensure likelihood does not increase
	3) Low	16-30%	Preventative action required
	4) Moderate	31-60%	Minimise probability and/or impact
	5) High	61-90%	Minimise probability and/or impact immediately
	6) Very high	>90%	Plans made in advance must be carried out.

27	To help the risk owner assess the likelihood score can you suggest any improvements?	
28	Do you have any further suggestions or comments to help improve the Councils Risk Management process?	