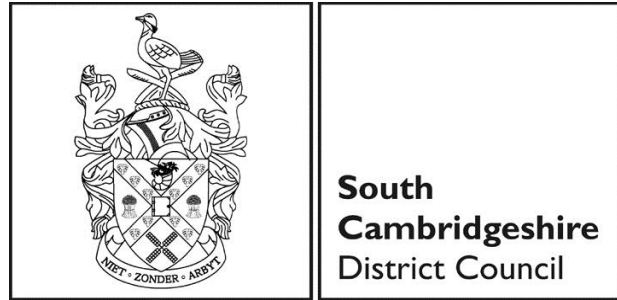


**Appendix B**



**Draft**

**Risk Management Strategy**

## Contents

|     |  |    |
|-----|--|----|
| 1.  | Purpose .....                          | 1  |
| 2.  | Objectives .....                       | 1  |
| 3.  | Guiding principles .....               | 1  |
| 4.  | Approach to risk management .....      | 2  |
| 5.  | Identifying and recording risks .....  | 3  |
| 6.  | Assessing and prioritising risks ..... | 5  |
| 7.  | Managing risks .....                   | 6  |
| 8.  | Reviewing and reporting risks .....    | 6  |
| 9.  | Communication and learning .....       | 10 |
| 10. | Organisational arrangements .....      | 11 |

|         |  |
|---------|--|
| Annex A | The scope of risk; areas to consider                             |
| Annex B | Some of the risks to consider when making strategic decisions    |
| Annex C | Strategic Risk Register report template                          |
| Annex D | Service Area Risk Register template                              |
| Annex E | Likelihood Assessment guidelines                                 |
| Annex F | Impact Assessment guidelines                                     |
| Annex G | Prioritisation matrix template                                   |
| Annex H | Chart summarising the Council's arrangements for risk management |

## 1. Purpose

- 1.1 South Cambridgeshire District Council's primary role is to fulfil its statutory obligations. The Council also has a Long Term Vision that South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.
- 1.2 Supporting the Vision is a Corporate Plan with four strategic Objectives, which have associated actions:
- (a) Living Well - Support our Communities to remain in good health whilst continuing to protect the natural and built environment;
  - (b) Homes for our future - Secure the delivery of a wide range of housing to meet the needs of existing and future communities;
  - (c) Connected Communities – Ensure new transport and digital infrastructure supports and strengthens communities and that our approach to growth sustains prosperity;
  - (d) An Innovative and Dynamic Organisation – adopting a more commercial and business-like approach to ensure we can continue to deliver the best possible services at the lowest possible cost.
- 1.3 The Council has a responsibility to consider risks involved in providing or enabling service delivery, both in fulfilment of its statutory obligations and in achieving its strategic objectives. This strategy is a key part of strategic planning and an integral part of service planning and performance management. It sets out the arrangements for the identification, assessment, management and review of risks that may adversely affect the Council's services or the achievement of its objectives.

## 2. Objectives

- 2.1 The Council's concern is to manage risk effectively, eliminating or controlling risk to an acceptable level. This is done by identification, assessment and management of potential risks, rather than reaction and remedy to past events.
- 2.2 The objectives of the strategy are to:
- (a) Integrate risk management into the culture of the Council, including a process to identify and report upon existing and emerging risks to the Council.
  - (b) Anticipate and respond to changing social, environmental, legislative and other requirements, as set out in **Annex A**.
  - (c) Manage risks in accordance with best practice, so that they are eliminated or controlled to an acceptable level.
  - (d) Raise awareness of the need for managers responsible for the Council's delivery of services to undertake risk management.
  - (e) Seek to improve the delivery of Council services and ensure that risks to the Council's reputation and public image are considered.
- 2.3 It will not always be feasible completely to eliminate risk. Indeed, calculated risk-taking may be required in certain circumstances to achieve innovative or creative solutions that will help to improve services to customers. However, reckless or unplanned risk-taking would never be acceptable.

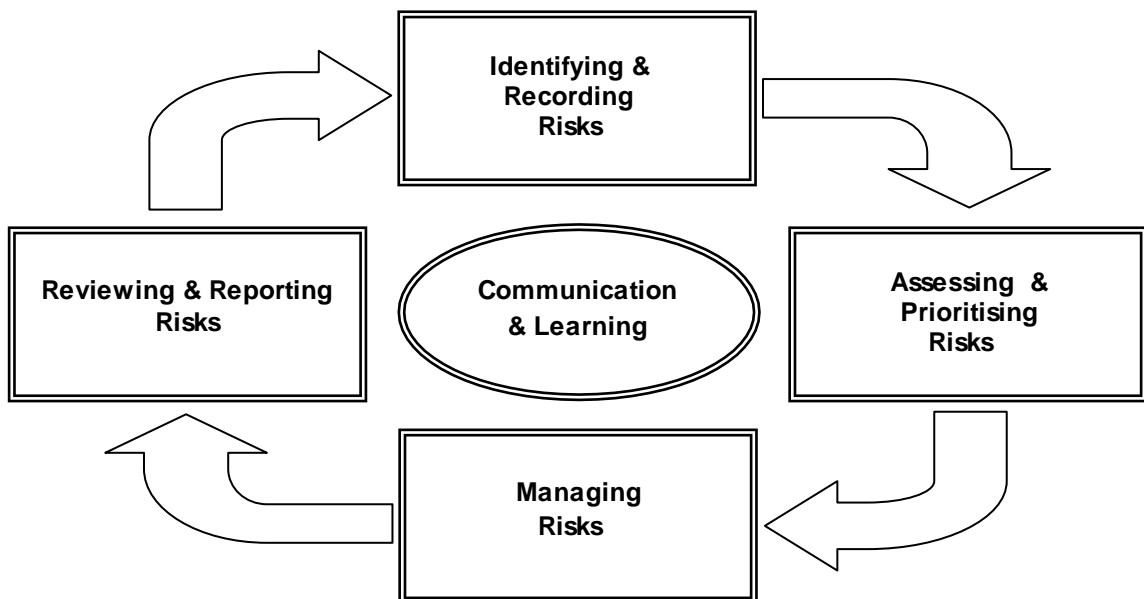
## 3. Guiding principles

- 3.1 To fulfil its risk management objectives, the Council shall:

- (a) Develop a culture that involves the participation of all appropriate staff in risk management.
- (b) Secure the commitment of Members and management at all levels to promote risk management and provide leadership and direction, by endorsing the allocation of executive and governance roles between:
  - the Corporate & Customer Services Portfolio Holder – the executive role – agreement and ownership of the Council’s strategic risk register, i.e. the strategic risks facing the Council;
  - the Corporate Governance Committee – the governance role – advice and assurance regarding the adequacy and effectiveness of the Council’s risk management strategy and process.
- (c) Adopt agreed standards of risk management that are monitored at corporate and service level and ensure that further action is taken where necessary.
- (d) Ensure that regular identification, assessment and management of significant risks is integral to all corporate and service planning.
- (e) Ensure that effective processes are in place to facilitate prompt remedial action on adverse events and their identification and reporting and to enable near misses to inform future action.
- (f) Have effective communication to make sure everyone is sufficiently informed about risk management.
- (g) Provide information, training, guidance and advice, as appropriate, to meet these objectives.

**4. Approach to risk management**

4.1 The Council employs a simple four step process to manage its risks:



4.2 These steps are outlined in the sections below.

4.3 In accordance with best practice, risk management at the Council incorporates the identification and management of strategic risks, service area risks, project, partnership and shared service risks. The process is thus embedded throughout the Council.

## 5. Identifying and recording risks

### 5.1 *Identifying risks*

- 5.1.1 A risk is an event that may occur, which will have an impact on the Council's services, or the achievement of its objectives and priorities. This strategy requires the Council to identify strategic, service area (i.e. operational), project, partnership and shared service risks.
- 5.1.2 Types of risks are listed in **Annex A**. While not exhaustive, the list provides a starting point for identifying potential risks, including reputational risks, at both strategic and service area levels, as well as for projects, partnerships and shared services.
- 5.1.3 Further illustrations of some of the risks that should be considered when taking strategic decisions are suggested in **Annex B** (again, the categories are neither prescriptive nor exhaustive).

### 5.2 *Recording risks*

- 5.2.1 Identified risks shall be recorded in the relevant strategic or service area risk register, project, partnership or shared service risk register, as set out in paragraphs 5.2.2 to 5.2.10 below, with risks described in terms of: the risk event (i.e. what could happen), the consequence that it might lead to for service(s)/ Objective(s)/ Action(s), and the possible outcome(s) that could result.

#### Strategic Risk Register

- 5.2.2 The strategic risk register report template is attached at **Annex C**. The Principal Accountant (General Fund and Projects) ("PA(GF&P)"), on behalf of the Executive Director (Corporate Services), shall record in the strategic risk register the top risks facing the Council from a corporate perspective, noting for each risk:
- relevant Objectives in the current Corporate Plan;
  - the person nominated as the responsible "Risk Owner";
  - "Target" and "Actual" Risk Scores resulting from assessed Impact and Likelihood scores (see 6.1.1 below);
  - Control measures to address / sources of assurance over the risk;
  - for risks assessed above the Council's risk tolerance line (see 6.2.2 below), the "Timescale to progress", i.e. the Month/ Year by which it is planned to mitigate the risk to below the line.
- (Note: "Target" risk scores are only to measure whether risk scores have increased, decreased, or stayed the same and apply a Red / Amber / Green colour coding accordingly – see 5.2.6 below.)
- 5.2.3 Control measures are defined as actions to reduce either the likelihood of the risk occurring, or the potential impact of it materialising. Control measures may be either already in place, or additional ones considered necessary to manage the risk.
- 5.2.4 Sources of assurance are defined as evidence that control measures in place to mitigate a risk are operating effectively. Sources of assurance can include documents, reports, performance indicators or other methods of verification; independent and substantiated evidence provides the strongest assurance.

5.2.5 The “Timescale to Progress” shall also note control measures / sources of assurance that are not yet in place, with expected dates where appropriate.

5.2.6 The report enables monitoring of movement in strategic risk scores, where Red / Amber / Green means:

|        | <u>for risks previously above the Council’s risk tolerance line</u>  | <u>for risks previously below the Council’s risk tolerance line</u>                                |
|--------|--|--|
| Red:   | <ul style="list-style-type: none"> <li>the score has increased</li> </ul>  | <ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>        |
| Amber: | <ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul> | <ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul> |
| Green: | <ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>                            | <ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>      |

Service area risk registers

5.2.7 The service area risk register template is attached at **Annex D**. Directors shall record in their service area risk registers potential operational risks affecting the services for which they are responsible, noting for each risk:

- relevant Objectives in the current Corporate Plan;
- Control measures to address / sources of assurance over the risk, already in place;
- the assessed Impact and Likelihood scores and resulting Total scores (see 6.1.1 below);
- the Direction of Travel of the risk (i.e. whether the risk is “new” or the Impact and Likelihood assessments have stayed the same, reduced or increased);
- the person nominated as the responsible “Risk Owner”;
- the Review Frequency, i.e. the frequency at which the control measures/ sources of assurance are reviewed;
- Additional control measures / sources of assurance considered necessary to manage the risk;
- Additional resources/cost required to manage the risk;
- any Adjusted risk score resulting from re-evaluation of the Impact and Likelihood taking the additional control measures / sources of assurance into account;
- for risks assessed above the Council’s risk tolerance line, the “Timescale to progress”, i.e. the Month/ Year by which it is planned to mitigate the risk to below the line.

Project risk registers

5.2.8 The Council shall require projects (see section 8.2 below) to use the same format as the service area risk register template. The Project Management Toolkit reflects this and guidance is available within the Toolkit.

Partnership risk registers

5.2.9 The Council shall encourage partnerships (see section 8.3 below) to use the same format as the service area risk register template; however, the Council acknowledges that a partnership may choose to use another format appropriate to its needs. If a partnership chooses not to use the same format, the Council’s lead officer for that

partnership shall liaise with the PA(GF&P) for guidance on how to structure the risk register/log. Guidance is also available in the Partnership Toolkit.

### Shared Service risk registers

5.2.10 The Council shall encourage shared service projects to use the same format as the service area risk register template, both while the project is being developed and when it becomes operational; however, the Council acknowledges that a shared service project/arrangement may choose to use another format. If a shared service project/arrangement chooses not to use the same format, the Council's lead officer for that project shall liaise with the PA(GF&P) for guidance on how to structure the risk register/log. Guidance is also available in the Project Management and Partnership Toolkits.

## **6. Assessing and prioritising risks**

### **6.1 Assessing risks**

6.1.1 At both strategic and service area levels and for projects, partnerships and shared services, nominated risk owners shall assess each of the identified risks in terms of the likelihood of the risk occurring and the potential impact of it materialising, according to the guidelines in **Annex E** and **Annex F**, respectively.

### **6.2 Prioritising risks**

6.2.1 Directors, project managers, partnership lead officers and shared service project managers / lead officers shall use a matrix of these assessments to rank risks in order (see **Annex G**), enabling the Council to make decisions about their significance and prioritise action. The numbers in the matrix boxes represent Total risk scores, obtained by multiplying the Impact score by the Likelihood score. The Total risk scores indicate the order of priority of assessed risks. Directors, project managers, partnership lead officers and shared service project managers / lead officers shall re-schedule the risk registers in line with the order resulting from the prioritisation matrix. (Where the same Total risk score can be obtained in more than one area of the matrix, the Impact score shall take priority over the Likelihood score.)

6.2.2 The dotted line running through the matrix (- - - - -) shows the Council's risk tolerance line, between the level of risk the Council is prepared to accept without putting in place additional control measures / sources of assurance and the level at which risks are considered to require further action.

6.2.3 The Council's risk appetite is defined thus: "The Council shall ensure that all risks identified are appropriately managed; however, it shall require further attention to be given to:

- risks having an Extreme or High impact, with a likelihood of Possible or higher; and
- risks having a Medium impact, with a likelihood of Likely or higher."

6.2.4 Those assessed risks that fall above the Council's risk tolerance line are considered to require further action to reduce either the likelihood of the risk occurring or its impact if and when it does occur; nominated risk owners shall identify and record additional control measures / sources of assurance for these risks (see 7.1 below).

## **7. Managing risks**

- 7.1 Risks above the Council's risk tolerance line (i.e. with a Total risk score of 12 or higher) require additional control measures / sources of assurance to be put in place to manage them, e.g.:
- active management (including considering terminating the activity or project);
  - contingency plans – robust plans in place to detect any variation from expectations; and/or
  - mitigation to reduce likelihood (if cost effective).
- 7.2 At the strategic level, risk owners (i.e. the officers named in the strategic risk register) shall work with the PA(GF&P) to develop and implement additional control measures / sources of assurance for managing risks assessed above the Council's risk tolerance line. Where additional control measures / sources of assurance affect other Objectives, services, projects or partnerships, require additional resources or will incur additional costs, risk owners shall agree these with the managers/officers concerned.
- 7.3 At the service area level, service managers shall develop and implement additional control measures / sources of assurance for managing risks assessed above the Council's risk tolerance line. Managers shall re-evaluate the Impact and Likelihood scores taking the additional control measures / sources of assurance into account, recording any changes to the scores in the 'Adjusted risk score' column. Where additional control measures / sources of assurance affect other Objectives, services, projects or partnerships, require additional resources or will incur additional costs, service managers shall discuss these with the managers/ officers concerned.
- 7.4 Project managers and partnership lead officers shall manage project and partnership risks in accordance with their project/partnership governance arrangements. Shared service project managers / lead officers shall manage shared service project/ arrangement risks in accordance with the governance arrangements.
- 7.5 Directors, project managers, partnership lead officers and shared service project managers / lead officers shall reassess risks below the Council's risk tolerance line (i.e. with a Total risk score of 10 or lower) quarterly to ensure there is no change to the underlying risk or control measures / sources of assurance.
- 7.6 When an appropriate review meeting (see 8.1.2 below) considers that a risk has been "managed", i.e. it either no longer exists, or it is now an integral part of day to day management of the service area concerned, the meeting shall agree to remove the risk from the relevant risk register.

## **8. Reviewing and reporting risks**

### **8.1 *Reviewing risks***

- 8.1.1 Reviews of risk registers shall include consideration of any new risks. Approval of risk registers shall include both the acceptance of new risks and also the removal of risks considered to be "managed".
- 8.1.2 Risks are reviewed at service planning, departmental management teams, Executive Management Team (EMT), Cabinet, project management, partnership and shared service meetings, as appropriate:



- EMT shall review the strategic risk register quarterly, including consideration of the impact and likelihood assessments and the control measures / sources of assurance in place to address risks, recommending its approval to Cabinet.
- Cabinet, led by the Corporate & Customer Services Portfolio Holder, shall similarly review and approve the strategic risk register quarterly.
- Directors shall review and approve their service areas' risk registers, collated to give a comprehensive set of risks coming under their responsibility and to enable moderation of impact and likelihood assessments, as part of the annual preparation of service plans. Service area risk registers shall be on departmental management team meeting agendas for review at least quarterly. The Executive Director (Corporate Services) shall similarly review and approve the collated risk registers for service areas reporting direct to him.
- Project managers, partnership lead officers and shared service project managers / lead officers shall facilitate the review and approval of the risk logs/registers for which they are responsible, at frequencies set out in their project, partnership plans or shared service arrangements.
- For each of these risk registers/logs, the review of control measures / sources of assurance shall include ensuring that they are appropriate, implemented and operating effectively.

8.1.3 Should a significant risk arise between reviews, the relevant director, manager or officer shall consider it with the PA(GF&P) for inclusion on the appropriate risk register and the PA(GF&P) shall inform the relevant director accordingly.

## 8.2 **Project risks**

8.2.1 Projects, such as those of a corporate or significant service nature, major ICT related projects, shared services, etc, are required to have their own risk registers, using the same format as the service area risk register template (see paragraph 5.2.7 above). Project managers shall review project risk registers in accordance with their project management arrangements.

## 8.3 **Partnership risks**

8.3.1 This strategy covers the way that the Council manages the risks facing it in the delivery of its services and the achievement of its objectives and priorities. Where these are delivered in partnership with other organisations, the application of this strategy may extend outside the Council's direct control.

8.3.2 The Council has an understanding of its involvement with the partnerships in which it participates and the implications of that involvement in each partnership. Equally, each partnership has an understanding of the Council's role in the partnership.

8.3.3 Lead officers of partnerships shall adopt a two stage approach to risk management:

- (a) Identify and assess, from the Council's perspective, the risks that face the Council from participating in the partnership. This analysis shall identify the controls and contingency plans (including an appropriate exit strategy) that are or should be in place. This will be informed by the extent to which the partnership has effective controls and risk management procedures in place and whether it is able to provide the Council with the relevant assurances in this regard.
- (b) Champion effective risk and performance management procedures within the partnership (including the risk of fraud and corruption), so that the threats to

the achievement of the partnership's objectives are properly identified, assessed and managed.

- 8.3.4 Partnership lead officers shall review partnership risk registers in accordance with the partnerships' governance arrangements. Similarly, shared service lead officers shall review shared service arrangements risk registers in accordance with the shared services' governance arrangements.

#### 8.4 **Links**

- 8.4.1 When reviewing the strategic risk register, EMT may cascade a strategic risk to an appropriate service area, project, partnership or shared service risk register, so that the relevant service manager, project manager, partnership lead officer or shared service project manager / lead officer can take a corporate lead on managing it.
- 8.4.2 When reviewing their service area risk registers, service managers and directors / the Executive Director (Corporate Services), may escalate a service area risk for EMT to consider including in the strategic risk register, if the risk is significant (i.e. has a score of 12 or more, and especially if it is a new risk) or has a corporate nature. The PA(GF&P) may similarly escalate a risk if it, or a similar one, is being recorded in more than one service area risk register.
- 8.4.3 The strategic risk register may also include project, partnership and shared service risks, if these are of a corporate or significant nature. The project / partnership / shared service risk registers shall record the detailed risks and control measures / sources of assurance relating to the particular project / partnership / shared service.
- 8.4.4 The PA(GF&P) shall facilitate these links. The PA(GF&P) shall also keep a record of the risks included in the strategic risk register and the impact and likelihood assessments of them, so that the priority of identified strategic risks can be tracked over time.

#### 8.5 **Reporting risks**

- 8.5.1 The PA(GF&P) shall report the draft strategic risk register to EMT quarterly, for review and recommendation to Cabinet. These reports shall show only risks with a total score of 5 or more (risks scoring 4 or less will still be on the strategic risk register, just not included in the reports). (Corporate Governance Committee shall review the adequacy of this as part of its annual review of the risk management strategy and process, as described in 8.5.11 below. Corporate Governance Committee may report to full Council, if the Committee considers it necessary to ensure that strategic risks are appropriately managed.)
- 8.5.2 Directors / the Executive Director (Corporate Services) shall record service area risks above the Council's risk tolerance line in the Overview section of their service plans published annually. They shall update their service area risk registers and control measures / sources of assurance to the PA(GF&P) quarterly, for EMT to consider in its quarterly review of the strategic risk register.
- 8.5.3 In addition, EMT shall review service area risk registers, collated by corporate area/direct reports, on a rolling programme throughout the year. These reports shall show only risks with a total score of 5 or more (risks scoring 4 or less will still be on the service area risk registers, just not included in the reports). EMT shall review the HRA Business Plan risk register alongside the Affordable Homes risk register. As

part of these reviews, EMT shall consider whether to include risks scoring 12 or more in the strategic risk register. (It shall be assumed not, unless minuted otherwise.)

- 8.5.4 Relevant director(s) / the Executive Director (Corporate Services) shall provide on request from a portfolio holder a briefing/update on the service area risk register(s) appropriate to that portfolio.
- 8.5.5 Project managers, partnership lead officers and shared service project managers / lead officers shall report project, partnership and shared service risk registers in accordance with their project management/governance arrangements and reporting frequencies. Project managers, partnership lead officers and shared service project managers / lead officers shall update their risk registers, including control measures / sources of assurance, to the PA(GF&P) quarterly, for EMT to consider in its quarterly review of the strategic risk register.
- 8.5.6 The PA(GF&P) shall provide updates of risk registers to the Council's insurance officer, to facilitate discussion of insurance cover and negotiation of any premium discounts or reductions with the Council's insurers.
- 8.5.7 If a risk materialises, it shall be reported as follows:
- strategic: a report to the next meeting of EMT by the risk owner, in conjunction with the PA(GF&P), outlining the event that occurred, the consequence for the service, objective or priority and the outcome that resulted, together with recommendations for the application of any lessons to be learnt;
  - service area: a similar report to the service manager by the risk owner;
  - EMT or the service manager, as appropriate, shall decide how to implement any recommendations regarding lessons to be learnt;
  - project, partnership or shared service: a similar report by the project manager partnership lead officer or shared service project manager / lead officer; decisions about implementing any recommendations regarding lessons to be learnt shall be taken in accordance with the project management partnership or shared service governance arrangements.
- 8.5.8 Reports to Members contain as standard a Risk Management Implications section. Report writers use this section to describe risks associated with the report's proposals, possible consequences, the likelihood and potential impact of the risk occurring. Where the risk is assessed above the Council's risk tolerance line, report writers also outline the additional actions that shall be taken to mitigate the risk and copy the report to the PA(GF&P), so that the risk can be incorporated in the strategic risk register, relevant service area risk register, project, partnership or shared service risk register, as appropriate. Directors/report writers shall fully brief Members on risks identified in the report.
- 8.5.9 Reports to Members also include as standard, Options and Financial Implications sections. Where reports relate to major options appraisal or capital investment decisions, report writers shall also review relevant risk registers, to identify any risks for inclusion in the report.
- 8.5.10 Positive aspects of the matter under consideration are generally described in the body of the report to Members, alongside the various "Implications" sections (Financial, Legal, Staffing, Equality & Diversity, Climate Change). Report writers may also use the Risk Management Implications section to highlight any positive risks (opportunities) not mentioned elsewhere in the report.

8.5.11 The PA(GF&P) shall report to EMT on the risk management strategy and process (including staffing resources) annually, or if there is a material change during the year, for EMT to review the strategy and process and make any recommendations regarding them to Corporate Governance Committee. (The PA(GF&P) shall similarly invite the Corporate & Customer Services Portfolio Holder to review the risk management strategy and process and recommend changes.) Corporate Governance Committee shall review and approve changes to the risk management strategy and process annually, or if there is a material change during the year.

## **9. Communication and learning**

### **9.1 Communication**

9.1.1 The PA(GF&P) shall give relevant staff and Members timely guidance and advice relating to their risk management responsibilities, including particular aspects such as review of risk registers.

9.1.2 The PA(GF&P) shall also keep staff and Members informed through a risk management page on In-Site, the Council's intranet, which shall include the following:

- the risk management strategy,
- the latest version of the strategic risk register,
- the latest versions of service area risk registers;
- guidance and advice concerning risk management, including assessment criteria for the potential impact and likelihood of risks occurring;
- risk management templates.

### **9.2 Learning**

9.2.1 The Council shall keep its risk management strategy and processes up to date by learning from a variety of sources:

- applying best practice from other local authorities and organisations, as appropriate;
- ascertaining whether risk management matters identified in one service area also apply elsewhere across the Council;
- learning from any mistakes;
- providing relevant training for appropriate staff and Members (including at least a refresher session annually), facilitated by external specialists if necessary:
  - EMT shall decide the risk management training for staff, following a recommendation by the PA(GF&P);
  - The Chairman of the Corporate Governance Committee and the Corporate & Customer Services Portfolio Holder (the portfolio holder responsible for both risk management and for Member development), shall decide the risk management training for Members, following a recommendation from EMT;
  - The PA(GF&P) shall keep a record of risk management training attended by staff and Members;
  - Corporate Governance Committee shall review risk management training and the attendance records annually, to ensure that capabilities remain adequate.

(Note: Funding for external training is currently available under the Council's insurance contract.)

## 10. Organisational arrangements

- 10.1 All staff, at every level, have a role to play in risk management, since they are often best placed to identify many of the risks faced by the Council. All staff therefore have a responsibility to identify and minimise risk. This includes taking prompt remedial action on adverse events and near misses, when necessary, and the reporting of these to their line managers and/or through the relevant form. Staff also have a responsibility to follow Council policies and procedures designed to manage risk and maintain a general level of risk awareness.
- 10.2 The prompt alerting of something going wrong can help prevent a situation from becoming worse. Staff are therefore encouraged to alert their line manager to potential risks at the earliest opportunity, without the fear of blame being attributed as a result. This will enable action to be taken as soon as possible to reduce either the likelihood of the risk occurring or the possible effects of it doing so and also promote a culture of openness, transparency and support.
- 10.3 A chart summarising the Council's arrangements for risk management is shown in ***Annex H***.

## **Annex A**

### **The scope of risk; areas to consider**

Political / Reputation

Partnership

Governance

Economic

Social

Technological

Legislative / Regulatory

Environmental

Competitive

Customer / Citizen

Managerial / Professional

Fraud / Corruption

Financial

Legal / Contractual

Physical

Health & Safety

Performance

## Annex B

### Some of the risks to consider when making strategic decisions

The following categories are neither prescriptive nor exhaustive, but illustrate some of the risks Members should consider when taking strategic decisions.

**Strategic political risks** - associated with failure to deliver either local or central government policy, or to meet the Council's commitments. Includes things such as:

- Wrong strategic priorities
- Not meeting the government's agenda
- Decisions based on faulty or incomplete information
- Too slow to innovate/modernise
- Unfulfilled promises to electorate
- Community planning oversights/errors

**Strategic economic risks** - affecting the ability of the Council to meet its financial commitments. Includes things such as:

- Internal budgetary pressures
- Inadequate insurance cover
- External macro level economic changes (e.g. interest rates, inflation)
- The consequences of proposed investment decisions
- General/regional economic problems
- High cost of capital
- Treasury risk
- Missed business and service opportunities
- Failure to meet efficiency targets

**Strategic social risks** - relating to the effects of changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives. Includes things such as:

- Failing to meet the needs of a disadvantaged community
- Impact of demographic change
- Failures in partnership working
- Problems in delivering life-long learning
- Crime and disorder

**Strategic technological risks** - associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demand. They may also include the consequences of internal technological failures on the Council's ability to deliver its objectives. Includes things such as:

- Obsolescence of technology
- Hacking or corruption of data
- Breach of confidentiality associated with technology / systems
- Failure in communications

**Strategic legislative risks** - associated with current or potential changes in national or European law. Includes things such as:

- Inadequate response to new legislation

- Intervention by regulatory bodies and inspectorates
- Judicial review
- Human Rights Act, Disability Discrimination Act etc. breaches

**Strategic environmental risks** - relating to the environmental consequences of progressing the Council's corporate objectives or service priorities (e.g. in terms of energy, efficiency, pollution, recycling, landfill requirements, emissions etc). Includes things such as:

- Noise, contamination and pollution
- Impact of planning and transport policies
- Climate change
- Flood defences

**Strategic competitive risks** - affecting the competitiveness of the service (in terms of cost or quality) and/or its ability to deliver best value. Includes things such as:

- Takeover of services by government/agencies
- Failure to show best value and/or value for money
- Failure of bids for government funds
- Inadequate expertise to write tight tender documents and contracts

**Strategic customer/citizen risks** - associated with failure to meet the current and changing needs and expectations of customers and citizens. Includes things such as:

- Lack of appropriate consultation
- Bad public and media relations
- Breach of confidentiality



**Annex C Strategic Risk Register report template**

**Strategic Risk Register**  
**[Date] (Month Year)**  
 [changes highlighted]

[Note: Strategic Risk Registers reported to EMT or PFH only show risks with a total score of 5 or more (risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the reports).]  
 Risks removed since the last time EMT reviewed the risk register are shown greyed out at the end.



| Risk Reference, Title, (date first included) and Description, plus associated Objectives<br>The risk event, leading to consequence for service/ Objective(s)/ Action(s), resulting in possible outcome(s). Plus associated 3 A's. [and see Note 1] | Risk Owner | Risk Score |            | Risk Owner's Comments<br>[2, 4, 5]  |
|--|------------|------------|------------|---|
|  |            | Target     | Actual [3] |   |
| <b>Reference - Title</b><br>The risk event, leading to consequence for service/ Objective (s)/Action(s), resulting in possible outcome(s).<br><br>Associated Objectives and Actions  | Risk owner |            |            | IMPACT SCORE: X. LIKELIHOOD SCORE: Y.<br><br>CONTROL MEASURES / SOURCES OF ASSURANCE: Detail.<br><br>TIMESCALE TO PROGRESS: Detail. |
| <b>Reference - Title</b><br>The risk event, leading to consequence for service/ Objective (s)/Action(s), resulting in possible outcome(s).<br><br>Associated Objectives and Actions  | Risk owner |            |            | IMPACT SCORE: X. LIKELIHOOD SCORE: Y.<br><br>CONTROL MEASURES / SOURCES OF ASSURANCE: Detail.<br><br>TIMESCALE TO PROGRESS: Detail. |
| <b>Reference - Title</b><br>The risk event, leading to consequence for service/ Objective (s)/Action(s), resulting in possible outcome(s).<br><br>Associated Objectives and Actions  | Risk owner |            |            | IMPACT SCORE: X. LIKELIHOOD SCORE: Y.<br><br>CONTROL MEASURES / SOURCES OF ASSURANCE: Detail.<br><br>TIMESCALE TO PROGRESS: Detail. |
| <b>Reference - Title</b><br>The risk event, leading to consequence for service/ Objective (s)/Action(s), resulting in possible outcome(s).<br><br>Associated Objectives and Actions  | Risk owner |            |            | IMPACT SCORE: X. LIKELIHOOD SCORE: Y.<br><br>CONTROL MEASURES / SOURCES OF ASSURANCE: Detail.<br><br>TIMESCALE TO PROGRESS: Detail. |

Corporate Plan Objectives

Impact

Likelihood

Notes

Risks are cross referenced to the relevant Corporate Plan Objectives and Actions adopted by Council on 25 February 2016 with effect from 1 April 2016, e.g. A v, B ii etc. Where risks relate to previous objectives since embedded, the cross-referencing is to the relevant 2016/17 Corporate Plan Objective

5 Extreme  
 4 High  
 3 Medium  
 2 Low  
 1 Insignificant

5 Almost certain  
 4 Likely  
 3 Possible  
 2 Unlikely  
 1 Rare

1. The "Reference" is a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.
2. Criteria and guidelines for assessing "Impact" and "Likelihood" are available on In-Site.
3. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
4. The dotted line (-----) shows the Council's risk tolerance line.
5. The "Timescale to progress" is the date (Month Year) by which it is planned to mitigate the risk to below the line.

**Red** / **Amber** / **Green** shading in the Actual Column indicates the following movement in risk scores:

|                                      | Red                                       | Amber  | Green                                       |
|--------------------------------------|---|--|---|
| for risks previously above the line: | the score has increased                   | the score has not changed, or has decreased but stays above the line | the score has decreased to below the line   |
| for risks previously below the line: | the score has increased to above the line | the score has increased but stays below the line                     | the score has not changed, or has decreased |

**Annex D Service Area Risk Register template**

**[Name of Service Area] Risk Register**

[Date] (Month Year)

[Numbers in header rows refer to Notes at the end of the document]

**EMT shall consider whether any risks scoring 12 or more should be included in the Strategic Risk Register.**

Service area risk registers reported to EMT only show risks with a total score of 5 or more.

Changes to previous wording are shown as highlighted text.

Risks removed since the last time EMT reviewed the risk register are shown greyed out at the end.



| Ref.<br>[1] | Title and Description of risk<br>The risk event, <i>leading to</i> consequence for service/ Objective(s)/ Action(s), <i>resulting in</i> possible outcome(s). | CP<br>O&As<br>[2] | Control measures/<br>sources of<br>assurance in place | Risk score<br>[3, 4] |            | Direction<br>of travel | Risk owner /<br>Review<br>frequency | Additional control<br>measures/sources<br>of assurance | Additional cost<br>resources required | Adjusted risk<br>score<br>(where relevant)<br>[5] |            | Timescale<br>to<br>progress<br>[7] |
|-------------|---|-------------------|---|----------------------|------------|------------------------|-------------------------------------|--|---------------------------------------|---|------------|------------------------------------|
|             |   |                   |   | Impact               | Likelihood |                        |                                     |  |                                       | Impact  | Likelihood |                                    |
|             | <b>Title</b><br>The risk event,<br><i>leading to</i> consequence for service/<br>Objective (s)/Action(s),<br><i>resulting in</i> possible outcome(s).         |                   |   | Impact               | Likelihood | ↓ → ↑<br>( )<br>new    | Risk owner /<br>Review frequency    |  |                                       | Impact  | Likelihood | Total                              |
|             | <b>Title</b><br>The risk event,<br><i>leading to</i> consequence for service/<br>Objective (s)/Action(s),<br><i>resulting in</i> possible outcome(s).         |                   |   | Impact               | Likelihood | ↓ → ↑<br>( )<br>new    | Risk owner /<br>Review frequency    |  |                                       | Impact  | Likelihood | Total                              |
|             | <b>Title</b><br>The risk event,<br><i>leading to</i> consequence for service/<br>Objective (s)/Action(s),<br><i>resulting in</i> possible outcome(s).         |                   |   | Impact               | Likelihood | ↓ → ↑<br>( )<br>new    | Risk owner /<br>Review frequency    |  |                                       | Impact  | Likelihood | Total                              |
|             | <b>Title</b><br>The risk event,<br><i>leading to</i> consequence for service/<br>Objective (s)/Action(s),<br><i>resulting in</i> possible outcome(s).         |                   |   | Impact               | Likelihood | ↓ → ↑<br>( )<br>new    | Risk owner /<br>Review frequency    |  |                                       | Impact  | Likelihood | Total                              |
|             | <b>Title</b><br>The risk event,<br><i>leading to</i> consequence for service/<br>Objective (s)/Action(s),<br><i>resulting in</i> possible outcome(s).         |                   |   | Impact               | Likelihood | ↓ → ↑<br>( )<br>new    | Risk owner /<br>Review frequency    |  |                                       | Impact  | Likelihood | Total                              |

**Notes**

- The "Ref." is a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.
- Risks are cross referenced to the relevant Corporate Plan Objectives and Actions adopted by Council on 25 February 2016 with effect from 1 April 2016, e.g. A v, B ii etc. Where risks relate to previous objectives since embedded, the cross-referencing is to the relevant 2016/17 Corporate Plan Objective.
- Criteria and guidelines for assessing Impact and Likelihood are available on In-Site.
- The "Total" risk score is obtained by multiplying the Impact score by the Likelihood score.
- The "Adjusted risk score" would result from re-evaluation of the Impact and Likelihood taking the additional control measures / sources of assurance into account.
- The dotted line (- - - - -) shows the Council's risk tolerance line.
- The "Timescale to progress" is the date (usually Month Year) by which it is planned to mitigate the risk to below the line.

**Impact**

- 5 Extreme
- 4 High
- 3 Medium
- 2 Low
- 1 Insignificant

**Likelihood**

- 5 Almost certain
- 4 Likely
- 3 Possible
- 2 Unlikely
- 1 Rare

**Direction of Travel**

- ↓ Priority reduced from last review  
(give the previous Total score in the brackets)
- Priority equal to last review
- ↑ Priority increased from last review  
(give the previous Total score in the brackets)
- new Risk included in the risk register for the first time

## Annex E Likelihood assessment guidelines

| <b><i>Likelihood</i></b> | <b><i>Guidelines</i></b>  | <b><i>Score</i></b> |
|--------------------------|---|---------------------|
| Almost certain           | <ul style="list-style-type: none"> <li>• Is expected to occur in most circumstances (more than 90%),<br/>or</li> <li>• Could happen in the next year,<br/>or</li> <li>• More than 90% likely to occur in the next 12 months</li> </ul>                | 5                   |
| Likely                   | <ul style="list-style-type: none"> <li>• Will probably occur at some time, or in most circumstances (66% - 90%),<br/>or</li> <li>• Could happen in the next 2 years,<br/>or</li> <li>• 66% to 90% likely to occur in the next 12 months</li> </ul>    | 4                   |
| Possible                 | <ul style="list-style-type: none"> <li>• Fairly likely to occur at some time, or in some circumstances (36% - 65%),<br/>or</li> <li>• Could happen in the next 3 years,<br/>or</li> <li>• 36% to 65% likely to occur in the next 12 months</li> </ul> | 3                   |
| Unlikely                 | <ul style="list-style-type: none"> <li>• Is unlikely to occur, but could, at some time (11% - 35%),<br/>or</li> <li>• Could happen in the next 10 years,<br/>or</li> <li>• 11% to 35% likely to occur in the next 12 months</li> </ul>                | 2                   |
| Rare                     | <ul style="list-style-type: none"> <li>• May only occur in exceptional circumstances (up to 10%),<br/>or</li> <li>• Unlikely to happen in the next 10 years,<br/>or</li> <li>• Up to 10% likely to occur in the next 12 months</li> </ul>             | 1                   |

**Annex F Impact assessment guidelines**

| <b>Impact</b> | <b>Giving rise to one or more of the following:</b>                     |   |   |  |   |   |  | <b>Score</b> |
|---------------|---|---|---|--|---|---|--|--------------|
|               | <b>Service disruption</b>   | <b>People</b>                               | <b>Financial loss<br/>(including claim<br/>or fine)</b> | <b>Environment</b>                             | <b>Statutory service/<br/>legal obligations</b>                             | <b>Management</b>   | <b>Reputation</b>  |              |
| Extreme       | Serious disruption to services (loss of services for more than 7 days)  | Loss of life                                | Financial loss over £500k                               | Major regional / national environmental damage | Central government intervention; or Multiple civil or criminal suits        | Could lead to resignation of Leader or Chief Executive    | Extensive adverse coverage in national press and/or television | 5            |
| High          | Major disruption to services (loss of services for up to 7 days)        | Extensive multiple injuries                 | Financial loss between £251k - £500k                    | Major local environmental damage               | Strong regulatory sanctions; or Litigation                                  | Could lead to resignation of Member or Executive Director | Adverse coverage in national press and/or television           | 4            |
| Medium        | Noticeable disruption to services (loss of services for up to 48 hours) | Serious injury (medical treatment required) | Financial loss between £51k - £250k                     | Moderate environmental damage                  | Regulatory sanctions, interventions, public interest reports; or Litigation | Disciplinary / capability procedures invoked              | Extensive adverse front page local press coverage              | 3            |
| Low           | Some disruption to internal services; no impact on customers            | Minor injury (first aid)                    | Financial loss of between £6k - £50k                    | Minor environmental damage                     | Minor regulatory consequences; or Litigation                                | Formal HR procedure invoked                               | Some local press coverage; or, adverse internal comment        | 2            |
| Insignificant | Insignificant disruption to internal services; no impact on customers   | No injuries                                 | Financial loss of up to £5k                             | Insignificant environmental damage             | No regulatory consequences; or Litigation                                   | Informal HR procedure invoked                             | No reputational damage   | 1            |

## Annex G      Prioritisation Matrix template

|            |                |   | IMPACT        |     |        |      |         |
|------------|----------------|---|---------------|-----|--------|------|---------|
|            |                |   | Insignificant | Low | Medium | High | Extreme |
|            |                |   | 1             | 2   | 3      | 4    | 5       |
| LIKELIHOOD | Almost certain | 5 | 5             | 10  | 15     | 20   | 25      |
|            | Likely         | 4 | 4             | 8   | 12     | 16   | 20      |
|            | Possible       | 3 | 3             | 6   | 9      | 12   | 15      |
|            | Unlikely       | 2 | 2             | 4   | 6      | 8    | 10      |
|            | Rare           | 1 | 1             | 2   | 3      | 4    | 5       |

— — — — Risk Tolerance Line

### Managing the risk

[Note: The score is obtained by multiplying the Impact by the Likelihood (e.g. Impact: High; Likelihood: Possible, would result in a score of 12 - i.e. 4 x 3).]

Above the Council's risk tolerance line (i.e. a score of 12 – 25):

Requires active management (consider termination of the activity or project)

Contingency plans – robust plan in place to detect any deviation from expectations

May require some mitigation to reduce likelihood (if cost effective)

Below the Council's risk tolerance line (i.e. a score of 1 – 10):

Reassess quarterly to ensure no change to underlying risk or control measures / sources of assurance

## Annex H Chart summarising the Council's arrangements for risk management

### **Corporate Governance Committee**

The general functions that come under the responsibility of the Committee include:

- To review and advise the Council on the embedding and maintenance of an effective system of corporate governance, risk management and internal control.
- To give assurance to the Council that there is a sufficient and systematic review of the corporate governance, risk management and internal control arrangements within the Council.

With regard to risk management, the Committee:

- Reviews and approves the risk management strategy and process annually, updating them if necessary.
- This annual review shall include considering the adequacy of the quarterly reviews of the strategic risk register by Cabinet, led by the Corporate & Customer Services Portfolio Holder.
- Receives relevant training, as and when appropriate.
- The Committee may report to full Council, if considered necessary to ensure that strategic risks are appropriately managed.

### **Executive**

- The Corporate & Customer Services Portfolio Holder is the lead Member for risk management.
- The Corporate & Customer Services Portfolio Holder reviews the risk management strategy and process annually, recommending changes to Corporate Governance Committee if necessary.
- Cabinet, led by the Corporate & Customer Services Portfolio Holder, reviews and approves the strategic risk register quarterly.
- A portfolio holder may request a briefing/update from relevant director(s) / the Executive Director (Corporate Services) on the service area risk register(s) appropriate to their portfolio.
- Receives relevant training, as and when appropriate.

### **Notes:**

- The Chairman of the Corporate Governance Committee and the Corporate & Customer Services Portfolio Holder decide the risk management training for Members, following a recommendation from EMT.

### ***Executive Management Team (EMT)***

- Reviews the risk management strategy and process annually, recommending changes to Corporate Governance Committee if necessary.
- Reviews the strategic risk register quarterly; recommends the strategic risk register to Cabinet.
- May cascade a strategic risk to an appropriate service area risk register.
- Reviews service area risk registers, collated by corporate area/direct reports, on a rolling programme throughout the year.
- Considers reports on strategic risks that occur and decides how to implement lessons learnt.
- Promotes and champions risk management.
- Decides risk management training for staff, following a recommendation from the Principal Accountant (General Fund and Projects) ("PA(GF&P)"); recommends training to Corporate Governance Committee.
- The Executive Director (Corporate Services) is the senior manager responsible for risk management.

### ***"Risk owners"***

(Note: The "risk owner" is the person nominated as the lead officer responsible for risks identified in risk registers.)

At the strategic level:

- Work with the PA(GF&P) to develop and implement control measures / sources of assurance for managing strategic risks, including additional control measures / sources of assurance for risks assessed above the Council's risk tolerance line.
- Report strategic risks materialising, in conjunction with the PA(GF&P), to the next meeting of EMT, recommending the application of any lessons to be learnt.

At the service area level:

- Work with the service manager to develop and implement control measures / sources of assurance for managing service area risks, including additional control measures / sources of assurance for risks assessed above the Council's risk tolerance line.
- Report service area risks materialising to the service manager.

**Service managers**

- Review service area risk registers alongside service plans annually, reporting risks above the Council's risk tolerance line in published service plans, and at quarterly intervals.
- Respond to portfolio holder requests for briefings/updates on service area risk register(s).
- Where strategic risks are cascaded to a service area risk register, take a corporate lead on managing the risk.
- May escalate a service area risk for EMT to consider including in the strategic risk register.
- Implement control measures / sources of assurance to manage service area risks.
- Update the PA(GF&P) quarterly regarding service area risk registers and control measures / sources of assurance.
- Consider reports on service area risks that occur and decide how to implement lessons learnt.
- Have primary responsibility for managing risks in their service areas, since they are best-placed to determine the appropriate actions to minimise risks to their customers, staff, services or budgets.

**Project managers**

- Review project risk registers at frequencies set out in project plans, reporting these in line with project management arrangements.
- Update the PA(GF&P) quarterly regarding project risk registers, including control measures / sources of assurance.
- Report project risks materialising, in accordance with project management arrangements.

**Partnership lead officers**

- Review partnership risk registers at frequencies set out in partnership plans, reporting these in line with governance arrangements.
- Update the PA(GF&P) quarterly regarding partnership risk registers, including control measures / sources of assurance.
- Report partnership risks materialising, in accordance with governance arrangements.

**Shared service project managers / lead officers**

- Review shared service risk registers at frequencies set out in shared service project plans / operational arrangements, reporting these in line with governance arrangements.
- Update the PA(GF&P) quarterly regarding shared service risk registers, including control measures / sources of assurance.
- Report shared service risks materialising, in accordance with governance arrangements.



***Principal Accountant (General Fund and Projects) (“PA(GF&P)”)***

- Coordinates EMT’s annual review of the risk management strategy and the resulting reports to the Corporate Governance Committee.
- Coordinates EMT’s quarterly review of the strategic risk register, and the resulting reports to Cabinet.
- Assists nominated risk owners to develop and implement control measures / sources of assurance to manage strategic risks, including additional control measures / sources of assurance for risks assessed above the Council’s risk tolerance line.
- Keeps a record tracking the priority of identified strategic risks.
- Assists risk owners to report on strategic risks that occur, together with recommendations regarding any lessons to be learnt.
- Coordinates directors’ reviews of collated service area risk registers, quarterly.
- Reviews service area risk registers to identify risks of a significant, corporate or common nature.
- Facilitates cascade of strategic risks to relevant service area risk registers and escalation of significant, corporate or common service area risks for EMT to consider including in the strategic risk register.
- Links project, partnership and shared service risk registers to the strategic risk register and/or service area risk registers, as appropriate.
- Facilitates inclusion of risks identified in reports to Members, in the appropriate risk register
- Recommends training for staff and Members to EMT.
- Facilitates relevant training, guidance and advice on risk management.
- Communicates risk management matters to staff.

***Notes:***

- Relevant officers’ job descriptions shall include responsibility in respect of risk and risk management.
- The management competency framework incorporates risk management.