Risk Management Strategy

Owner: Risk Management Group

Date: February 2023

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Contents

EXECUTIVE SUMMARY

This strategy establishes a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council.

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Effective risk management will:

- Support the achievement of our Vision 'putting our communities first' and our three priorities: making Chesterfield a thriving borough, improving quality of life for local people and providing value for money services
- Provide a consistent approach to managing risk
- Inform decision making and business planning
- Protect the Council and the communities we serve

Within the strategy we have provided examples of key strategic, operational and governance risks and how applying a consistent approach across the Council enables risks to be escalated where necessary and risks at all levels to be effectively identified and managed.

Roles and responsibilities have been clearly defined, with the Corporate Risk Management Group (accountable to the Corporate Leadership Team) being the "driving force" behind maintaining the full implementation of the Risk Management Strategy. A key principle is that risk needs to be addressed at the point at which decisions are being taken. The Risk Management Strategy and work of the Corporate Risk Management Group ensures that this principle is kept in sharp focus at all times with an emphasis on all reasonable steps being taken to ensure decision makers can fully consider the risks involved in a decision.

Risk identification, appetite and treatment approaches have been developed alongside clear links to other plans and activities including emergency planning and business continuity. A commitment is also made that all managers will undertake risk management training via Aspire Learning (e-learning) and that additional learning and development requirements for more in-depth issues will be identified via the Corporate Risk Management Group.

The Corporate Risk Management Group will develop quarterly updates for Portfolio holders and the Corporate Leadership Team to raise awareness and enable challenge of risk management activity. Standards and Audit Committee will receive a monitoring report once per annum, and additional reports if required and Council once per annum (as part of the annual review).

SECTION 1: Introduction, purpose and aims

1.1   Introduction

The effective management of risk is an important principle for all businesses to properly address. For local authorities such as Chesterfield Borough Council,

managing risk is a key element of our Corporate Governance responsibilities. This risk management strategy seeks to promote the identification, assessment and response to key risks that may adversely impact upon the achievement of the Council's stated aims and objectives. It also seeks to maximise the rewards that can be gained through effectively managing risk.

To comply with the Corporate Governance requirements the Council must ensure that its procedures are sufficiently formalised and reviewed at regular intervals to identify areas for improvement. This strategy provides clarity regarding the current arrangements for managing risk and to
further embed risk management within the thinking of all Council officers and Members.

1.2 **Purpose**

The purpose of this Risk Management Strategy is to establish a framework for the effective and systematic management of risk, which will ensure that risk management is embedded throughout the Council and makes a real contribution to the achievement of the Council's vision and priorities as described in the Council Plan.

The objectives of the strategy are to:
- Define what risk management is about and what drives risk management within the Council
- Set out the benefits of risk management and our strategic approach
- Outline how the strategy is implemented
- Identify relevant roles and responsibilities for risk management within the Council

Effective risk management will require an iterative process of identification, analysis and prioritisation, action, monitoring and reporting of material risk.

The processes required to deliver these objectives will need to ensure:
- A clear vision, priorities and values identified via the Council Plan and delivery plans and feeding into business planning and project management via the organisational development approach
- Requirement to analyse, prioritise, respond to and monitor material and significant risks including effective reporting and challenge
- Specification of key risk management roles and responsibilities
- Specification of guidance and support arrangements to assist officers in their consideration of risk
- Facilitation of shared organisational intelligence and learning

1.3 Risk management strategy aims

The following risk management aims have been identified:
- Ensure that risk management is an integral part of corporate and service planning, decision making and project management
- Enables the Council to deliver its priorities and services economically, efficiently and effectively
- Protect the Council's position when entering into new partnerships and/or evaluating existing partnerships.
- Align risk management and performance management to drive improvement and achieve better outcomes
- Guard against impropriety, malpractice, waste and poor value for money
- That appropriate training and guidance is available to officers and members
- Ensure compliance with legislation, such as that covering the environment, health and safety, employment practice, equalities and human rights
- Increase awareness and visibility of different types risk including financial, reputational, environmental, technological, health and safety etc.
- Exploring opportunities and options such as new collaborations, approaches and emerging practices
- To have a performance framework that continues to allow managers to proactively track performance and assess and mitigate risk

We recognise that it is not always possible, nor desirable, to eliminate risk entirely. However, visibility of these areas is essential, so that the Council can explore external options, such as insurance.

SECTION 2: Scope and definitions

2.1 Strategy scope

Risk includes anything which may prevent the Council from achieving its vision, priorities and service delivery and risk management is the process of identifying what can go wrong and then seeking to mitigate the risk and/or could be an opportunity and seeking to trying to take advantage of it. Risks will be managed through a series of activities including:

- Strategic risk tolerance through the application of our risk scoring mechanism within the strategic risk register, strategies, plans, emergency planning, business continuity and decision making
- At an operational level via service risk registers, business continuity, service and project delivery and effective performance management arrangements
- Good corporate governance provisions as provided by the Standards and Audit Committee's terms of reference
- Incorporated into the Council's Annual Governance Statement
- Examination of the strategic and insurable risks to identify risk reduction measures via the Risk Management Group
- Provide risk assessment evidence for decision making processes via inclusion within committee reports
- Maintain documented procedures and guidance for use across the Council by application of the risk register process and user advice
- Provide officers with suitable information and training to enable them to perform their duty (Risk Management Group).
- Make all partners, providers and contractors aware of the Council's expectations on risk, both generally as set out in the Risk Management Strategy, and where necessary, in particular areas of service delivery

2.2 Key definitions

Risk – A threat that an event or action will adversely affect the Council's ability to achieve its vision, priorities, perform its duties or meet expectations of its stakeholders.

Risk management - Risk is unavoidable, organisations must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of impact and likelihood.

A glossary of risk management terms and definitions in attached at appendix 2.

Section 3: The benefits of risk management

3.1 **Why we want to and need to undertake risk management**

Risk management will, by adding to the business planning and performance management processes, strengthen the ability of the Council to achieve its vision and priorities and enhance the value of the services we provide.

The Chartered Institute of Public Finance and Accountancy (CIPFA)/ Society of Local Authority Chief Executives (SOLACE) framework on Strategic Governance requires the Council to make a public assurance statement annually, on amongst other areas, the Council's Risk Management Strategy, process and framework. The framework requires the Council to establish and maintain a systematic strategy, framework and processes for managing risk.

3.2 **Benefits of risk management**

Successful application of risk management has many organisational benefits including:
- Achievement of the Council's vision and priorities
- A consistent approach to the way risks are managed throughout the Council
- Improved informed decision making – risks reported and considered within Council decision making
- Becoming less risk averse in innovation
- Improved business planning through a risk-based decision making processes
- A focus on outcomes and not processes
- Improved performance (accountability and prioritisation) - feeds into performance management framework
- Better governance and demonstration of it to stakeholders
- Protecting the Council and our communities

3.3 Risk management within decision making

Effective risk management should be applied within all decision making processes at an appropriate scale. The risk management approach should encompass all types of risks and the table below may aid in the identification of risks to the Council.

Sources of risk	Risk examples
STRATEGIC	
Infrastructure	Functioning of transport, communications and infrastructure. Impact of storms, floods, pollution.
Legislative and Regulatory	Effects of the change in Central Government policies, UK or EU legislation, local and National changes in manifestos. Exposure to regulators (auditors/inspectors) and other enforcement agencies.
Social Factors	Effects of changes in demographic profiles (age, race, social makeup etc.) affecting delivery of objectives. Crime statistics and trends. Numbers of children/vulnerable adults 'at risk'. The potential affects on community cohesion.
Technological	Capacity to deal with (ICT) changes and innovation, product reliability, developments, systems integration etc. Current or proposed technology partners.
Competition and Markets	Cost and quality affecting delivery of service or ability to deliver value for money. Competition for service users (leisure, car parks etc). Success or failure in securing funding.
Stakeholder related factors	Satisfaction of the Council's taxpayers, Central Government and other stakeholders.
Political	Local or national political issues that may impact on the Council meeting its objectives
Economic	Affecting the ability of the Council to achieve its commitments. Potential fines and costs associated with prosecutions and other legal action.
Environmental	Environmental impact from Council, stakeholder activities (e.g. pollution, energy efficiency, recycling, emissions, contaminated land etc). Traffic problems and congestion.
OPERATIONAL (Internal influences)	
Finance	Associated with accounting and reporting, internal financial delegation and control, managing revenue and capital resources, funding taxation and pensions.
Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, employment policies, health, safety and welfare of officers and others. Loss of corporate knowledge and single points of failure (for critical functions)
Contracts and Partnership	Failure of contractors to deliver services or products to the agreed cost and specification. Procurement, contract and life cycle management legacy. Partnership arrangements, roles and responsibilities.
Tangible Assets	Safety and maintenance of buildings and physical assets i.e. plant and equipment owned, hired or leased, ICT equipment and control.

Environmental	Pollution, noise, licensing, radiation sources, energy efficiency of day-to-day activities and decarbonisation targets.
Processes	Compliance, assurance, project management, performance management, revenue and benefits systems, parking systems etc.
Legal	Relating to potential breaches of legislation and monitoring officer role
Physical	Related to physical damage, security, accident and incident reporting, investigation and prevention activity. Health and safety
Professional Judgement and Activities	Risks inherent in professional work, designing buildings, assessing needs (children and adults). Awareness of single points of failure.

Sources of risk	Risk examples
CORPORATE GOVERNANCE	
Integrity	Fraud and corruption, accountability, transparency, legality of transactions and transactions and limit of authority.
Leadership	Reputation, authority, democratic changes, trust and branding.
Policy and Strategy	Clarity of policies, communication. Policy Planning and monitoring and managing performance.
Data and information for decision making	Data protection, data reliability and data processing. Control of data and information. E-government and service delivery.
Risk Management	Incident reporting and investigation, risk analysis or measurement, evaluation and monitoring. Taking advantage of opportunities.

3.4   **A consistent approach**

A consistent approach for all levels of the Council enables risks to be escalated where necessary and strategic risks to be effectively identified and managed. In practice, risks within the Council exist at many different levels (e.g., high level strategic risks to lower level everyday service based risks). For the purpose of this strategy, risks are split into two levels as follows:

Strategic Risk Register – the strategic, high level Council risks related specifically to the achievement of the Councils vision, priorities and purpose.

Operational Risks – service based risks within directorates that may prevent individual service aims and objectives being met (and therefore impact upon the attainment of corporate priorities). Given the changing landscape of local government the importance of projects and partnerships are ever increasing, a specific and tailored risk management approach is required.

The Council's risk matrix and scores are attached at Appendix 1.

Section 4: Roles and responsibilities

4.1   In cases of operational risk, risk management will follow existing service management arrangements. Corporate risks will be managed at senior officer level. The corporate Risk Management Group will be accountable to the Corporate Leadership Team and will be the "driving force" behind maintaining the full implementation of the Risk Management Strategy. The Corporate Risk Management Group Terms of Reference are attached at Appendix 3.

4.2   Risk needs to be addressed at the point at which decisions are being taken. Where members and officers are asked to make decisions, they should be advised of the risks associated with recommendations being made. The Council needs to be able to demonstrate that it took reasonable steps to consider the risks involved in a decision. Risks must be addressed within Committee reports.
In order to ensure the successful implementation of the strategy, roles and responsibilities have been reviewed and are updated in the following table:

Group	Roles & Responsibilities
Full Council	• Formal approval and adoption of changes to the Risk Management Strategy • Periodically approve Strategic Risk Register reviews (not exceeding 1 year intervals) • Contribute to the identification of strategic risks
Standards & Audit Committee	• To review the effectiveness of the Risk Management arrangements • To review and endorse the Risk Management Strategy prior to Council consideration • To receive periodic monitoring reports • Receive reports including the annual statement of Internal Control/external audit reports/effectiveness of internal audit • Contribute to the identification of strategic risks
Cabinet and committees	• To ensure that risk management is a key consideration in decision making reports • Contribute to the identification of strategic risks
Corporate Leadership Team	• Overall responsibility for implementing the risk management framework and embedding risk management throughout the Council • Address strategic issues that cannot be addressed within service budgets or risk management fund of an extreme or high assessment • To ensure that risk management is a key consideration in decision making • Receive and challenge quarterly updates from the Corporate Risk Management Group • Contribute to the identification of strategic risks and co-ordinate Directorate risk registers • To brief the Strategic Health, Safety and Risk Manager on CLT decisions that affect both the strategic and operational risk profiles. • To ensure the Strategic Health, Safety and Risk Manager has sight of relevant committee reports to provide commentary on risk management considerations.
Portfolio holders	• Receive and challenge quarterly updates from the Corporate Risk Management Group • Contribute to the identification of strategic risks

Group	Roles & Responsibilities
Corporate Risk Management Group (CRMG)	• Overall responsibility for ensuring that processes are in place to effectively manage risks within the Council • Continually seek to increase awareness of risk management across the Council • Develop the Risk Management Strategy, Strategic Risk Register and monitoring reports • Horizon scanning and identification of emerging risk areas • Identify and commission task and finish groups where appropriate • Review Directorate risk registers • Review Insurance claims analysis in order to identify ways of reducing or eliminating future claims • Identify good practice and shared learning (both internal and external) • Approve the use of the Risk Management budget and training days • Arranging and providing risk management training as appropriate
Service Managers (Tier 4)	• Ensure that risk management is incorporated into service plans and project plans • Ensure regular review of Service Risk Registers (quarterly) • Review risk treatment schedules as identified by the line managers and team leaders • Review risk action plans and ensure they are implemented • Contribute towards the identification and management of operational risks for their service • Ensure that risks which have been identified are addressed and mitigated and that any high risks are addressed urgently • To provide annual assurance on the effectiveness of controls in place to identify and mitigate risks within their service through the annual service planning process • To maintain awareness of and promote effective risk management techniques (incl. awareness of the strategy and policy) to all relevant staff • Ensure that risk issues are highlighted in decision making reports Where appropriate in consultation with the Strategic Health, Safety and Risk Manager

Group	Roles & Responsibilities
Line Managers and team leaders	• Identify and analyse risks • Undertake assessments at service level • Evaluate risk/perform risk assessment • Prepare risk treatment action plans • Support the development and review of service, directorate and strategic risk registers
All employees	• Manage risk effectively in their job and report opportunities and risks to their service manager • Participate in risk assessment and action planning where appropriate • Adhere to Council policies and procedures • Attend training and development sessions as appropriate
Project managers	• Project leaders have a responsibility to ensure that the risks associated with their projects are identified, recorded and regularly reviewed as part of the project management process • Risk to be a key part of project applications and decisions • That risks are identified on directorate risk registers where appropriate to ensure wider awareness and senior oversight
Internal Audit	• Audit the risk management process • Assess the adequacy of the mechanisms for identifying, analysing and mitigating key risks • Provide assurance to senior officers and members on the effectiveness of controls • Use the strategic risk register and relevant operational risks to drive the Internal Audit Plan to ensure resources are used on the areas of highest risk and where the need for assurance is greatest

Section 5: Risk Management Process

5.1 The risk management process is the same for the management of both strategic and operational risks. The process comprises of the following four basic steps; these are indicated in the diagram below and should be driven by the Council's objectives.

Implement, monitor and review → **Identify the risks**

Your objectives

Mitigation and action planning ← **Prioritise the risks**

Risk identification and risk appetite
At the strategic level, risks may be addressed by a variety of means. These include and having identified a risk there are four basic choices about how to deal with it – the 4T's:
Treat the risk (i.e. do something about it)
Tolerate the risk – (i.e. accept it as it is)
Transfer the risk – (i.e. pass it to someone else, for example insurance)
Terminate the risk – (i.e. cease the activity that gives rise to the risk)

Risk Treatment
The most important part of the risk process is the resulting decisions and actions. This is an important focus of the Council. Risk analysis will identify actions required as well as target deadlines. However, overall responsibility for progress falls to the risk owner.

There are four basic ways of treating an opportunity, which are:

Enhance – seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit;

Ignore – minor opportunities can be ignored by adopting a reactive approach without taking any explicit actions;

Share – seek a partner/stakeholder able to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits;

Exploit – seek to make the opportunity definitely happen by adopting aggressive measures to ensure the benefits from the opportunity are realised.

Where risk control or reduction is required, focus should be given to both the impact and the likelihood of the risk. All actions should be taken within the context of the likely cost of the actions required to reduce the risk. The anticipated level of risk the Council is prepared to accept taking into account the implementation of the actions identified is shown as the Target Risk. This Target Risk will vary depending upon the risk appetite.

Section 6: Links to emergency planning and business continuity

6.1   There is a key link between risk management, emergency planning and business continuity which is vital to their success. While linked they are however different.

Risk management is about trying to identify and manage those risks which are more than likely to occur and where the impact on the Council's objectives can be critical or even catastrophic.

Business continuity management is about trying to identify and put in place measures to protect the priority (or critical) functions against catastrophic risks that can stop the organisation in its tracks. There are some areas of overlap e.g. where the ICT infrastructure is not robust then this will feature as part of the organisation risk assessment and also be factored into the business continuity plans. Further information about business continuity and our plans is available via the Council's aspire intranet.

Emergency planning is about managing those incidents that can impact on the Council's services and wider community (in some cases they could also be a business continuity issue) e.g. a plane crash is an emergency, it becomes a continuity event if it crashes into a Council premise. Further information about emergency planning and our plans is available via the Council's aspire intranet.

Section 7: Communication and training

7.1   The latest version of the Risk Management Strategy will be available via aspire intranet and Council Website. Periodic messages will be circulated via the managers e-bulletin to enable cascade via team meetings.

7.2   Risk management should be a regular item at Directorate Management Team meetings and team meetings to ensure that all employees can contribute to risk management and that risk can be managed at the most appropriate level.

7.3   Risk management training is mandatory for all managers and is delivered via Aspire learning. Additional more in-depth modules and in some cases external courses will also be available where appropriate. The Corporate Risk Management Group can make recommendations around additional learning and development requirements to ensure officers are sufficiently confident to
undertake the process of risk identification, controls and monitoring within their service areas.

Section 8: Monitoring and review

8.1   The Corporate Risk Management Group will develop quarterly updates for Portfolio holders and the Corporate Leadership Team to raise awareness and enable challenge of risk management activity.

8.2   Standards and Audit Committee will receive a monitoring report once per annum and Council once per annum.

8.3   The Risk Management Strategy will have a review cycle of every four years. This can be sooner if a significant change is needed prior to the review date.

Appendix 1 – Risk Matrix

A Risk Matrix is used to assess risks in terms of their likelihood of occurring and the impact they could have. The scores for each factor (likelihood and impact) are plotted on a matrix (see below) to identify those that require management action i.e. focus on the 'red' area. The objective is to devise mitigating actions that will reduce the risk and ideally move the assessment into a safer area of the matrix (green or amber).

Total Risk Score = Likelihood x Impact. Rating: 0-8 Green, 9-14 Amber, 15+ Red

Risk Likelihood

Score 1 – Highly unlikely	Score 2 – Unlikely	Score 3 – Possible	Score 4 – Likely	Score 5 – Very Likely
Previous experience at this or other similar organisations make this outcome highly unlikely to occur.	Previous experience discounts this risk as being unlikely to occur but other organisations have experienced problems.	The Council has in the past experienced problems but not in the past three years.	The Council has experienced problems within the past three years.	The Council is currently experiencing problems or expects to within the next 12 months.

Risk Impact

Risk Impact	Score 1 – Negligible	Score 2 – Low	Score 3 – Medium	Score 4 – High	Score 5 – Very High
Priorities	No impact on the delivery of the Council's priorities.	It may cost more or delay in delivery of one of the Council's priorities	A number of Council priorities would be delayed or not delivered	The majority of Council priorities would be delayed or not delivered	Unable to deliver all Council priorities
Financial	Less than £5k	Less than £25k	Less than £100k	Less than £500k	More than £500k
Service	No disruption	Some temporary disruption of activities in one service area.	Regular disruption to activities in one of more service areas.	Severe service disruption or regular disruption affecting more than one service.	Severe disruption to the activities of all Council services.
Information	None	Minor – no personal details compromised	Isolated, personal details compromised	Across several services – personal details compromised	Severe personal details compromised
Public engagement and reputation	No loss of trust with the council and no media attention.	Some loss of confidence and trust with some local media attention.	A general loss of confidence and trust and adverse media coverage.	Major loss of trust and confidence and adverse national media coverage.	Severe loss of trust and confidence and adverse extensive media coverage – national

Risk scoring matrix

	5	5	10	15	20	25
	4	4	8	12	16	20
likelihood	**3**	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

Appendix 2 – Glossary

Risk	Risk can be defined as a threat that an event or action will adversely affect the Council's ability to achieve its objectives, perform its duties or meet expectations of its stakeholders.
Hazard	Anything that has the potential to cause harm.
Risk Management	Risk is unavoidable, organisations' must manage risk in a way that can be justified to a level which is tolerable and as a result, risk is the chance that an event will occur that will impact upon the organisation's objectives. It is measured in terms of consequence and likelihood.
Assessing risks	The approach and process used to prioritise and determine the likelihood of risks occurring and their potential impact on the achievement of the Councils objectives.
Contingency	An action or arrangement that can be put in place to minimise the impact of a risk if it should occur.
Control (control measures)	Any action, procedure or operation undertaken to either contain a risk to an acceptable level, or to reduce the likelihood.
Corporate Governance	Set of internal controls, processes, policies, affecting the way the Council is directed, administered or controlled.
Service risk	Significant operational risks which affect the day-to-day activities of the council.
Identifying risks	The process by which events that could affect the achievement of the Council's objectives, are drawn out and listed.
Risk Prioritisation	Risk prioritisation is the process used to evaluate the hazard/ risk and to determine whether precautions are adequate or more should be done. The risk is compared against predetermined acceptable levels of risk.

Impact	The effect that a risk would have if it occurs.
Issue	An event or concern that has occurred or is taking place and needs to be addressed (as opposed to a risk which has not yet, or might not, occur).
Consequence	A measure of the impact that the predicted harm, loss or damage would have on the people, property or objectives affected.
Likelihood	A measure of the probability that the predicted harm, loss or damage will occur
Risk Treatment	The action(s) taken to remove or reduce risks
Key Risk Driver	Describes the type of risk and what the value of that potential risk is likely to be.
Raw Risk	Worst case scenario – without intervention
Current risk	Current assessment of risk having considered controls already in place to mitigate the risk
Target risk	The best position the Council can get to when all mitigating measures are applied.
Managing and controlling risks	Developing and putting in place actions and control measures to treat or manage a risk.
Control	The control of risk involves taking steps to reduce the risk from occurring such as application of policies or procedures.
Mitigation (Plan)	A strategy that reduces risk by lowering the likelihood of a risk event occurring or reducing the impact of the risk should it occur.
Objective	Something to work towards – goal.
Operational risk	Risks arising from the day to day issues that the Council might face as it delivers its services.
Overall risk score	The score used to prioritise risks – impact multiplied by likelihood.
Risk Assessment	Analysis undertaken by management when planning a new process or changing an existing procedure to identify risks that may occur, their potential impact and likelihood of occurrence. It will also identify the controls needed to control the risk and who is responsible for this.
Risk Register	A risk register is a log of risks of all kinds that threaten an organisation's success in achieving its objectives. It is a dynamic living document which is populated through the organisation's risk assessment and evaluation process. The risk register enables risks to be quantified and ranked. It provides a structure for collating information about risks.

Appendix 3 - Risk Management Group

Terms of reference

Purpose

Strategic oversight of the Council's risk management arrangements including the development of the risk management strategy, strategic risk register, key monitoring and to challenge reports. Horizon scanning for key organisational, reputational, legal, financial and operational risks including the regular review of Directorate risk registers and emerging issues.

Responsibilities

1. To develop, adapt and maintain the Council's Risk Management Strategy as the formal framework for the identification and management of strategic and operational risks.

2. To develop, review, monitor and challenge the Council's Strategic Risk Register ensuring key risks are identified and effectively mitigated and managed.

3. To review, monitor and challenge Directorate Risk Registers, providing a two way flow of information and development in support of the Strategic Risk Register and ensuring a 'One Council, One Team' approach to risk management.

4. Horizon scanning for new and emerging risk management concerns and opportunities across a broad range of areas including legal, financial, legislative, operational, insurance and partnerships to feed into the Risk Management Strategy and Risk Registers.

5. To provide assurance to Standards and Audit Committee and Full Council that effective risk management arrangements are in place and are improving through periodic update reports.

6. To provide assurance to Cabinet Portfolio holders and Corporate Leadership team with quarterly update reports.

7. To develop and progress task and finish groups on specific areas of interest e.g. major projects, governance, training etc.

Meeting arrangements

Quarterly Risk Management Group meetings with the opportunity for additional task and finish groups.

The meetings will be chaired and administrated by the Health, Safety and Risk Team within the Directorate Corporate.

Membership

Cabinet Portfolio – Governance (Chair)
Executive Director (Senior Leadership Team Sponsor)
Service Director – Corporate (deputy chair)
Service Director – Digital, HR and Customer Services
Service Director – Economic Growth
Service Director – Finance
Service Director – Housing
Service Director – Leisure, Culture and Community Wellbeing
Strategic Health, Safety and Risk Manager (deputy Chair)
Head of Internal Audit
Regulatory Law Manager and Monitoring Officer
Senior Emergency Planning Officer
Insurance lead

Appropriate substitutes can be arranged but all areas should be represented

Quarterly updates and strategy review timetable

Meeting	Activity	Timescale
Risk Management Group	• Risk Management Strategy • Strategic Risk Register • Directorate Risk Registers • Horizon Scanning • Start to feed into Annual Governance Statement	Quarterly
Corporate Leadership Team (Quarterly report also available to Cabinet portfolio holders for information)	• Periodic Risk Management reports • Risk Management Strategy • Strategic Risk Register	Quarterly

Standards and Audit Committee	• Risk Management update • Risk Management Strategy • Strategic Risk Register - summary	Annual review of Strategic risk register Review of Risk Management Strategy - 2027
Council	• Risk Management update • Risk Management Strategy • Strategic Risk Register - summary	Annual review of Strategic risk register Review of Risk Management Strategy 2027

Document Version (update log)

Amendment	Date	By whom
Full document review. The language within the document now reflects a strategy that is implemented and now reflect ongoing arrangements to further embed the aim and objectives. Various formatting updates. Revisions made to the quarterly updates and strategy review timetable. Annual review moved to four yearly reviews (aligned to wider strategy review cycle approach).	06.01.23	GI
DR comments incorporated	09.01.23	GI/DR
Final amendments to reflect feedback / EIA updated	06.03.23	GI