

APPENDIX 1



BRACKNELL FOREST BOROUGH COUNCIL

RISK MANAGEMENT STRATEGY

The Framework for Managing Opportunity and Risk

VERSION	DATE	APPROVED BY
Version 1	29/11/2011	Governance and Audit Committee
Version 2	1/4/2014	Governance and Audit Committee
Version 3	1/6/2015	

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BACKGROUND

The Council has developed its Vision "To make Bracknell Forest a place where all people can thrive; living, learning and working in a clean, safe and healthy environment." To reflect local needs based on the Borough's population demographic, the following six Priorities for delivering this Vision have been identified:

Priority 1: A Town Centre fit for the 21st Century

Priority 2 : Protecting and enhancing our environment

Priority 3 : Promoting health and achievement:

Priority 4: Create a Borough where people are, and feel, safe

Priority 5: Provide Value for Money

Priority 6: Sustain economic prosperity

The Council recognises that we live in an uncertain world, where the people, environment and communities of Bracknell Forest may be at risk: To help deliver our corporate and future objectives we must ensure that the management of risk is embedded in the day to day operation of the Council.

RISK MANAGEMENT

Risk is an unexpected event or action that can adversely affect the Council's ability to achieve its objectives and successfully execute its strategies. The event may be foreseeable but one over which the Council has little or no control other than to manage or mitigate its impacts. It can be a positive (an opportunity) or negative (a threat). The Council recognises that as an organisation accountable to the public we have a duty to manage risks. Risk Management is a framework by which the Council can view, manage and respond to risk, both threats and opportunities, in a robust, systematic and documented way. It is about making the most of opportunities by making the right decisions and about achieving objectives once those decisions are made through

controlling, transferring and living with risks.

AIMS AND OBJECTIVES OF THE RISK MANAGEMENT STRATEGY

The Risk Management Strategy provides focus by clarifying the Council's policy, priorities and approach to identifying and minimising those risks that might hinder the Council in meeting its Vision.

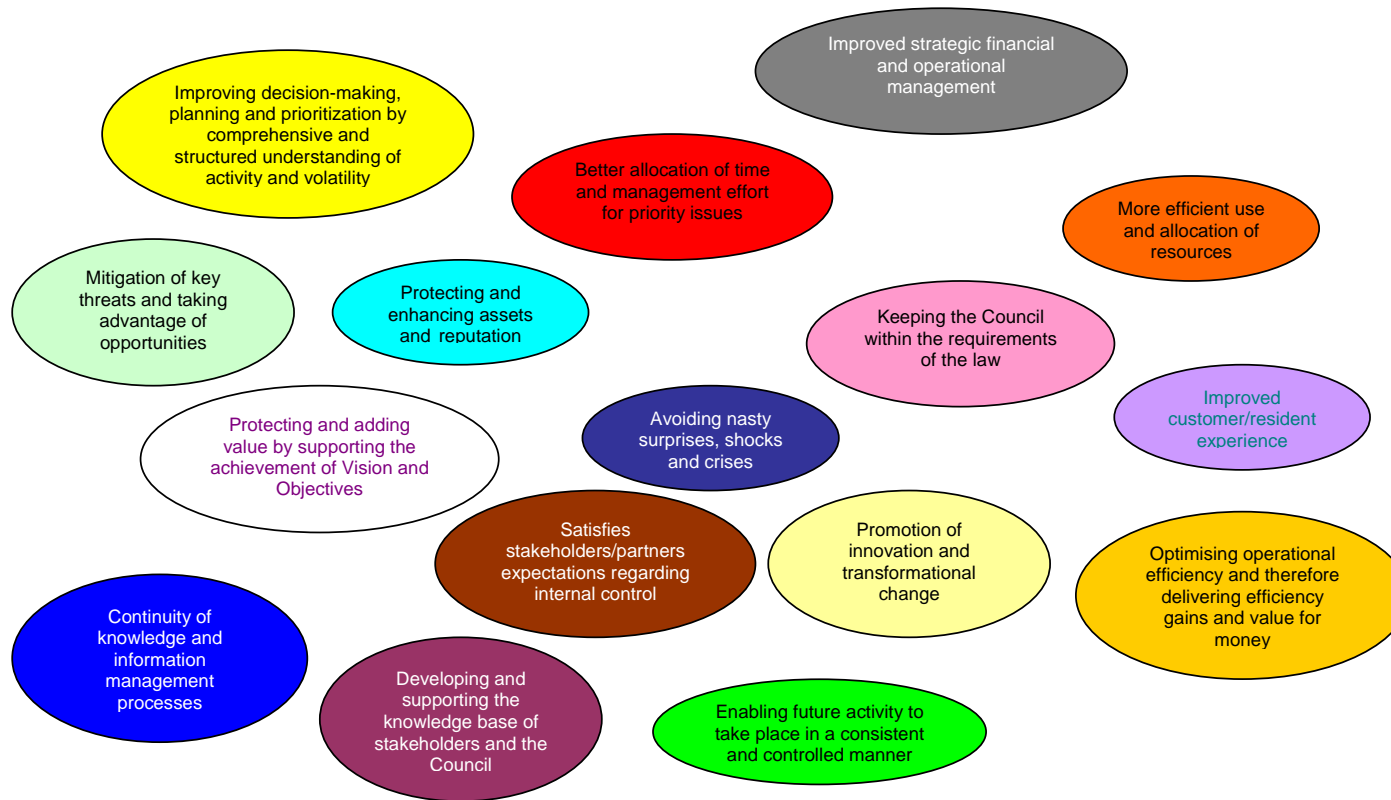
Staff, residents and partners will be better informed about the role of the Council, the direction of travel and the sought after outcomes. This will help the Council and partners deliver a better service to residents, and increase the ability of residents to be involved in the work of the Council.

BENEFITS OF RISK MANAGEMENT

Effective risk management improves strategic, operational and financial management, continuity of knowledge and information management processes, improved statutory compliance, meeting best practice and ultimately improving the services we deliver.

Successful implementation of Risk Management will produce many benefits for the Council if it becomes a living tool. Figure 1 below sets out just a few of the benefits to be gained:

FIGURE 1. BENEFITS OF EFFECTIVE RISK MANAGEMENT



RISK MANAGEMENT POLICY STATEMENT

The Council is committed to adopting best practices in the identification, evaluation and control of risks in order to:

- strengthen the ability of the Council in achieving its vision, priorities, underlying principles and objectives and enhance the value of the services it provides;
- enable Members and senior management to make the best informed decisions based on full knowledge of all known threats and opportunities;
- heighten the understanding of all the positive risks (opportunities) as well as negative risks (threats) that the Council faces;
- help enable the Council to be less risk adverse
- integrate and embed proactive risk management into the culture of the Council;
- manage risks cost-effectively and to an acceptable level;
- reduce the risk of injury and damage;
- protect the Council's reputation;
- help secure value for money;
- enhance partnership and project working; and
- raise awareness of the need for risk management.

In terms of the basic principles which underpin our approach to risk management, it is the Council's policy to ensure that:

- There is a single corporate approach to risk management which is adopted consistently by services, projects and partnerships;
- The roles and responsibilities for risk management are

clearly defined, communicated and understood by all staff;

- Risk assessments are undertaken as part of all strategic decision-making;
- Risk assessment is an integral part of the corporate and service planning process;
- Risks are identified, evaluated and recorded;
- Risks the Council faces are managed by implementing measures to avoid, reduce and control them to within the Council's risk tolerance level;
- Action plans to address risks are documented and fit for purpose;
- Collaborative arrangements are subject to risk assessments
- Projects and programmes manage risk throughout their life cycles in line with the corporate programme and project management approaches.

The Council's Strategic Risk Management Group is responsible for the implementation of a unified risk management strategy, the promotion of risk awareness and the monitoring of the effectiveness of risk management measures undertaken.

This policy requires officers and all elected Members to take responsibility for the identification, control and mitigation of risk to minimise the possibility and impact of losses or disruption. Risk management is a continuous process that demands awareness and action. It is the responsibility of each Service Area to comply with the Council's Risk Management Policy and the corporate approach to risk management. Senior Managers are accountable for managing risks to which their area is exposed whilst all employees have a duty to support the Council's initiative by managing risks within their control.

Figure 2



RISK MANAGEMENT FRAMEWORK

The Civil Contingencies Act 2004 places a duty on local authorities to assess the risk of emergencies occurring and use this to inform contingency planning.

The Accounts and Audit Regulations 2015 place a statutory duty on local authorities to ensure the system of internal control “includes effective arrangements for the management of risk.” The Council recognises that risk and risk management is a wider issue and in response to this has put in place a range of measures which feed into an overarching framework for managing threats and opportunities. The key elements of the risk management framework are shown in Figure 2.

Comment [SH1]: Updated for Regulations 2015

KEY ELEMENTS OF THE RISK MANAGEMENT FRAMEWORK

Strategic Risk Management

Strategic risks are those risks that could potentially have a fundamental impact for the Council and its objectives and hence need to be owned and managed by the Corporate Management Team (CMT) and overseen by Members. These risks are included in the Strategic Risk Register. This Register is maintained by the Head of Audit and Risk Management and is reviewed and updated quarterly by the Strategic Risk Management Group (SRMG), at least twice a year by CMT and at least once a year by the Executive and Governance and Audit Committee.

Update of the Strategic Risk Register is informed by the other risk registers in place across the Council as it is recognised that some service, project and collaborative arrangement risks may have the potential to impact on corporate objectives.

Operational Risk Management

Risks that are more appropriate to manage at service level should be included in Directorate Risk Registers. These should be maintained within each directorate and reviewed on a regular basis, ideally once a quarter, by the Departmental Management Team (DMT) and should be made available to the Head of Audit and Risk Management to inform the Strategic Risk Register.

Project Risk Management

Project Managers should ensure that risk register are in place for all major projects. These should be reviewed on

a regular basis throughout the lifecycle of the project as part of the project management process and should be made available to the Head of Audit and Risk Management to inform the Strategic Risk Register.

Collaborative Arrangements

In local government collaborative arrangements including, for example: contracts, strategic delivery partnerships, Joint Ventures, shared service arrangements and so on. Whilst such arrangements can bring significant benefits, they also bring threats and opportunities that must be managed. Risks should be monitored and reported throughout the life-cycle of the partnership arrangement in accordance with a formal documented approach and timetable agreed by all partners.

Risk Management in Reports for Decision

Reports for decision making should include an assessment of risk. Officers must consider any significant risks relating to the proposals contained in the report and provide details of these in the Strategic Risk Management Issues Section together with any action being taken to mitigate these risks.

Health and Safety

The Corporate Safety Team provides support, assistance and guidance to managers on a wide range of health and safety issues. This is achieved mainly via a programme of audits, development of procedures and best practice, proactive project work, promotion and awareness, attendance at a variety of meetings and accident and incident investigation.

Business Continuity

The Council has a statutory duty under the Civil Contingencies Act 2004 to have business continuity plans and ensure they are maintained, exercised and reviewed.

Business continuity management is a process that helps manage risks and ensures the smooth running of an organisation or delivery of a service.

Our plans ensure that we can respond to a significant interruption to key services and continue to provide critical functions. Corporate and departmental plans are now in place for the Council with departmental leads identified to coordinate the planning process and in the event of need.

In order to be successful, business continuity must be regarded as an integral part of our organisation's normal ongoing management processes therefore ownership and responsibility for ensuring effectiveness of the process rests with the Strategic Risk Management Group and is administered in Emergency Planning.

Emergency Planning

The Civil Contingencies Act 2004 requires each local authority to work with other agencies in order to plan, prepare, respond to and recover from emergencies in the community.

The objectives of Emergency Planning, as defined by the Bracknell Forest Council Emergency Planning framework, are to:

- save life
- prevent escalation of an emergency.
- relieve suffering.
- safeguard the environment.
- protect property.
- continue to maintain services at an appropriate level.
- inform the public.
- promote self help and recovery.

- restore normality as soon as possible.
- evaluate the response and identify lessons to be learned.
- facilitate criminal investigations or other inquiries.

The emergency planning function identifies the procedures and organisation necessary to ensure the provision, mobilisation and co-ordination of Bracknell Forest Council services and resources when dealing with an emergency. This is achieved through a program of training and exercising so that staff are prepared.

Public Health

Responsibility for improving health and minimising the risk and impact of illness in the local population was transferred to the Council with effect from 1 April 2013 under the Health and Social Care Act 2012. The Act also placed responsibility on the Council to provide public health advice and intelligence to the local Clinical Commissioning Groups and NHS England for the commissioning of health services to meet local needs.

Insurance

The purpose of insurance is to provide financial protection against specified contingencies such as injury, damage, or loss. However, the availability of insurance is no substitute for good risk management. By managing risk effectively, service managers can minimise the number and severity of losses and subsequent insurance claims.

The Insurance Section provides specialist expertise in all areas of insurance practice, assisted by external insurance brokers and consultants. This includes:

- Identification of risks to be covered by the purchase of insurance from an external provider
- The maintenance of all insurance databases, including detailed

information in respect of claims and losses, together with the production of appropriate reports to service managers and the Strategic Risk Management Group.

- Giving information and advice to the Council's service managers on insurance matters, including potential risks and liabilities which may need to be considered.
- The processing of insurance claims made on behalf of or brought against the Council, including working with the Council's Insurance Brokers, insurance companies, loss adjusters or solicitors, as appropriate.
- Advise on a funding strategy and management of internal insurance schemes.
- Providing a range of dedicated insurance covers and services for schools.

Reserves and Balances

Reserves and balances provide a financial safety net enabling the Council's services to be maintained following an unexplained event. The level of reserves and balances is linked directly to risk. In short, the greater the unmitigated risks, the more the Council needs to retain in reserves and balances.

Internal Audit of Controls

The responsibility for putting in place satisfactory internal controls to protect assets and maintain effective stewardship of public monies rests with managers.

The Council is required under the Accounts and Audit (Amendment)(England) Regulations to maintain an adequate and effective system of internal audit of its accounting records and of its systems of internal control. Internal audit is an assurance function that feeds into the

risk management framework in providing an independent and objective opinion to the organisation on the adequacy of the control environment. Internal Audit identifies weaknesses in controls and patterns of non-compliance and raises recommendations for improvement in action plans agreed with management.

External Audit and Inspections

External audit provides further assurance on the Council's stewardship of public monies by reporting on the arrangements put in place to ensure the proper conduct of the Council's financial affairs.

The Council's schools and services are subject to inspections by external bodies such as OFSTED and the Care Quality Commission. External inspections provide independent assurance on the effectiveness of risk management, particularly the safeguarding of children and vulnerable adults.

RISK MANAGEMENT PROCESSES

The Council has in place a methodology for evaluating risks using a five by five scoring system as set out in Figure 3. These are then analysed as low risk to the Council (shaded green) where no action is required and medium risks (shaded amber) and high risks (shaded red) both of which need to be managed and monitored. Greatest effort needs to be focussed on the red risk which have a higher likelihood of materialising and a greater impact should this arise.

Figure 3

Likelihood	5						<u>LIKELIHOOD:</u> 5 Very High 4 High 3 Significant 2 Low 1 Almost Imp
	4						
	3						
	2						
	1						
							<u>IMPACT:</u> 5 Catastrophic 4 Critical 3 Major 2 Marginal 1 Negligible
	1	2	3	4	5		
Impact							

Detailed guidance on identifying and scoring risks in line with the methodology is set out in a separate Risk Management Toolkit.

RISK APPETITE AND TOLERANCE

The Institute of Risk Management (IRM) has sought to refine its guidance on assessing capacity for risk to enable organisations to determine the nature and extent of risk it is willing to take. The IRM considers risk in terms of:

Risk Universe

The full range of risk that could impact, either positively or negatively, on the ability of an organisation to achieve its long term objectives.

Risk Appetite

Risk appetite is about the pursuit of risk. It is the amount of risk that an organisation is willing to seek or accepts in order to meet its long term objectives.

Risk Tolerance

This is the maximum amount of risk that an organisation can deal with and is generally greater than the risk appetite. In many cases an organisation can, if necessary, cope with more risk than it considers prudent to pursue.

RISK MANAGEMENT PRIORITIES

The following three key priorities going forward

Comment [SH2]: Updated priorities

1	To ensure there are adequate risk management arrangements in place for all major projects being undertaken at the Council
2	To identify the key potential fraud risks to the Council and develop a fraud risk management plan
3	To carry out a test exercise on the Disaster Recovery Plan

RISK MANAGEMENT ROLES AND RESPONSIBILITIES

APPENDIX 1

Executive

- The Executive will be presented with an updated Strategic Risk Register at least once a year for consideration and approval;
- Significant changes to strategic risks and key progress on actions to address them will be summarised in the quarterly Corporate Performance Overview Report (CPOR) considered by the Executive;
- Members will be expected to attend any appropriate training to ensure they have a sound understanding of the risk management process within the Council and adequate knowledge of risk management to perform their various roles; and
- Risk management considerations should be assessed on each report presented to Members, in the same way as financial and legal implications.

Lead Member for Risk Management

- A Member "Lead" for risk management will be nominated by the Leader;
- The role of Lead Member will include promoting the application of risk management and related training to Members;
- The Lead Member will promote robust risk management in decision making by Members;
- The use of risk assessments within reports for decision making will be encouraged by the Lead Member; and
- The Lead Member will promote robust risk management reporting

- to the Executive and Governance and Audit Committee.

Members

- Take reasonable steps to consider the risks involved in the decisions taken by them
- Have an understanding of the risks facing the Council and the Borough.

Governance and Audit Committee

- Changes identified as part of CMT's review of the Risk Management Strategy and Guidance incorporating the Risk Management Policy will be considered by the Governance and Audit Committee;
- The Governance and Audit Committee will be responsible for monitoring the adequacy of the governance arrangements, including risk management processes, to ensure that the Council is complying with its statutory and regulatory obligations;
- On an annual basis the Governance and Audit Committee will review and approve the Annual Governance Statement (AGS). The AGS is an assessment of the effectiveness of the Council's governance arrangements during the previous financial year which includes review of risk management arrangements as an integral part of good governance;
- The Governance and Audit Committee will receive updates on risk management prepared by the Head of Audit and Risk Management;
- The Governance and Audit Committee will seek assurance

Comment [SH3]: Updated from once a year as this is now more frequently reviewed by Members

that officers are developing and progressing Action Plans to address risks;

- Members will be expected to attend any appropriate training to ensure they have sufficient knowledge of risk management to perform their role on the Governance and Audit Committee.

Chief Executive

The Chief Executive takes overall responsibility for risk management as head of paid service.

Borough Treasurer

- Acts as the Lead Officer for risk management;
- Chairs the Strategic Risk Management Group;
- Provides assurance to the Governance and Audit Committee and Governance Working Group on the adequacy of risk management arrangements
- Ensures there is adequate staff resource in place to maintain the Strategic Risk Register and provide central risk management support and advice;
- Promotes the application of risk management to CMT; and
- Ensure that a programme of training for officers is developed to facilitate the embedding of risk management throughout the organisation.

Corporate Management Team (CMT)

- The Risk Management Strategy and Guidance incorporating the Risk Management Policy will be reviewed annually by CMT;
- Risk management arrangements and initiatives proposed by the Head of Audit and Risk Management will be considered by and agreed with CMT;
- CMT will review the Strategic Risk Register twice a year;
- CMT will seek assurance that strategic and directorate

operational risks and actions to mitigate risk are identified and documented;

- Adequacy and progress of actions to address strategic risks will be overseen by CMT and recommendations made to relevant Directors where appropriate to address gaps in assurance;
- Recommendations will be made by CMT to the Head of Audit and Risk management where operational risks need to be escalated to the Strategic Risk Register;
- CMT will recommend any risk management issues to be reported to the Governance and Audit Committee; and
- CMT members will be expected to attend any appropriate training to ensure they have adequate knowledge to perform their various roles

Directors/Chief Officers

- All Directors will promote risk management in their Departments and ensure that risks are properly assessed and managed at all levels in all their services;
- Each Director will ensure that there are adequate actions in place to mitigate strategic risks for which they are the risk owner;
- Directors will ensure that their directorates risk register is a complete and up to date record of all significant risks within their directorate consistent with the methodology in the Toolkit, that appropriate actions are identified to address these risks and that the register is reviewed quarterly by their DMT, updated to address changes in risks and progress in actions and copied to the Head of Audit and Risk Management;
- Each Director will ensure that risk management is considered in any partnerships so that risks are understood and the responsibility for each risk is clear;

- Each Director will ensure that his/her representative on the Strategic Risk Management Group is at the appropriate level (i.e. an officer who sits on the directorate's DMT) and that they contribute actively to the Group's activities and within the Department on all risk management issues;
- Directors will ensure that reports for decision making include an assessment of risk; and
- Risk management performance will be reflected in the competency frameworks.
- Each director will be trained and be an active member of the Council's Emergency Management Team (EMT) in order to effectively respond to an emergency situation or business disruption
- Directors will ensure the Corporate Health and Safety Policy and any guidance/procedures are implemented and managed effectively within their areas of responsibility

Strategic Risk Management Group (SRMG)

- The SRMG acts as a "Strategic Risk Board," taking the lead in updating the Strategy, reviewing the Strategic Risk Register and reporting to CMT and Members on progress on risk management;
- SRMG will oversee all aspects of risk affecting the Council including but not limited to the Strategic Risk Register, Health and Safety and Emergency Planning;
- SRMG will seek to research good practice in risk management and to adopt appropriate good practice in the Council;
- To approve the Annual Health and Safety Work Plan
- SRMG members must act as the risk management champions in their own Departments and raise awareness of risk management;
- Terms of reference for SRMG are attached at Appendix 2.

Head of Audit and Risk Management

- The Head of Audit and Risk Management has a key role in ensuring that the Strategic Risk Register is up to date/comprehensive and that actions are being taken to address strategic risks;
- The Head of Audit and Risk Management also plays an important part in ensuring Departments have processes in place to identify and address significant operational and project risks;
- The Head of Audit and Risk Management will provide assurance on the risk management process and highlight necessary improvements;
- The risk management arrangements will be reviewed as required under the Internal Audit Plan;
- Internal Audit Plans must be risk-based, with strategic risks being prioritised when reviewing systems;
- Internal Audit reports must identify the perceived risks clearly and make SMART recommendations for mitigating or eliminating those risks.

Emergency Planning Manager

- To update and maintain the Council's Civil Emergency Plan and to provide the framework and coordinating role to its Business Continuity planning process to ensure the Council is able to respond at corporate level in the event of an emergency or critical incident;
- To report to SRMG quarterly on business continuity strategies, plans and procedures to ensure the organisation can respond to a business critical incident;

Comment [SH4]: Added - this has always been done by SRMG and should have been included previously

- To ensure coordination and training across all departments of the Council to ensure the ability to implement plans;
- To ensure adequate liaison with all other appropriate agencies and neighbouring authorities in respect of their emergency response plans and the interaction with this Council; and
- To facilitate periodic training and testing of the plans.

Corporate Health and Safety Manager

- To advise and assist line managers throughout the Council's operation on matters relating to their duties and obligations under the provisions of the Health and Safety at Work etc Act 1974 and related legislation;
- To liaise with managers in investigating accidents and in carrying out risk analysis and safety audits and to produce reports as required;
- To provide a lead role in the production and maintenance of the Council's safety policy;
- To develop and implement action plans to reduce health and safety risks identified by risk assessments and inspections; and
- To report to SRMG on a six monthly basis on health and safety inspection visits and incidents reported and investigated
- To submit an Annual Health and Safety Work Plan for approval by SRMG.

The Chief Officer: Information Services

- The Chief Officer: Information Services advises CMT and SRMG on the risks associated with information technology and information security.

Insurance Officer

- Provide advice and guidance with regard to insurance requirements,

indemnities and liabilities and ensure adequate insurance is put in place

- Work with the Council's insurer and provide claims management and investigation services for claims made by and against the Council under its insurance policies.
- Manage the day to day use of the internal insurance fund for payment of self-insured losses

Legal Services

- To support officers in ensuring the Council meets its legal responsibilities by advising on statutory obligations;
- To provide legal advice on potential liabilities; and
- To advise on legal responsibilities connected with collaborative arrangements such as contracted out services and partnership agreements.

Public Health Team

- To promote health awareness and preventative measures to minimise the risk and impact of illness;
- -To work with Emergency planning in responding to consequences arising from public health emergencies such as infectious diseases, mass casualties or disruption to medical supplies.

Heads of Service/Cost Centre Managers/Project Managers

- These managers are the experts on their services and projects and they must make regular and thorough risk assessments to identify significant strategic risks and mitigation where appropriate;
- Significant risks must be included in Directorate Risk Registers, Project Risk Logs and in any key decision report, report requesting budget provision or proposing

Comment [SH5]: Added as this has always been done and was previously omitted in error

savings, changes to service levels etc.

- Risks must be monitored regularly and significant new or changed risks recorded ;
- Risk management topics should be on the agenda for team meetings regularly and at least quarterly. Project teams would expect to consider risk management at most, if not all, of their team meetings;
- Managers will ensure that risk management is considered in any partnerships so that risks are understood and the responsibility for each risk is clear;
- Managers will be expected to attend any appropriate training to ensure they have adequate knowledge to perform their role; and
- Risk management will be included in competency frameworks.

Partnership Leads

- Partnerships Leads should ensure that partnerships comply with the Partnership Governance Toolkit which incorporates risk management responsibilities;
- Arrangements for risk management for each partnership must be agreed with the partners;
- There should be processes in place to review partnership risks and progress on risk action plans at least twice a year; and
- Procedures must be put in place for identifying partnership risks that have a Council wide impact and for reporting these to the Head of Audit and Risk Management

All Staff

- Staff will carry out risk assessments as appropriate;
- Draw to management's attention any risks to the achievement of day-to-day objectives that have not been identified previously so that these can be recorded and

action take to mitigate them where required;

- Will be expected to attend any appropriate training to ensure they have adequate knowledge to perform their role; and
- Risk management will be reflected in competency frameworks

Partners and Contractors

The Council expects third parties upon which it relies (including contractors, partners, associates and commissioned independents) to

- work safely, comply with all relevant health and safety legislation and have in place appropriate sources of health and safety advice and training; and
- Provide and evidence all Business Continuity procedures that relate to services provided and additional support that has been agreed

APPENDIX 2

STRATEGIC RISK MANAGEMENT GROUP TERMS OF REFERENCE

1. Object and Functions

The Strategic Risk Management Group shall make recommendations to CMT, the Governance and Audit Committee or any other committee of the Council on matters affecting or likely to affect the organisation's exposure to significant risk. The Strategic Risk Management Group shall:

- I. Be responsible for risk assessment matters that relate to Bracknell Forest Council's services, programmes, projects and/or to employees and all other people who may be affected by the Council's activities;
- II. Receive reports in respect of Health and Safety and Emergency and Business Continuity Planning,
- III. Receive and review updates of the Strategic Risk Register, receive reports on risk management and monitor the effectiveness of risk management policies and procedures;
- IV. Ensure that risk management becomes embedded across the Council; and
- V. Report to the Corporate Management Team (CMT) as required.

2. Membership

The membership of the Strategic Risk Management Group shall be determined by CMT and shall include

- I. The Borough Treasurer;
- II. Representatives from each Directorate's DMT;
- III. The Council's Emergency Planning Officer;
- IV. The Corporate Health and Safety Manager;
- V. The Head of Audit and Risk Management;
- VI. The Chief Officer: Information Services; and
- VII. The Information Security Officer.

3. Chairman

The Group shall be chaired by the Borough Treasurer.

4. Meetings

The Group shall meet at least four times a year but a special meeting may be called if 24 hours notice is given in the case of emergency. All meetings shall be convened during normal working hours. Additional meetings shall be arranged if necessary as agreed by the Chairman.

5. Agendas

- I. All items should be submitted to the Secretary of the Group at least ten working days before the meeting for inclusion on the agenda.
- II. Each Member of the Group shall receive a copy of the agenda and papers at least three working days before the meeting.

6. Reporting

- I. Minutes of the meetings of the Group shall be documented as soon as possible after the meeting.
- II. Copies of minutes shall be circulated to all members of the Group
- III. The Borough Treasurer will ensure that the Strategic Risk Register considered by SRMG is reviewed by CMT at least twice a year.
- IV. The Borough Treasurer will ensure that regular updates on risk management are provided to the Executive and the Governance and Audit Committee.