

The Highland Council

Audit and Scrutiny Committee – 20th June 2013

Agenda Item	5
Report No	AS/11/13

Risk Management Strategy

Report by Head of Internal Audit & Risk Management

Summary

This report refers to the review of the Council's Risk Management Strategy and highlights a minor revision.

1. Introduction

1.1 The Council's Risk Management Strategy is reviewed on an annual basis in order to take account of procedural changes, legislative changes and to ensure that this reflects best practice.

2 Risk Management Review

2.1 A revision of the Risk Management Strategy is attached at **Appendix 1**. The changes are minor in nature and refer to the following:

- (i) Section 5.2.1 Performance & Risk Management System – this has been revised to ensure that information security risks are recorded.
- (ii) Section 5.3.2 Risk Management Framework – this has been revised to include Information Security as an area of specific risk.

Recommendation:

Members are requested to note the content of this report and the minor revisions to the attached Risk Management Strategy.

Designation: Head of Internal Audit & Risk Management

Date: 11 June 2013

Author: Ailsa Mackay, Insurance & Risk Manager

Background Papers



Risk Management Strategy

Version Control

Version number	Details of amendment	Author	Date
1.	Originally drafted and approved by Highland Council	Zurich Municipal Management Services	26/03/2003
2.	Revised	Insurance and Risk Manager, Highland Council	06/09/2006
3.	Revised following issue of ISO 31000 and BS 3110 Risk management – Code of Practice	Insurance and Risk Manager, Highland Council	31/01/2011
4.	Revised	Insurance and Risk Manager, Highland Council	18/09/2012
5.	Revised	Insurance and Risk Manager, Highland Council	20/06/2013

Risk Management Strategy

Contents

1.	Introduction	1
2.	What is risk management?	1
2.1.	Definition of risk management	1
2.2.	The Principles of Risk Management	2
3.	Why do we need a Risk Management Strategy?	2
3.1.	The Benefits of Risk Management	2
3.2.	Corporate Vision	3
3.3.	Corporate Governance	4
3.4.	Demonstrating Commitment to Risk Management	4
3.5.	Best Value 2 Audit – Performance Management & Improvement	4
4.	What is our risk management philosophy?	4
4.1.	Risk Management Policy Statement	4
4.2.	Vision Statement	5
4.3.	Risk Appetite	5
5.	What is the existing Risk Management process?	5
5.1.	Risk Management Process	5
5.2.	PRMS System	6
5.3.	Risk Management Framework	6
6.	What are the different roles and responsibilities?	7
6.1.	Members	7
6.2.	Audit & Scrutiny Committee	8
6.3.	Senior Management Team (SMT)	8
6.4.	Corporate Risk Management Group (CRMG)	8
6.5.	Service Risk Managers	9
6.6.	Insurance and Risk Manager	9
6.7.	All Staff	10
6.8.	Internal Audit	10
6.9.	Specialists - CRMG	10
7.	What are our aims and objectives?	10
8.	How and when will we achieve our aims and objectives?	10
9.	What resources and support are required?	11
10.	Conclusion	11
Appendix 1	Risk Management Policy Statement	12
Appendix 2	Actions to deliver the risk management objectives	14

1. Introduction

- 1.1 Risk management is a key element of Corporate Governance and the Council makes reference to the Risk Management Strategy, process and framework as part of the annual Statement of Assurance for internal financial control. In addition, effective risk management should strengthen the ability of the Council to achieve its objectives.
- 1.2 The Highland Council aims to embed risk management into its culture, processes and structure to ensure that risk taking and innovation are balanced in order to maximise opportunities.
- 1.3 This Strategy demonstrates our commitment to maintaining a structured approach to risk management ensuring that the Council effectively manages its risks. The Strategy will define risk management and its principles in line with current guidance (section 2) and outline why the Council needs a Risk Management Strategy and how this supports the Council's strategy, aims and objectives (section 3).
- 1.4 The purpose of the Strategy is to outline how the Council will manage risks effectively by covering the following:
 - What is our risk management philosophy? (section 4)
 - What is our existing risk management process? (section 5)
 - What are the different roles and responsibilities? (section 6)
 - What are our aims and objectives? (section 7)
 - How and when will we achieve our aims and objectives? (section 8)
 - What resources and support are required? (section 9)
 - How will progress against the risk management strategy be monitored? (Appendix 2)

2. What is risk management?

2.1. Definition of risk management

- 2.1.1 ISO 31000 Risk Management – Principles and guidelines defines **risk management** and the **risk management process** respectively as:

“co-ordinated activities to direct and control an organisation with regards to risk” and the **“Systematic application of management policies, procedures and practices to the activities of communication, consulting, establishing the context, and identifying, analysing, evaluation, treating, monitoring and review risk.”**

- 2.1.2 ISO 31000 is the international standard for risk management which was published in November 2009 following the global financial crisis and provides principles and guidelines for risk management. The Standard provides the basis for understanding, developing, implementing and maintaining proportionate and effective risk management throughout an organization, in order to enhance the organization's likelihood of achieving its objectives. The Standard establishes the principles and terminology for risk management, and gives recommendations for the model, framework, process and implementation of risk management which are derived from experience and good practice.

2.1.3 BS 31100 is a code of practice that compliments ISO 31000 and provides additional guidance on risk management which is not covered in the international standard.

2.2. The Principles of Risk Management

2.2.1 The risk management arrangements adopted by the Council will be based on the following principles, in line with BS 31100. The application of the principles will be regularly reviewed to reflect changing circumstances.

- Risk management is tailored
- Risk management takes into account organisational culture, human factors and behaviour
- Risk management operates under a common language
- Risk management is systematic and structured
- Risk management is based on the best available information
- Risk management explicitly addresses uncertainty
- Risk management is part of decision making
- Risk management creates and protects values
- Risk management is transparent and inclusive
- Risk management is dynamic, iterative and responsive to change
- Risk management facilitates continual improvement of the organisation
- Risk management is an integral part of all organisational processes

3. Why do we need a Risk Management Strategy?

3.1. The Benefits of Risk Management

3.1.1 Effective risk management will deliver a number of tangible and intangible benefits to individual services and to the Council as a whole, for example:

(i) Improved strategic management

- greater ability to deliver against objectives and targets
- more informed policy making
- transparent decision making subject to effective scrutiny and risk assessment

(ii) Improved operational management

- reduction in interruptions to service delivery
- reduction in management time spent dealing with the consequences of a risk event having occurred
- improved health and safety of those employed, and those affected, by the Council's undertakings

(iii) Improved financial management

- better informed financial decision-making
- enhanced financial control
- reduction in the financial costs associated with losses due to service interruptions, litigation, etc

(iv) Improved customer service

- minimal service disruption to customers and a positive external image as a result of all of the above

3.2. Corporate Vision

3.2.1 The Council has produced a Corporate Plan to mirror the priorities of the Programme of the Highland Council 2012-2017, entitled Working Together for the Highlands. The Council aims to create sustainable communities with more balanced population growth and economic development across the Highlands and to build a fairer and healthier Highlands.

3.2.2 The Programme contains seven main themes :

- Children and young people
- Caring communities
- The economy
- Better housing
- Better infrastructure
- Empowering communities
- Strong and safe communities

3.2.3 The purpose of the Single Outcome Agreement (referred to as the SOA or Agreement) is to identify areas for improvement and to deliver better outcomes for the people of the Highlands and Scotland, through specific commitments made by the Council, its community planning partners and the Scottish Government.

3.2.4 Risk, uncertainty and change create a challenging dynamic as the Council strives to meet these objectives. Risk, whether recognized or unforeseen, creates a threat to achieving performance targets; this may result, for example, in delays to service delivery or reductions in service quality.

3.2.5 Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided, to make the area a place where people want to live and work, where they are able to enjoy a high quality of life. It will help the Council to improve the delivery of the Council's aims through encouraging reasonable risk taking, and innovation, thus allowing better decision-making, as best expressed through the corporate planning process, thereby providing Best Value and meeting the needs of Corporate Governance.

3.2.6 Risk management is key to the Council's strategic management and involves identifying all the significant obstacles and weaknesses to the Council achieving its objectives. A comprehensive approach is required so that all Council operations are challenged including decision making processes, working with partners, consultation processes, existing policies and procedures and also the effective use of resources.

3.2.7 Once the obstacles have been identified, these should be prioritised in order to identify the key obstacles preventing the Council achieving its objectives and action should be taken to effectively manage these. The desired outcome is that major obstacles or blockages that exist within the organisation are mitigated to increase the probability that the Council achieves its objectives.

3.3. Corporate Governance

3.3.1 Risk management is an essential part of the Council's approach to effective Corporate Governance. The Council is required to provide assurance regarding its Risk Management arrangements, as part of its Statement on Internal Control and within the annual Corporate Governance Assurance Statement.

3.3.2 The Assurance Statement is disclosed in both the Annual Statement of Accounts and referred to in the Annual Performance Report.

3.4. Demonstrating Commitment to Risk Management

3.4.1 This Strategy demonstrates our commitment to maintaining a systematic approach to risk management ensuring that the Council effectively manages its risks.

3.4.2 The Council is a member of the Alarm/CIPFA Risk Management Benchmarking Club and participates annually in order to improve performance and follow best practice.

3.5. Best Value 2 Audit – Performance Management & Improvement

3.5.1 The Best Value 2 Audit highlighted the requirement for the Council to be risk aware, not risk adverse by ensuring that:

- There is appropriate officer and Member championing and responsibility for embedding risk management throughout the Council
- The Council can demonstrate that it has embedded risk management in its corporate business processes, including :
 - Strategic Planning
 - Financial Planning
 - Policy Making & Review
 - Performance Management
- All Members receive risk management awareness training
- There is appropriate governance and risk management of arms length bodies

4. What is our risk management philosophy?

4.1. Risk Management Policy Statement

4.1.1 Highland Council will strive to embed risk management into its culture, processes and structure to ensure that risk taking and innovation are balanced in order to maximise

opportunities. The Council will encourage managers to identify, understand and manage risks, in order to accept the right risks.

4.1.2 The adoption and implementation of this strategy should impact on the Council's approach to risk across strategic and operational decision-making processes.

4.1.3 Risk management is a part of the Council's Corporate Governance Policy, which includes the fundamental principles of:

- Openness and Inclusiveness
- Integrity and High Standards of Propriety
- Framework of Clear Accountabilities

A copy of the Risk Management Policy Statement is in **Appendix 1**.

4.2. Vision Statement

4.2.1 Our ambitious vision for the Risk Management Strategy in the Highland Council is:

“We are a leading Council in risk management, an expender of good practice and have respect from our stakeholders for our ability in this area. Risk management is fully embedded throughout the Council and we maintain a balance between risk and opportunity.”

4.3. Risk Appetite

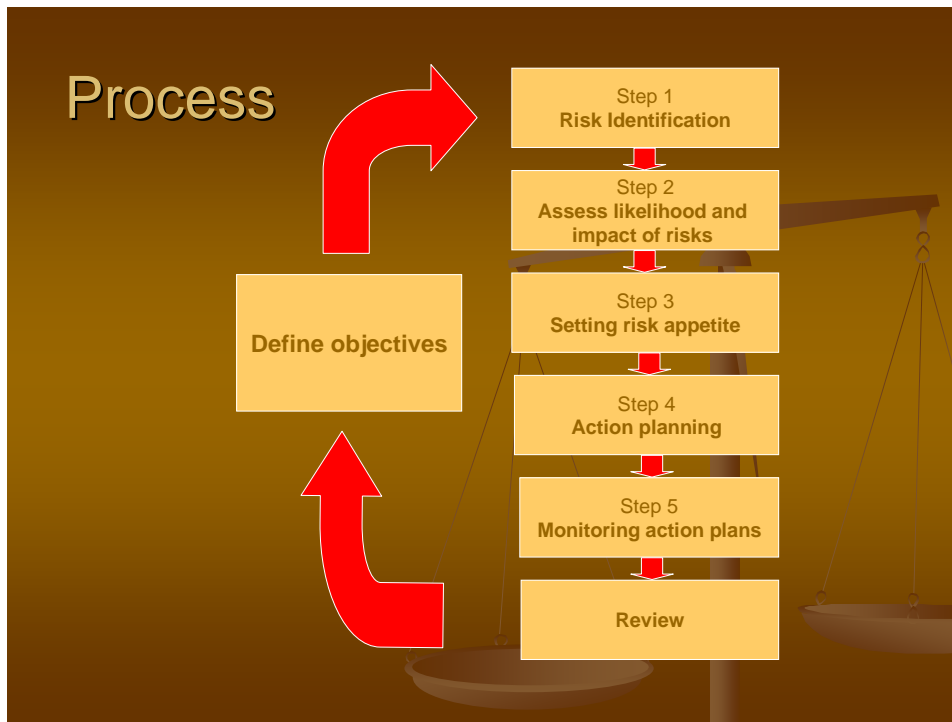
4.3.1 In view of the breadth of services and functions the Council undertakes it will inevitably have a variable appetite to risk in different areas and Services. Decisions will depend on the context, on the nature of the potential losses or gains, and the extent to which information regarding the risks is complete, reliable and relevant.

4.3.2 Risk appetite will be assessed as part of the risk profiling process.

5. What is the existing Risk Management process?

5.1. Risk Management Process

5.1.1 The implementation of this strategy requires having a robust risk management process. The current risk management process involves identifying, analysing, managing and monitoring risks as illustrated in the diagram below.



5.1.2 The identification of risks is derived from both a ‘top down’ (corporate) and a ‘bottom up’ (Service level) process of risk assessment and analysis resulting in coverage of the whole Council. The process prioritises the risks resulting in a focus on the key risks and priorities. The risks are managed through the development of appropriate action plans and fed into overall Service Plans and the Council’s Performance Framework.

5.1.3 Detailed guidance notes on the process together with partnership & project guidance can be found at: http://ntintra1/miweb/current/performance/risk-management/risk_guidance.htm.

5.2. PRMS System

5.2.1 The Councils Performance & Risk Management System (PRMS) will capture, monitor and review risks, the system will have the ability to record risk at strategic, service and operational levels of the organisation and will form the Councils risk register. It will also record partnership, project and information security risk registers.

5.2.2 PRMS will carry out these functions by generating automatic reminders to those leading on mitigating a risk. Reminders will ask lead officers to update the “RAG” status and the likelihood and impact scores for each risk they are responsible for on a quarterly basis after reviewing with Service Management Teams or Senior Management Team.

5.2.3 On going monitoring of corporate and service risks will be through a standard risk report generated with PRMS for service quarterly performance reports. This will support effective performance management of all risks.

5.3. Risk Management Framework

5.3.1 The risk management framework is the infrastructure for delivering, maintaining and governing risk management across the Council which includes the following:

- As part of the annual Service Planning and Corporate Planning process, the Services identify key risks associated with their Service objectives and identify actions to mitigate these.
- There are Service risk registers in place and as required any Service risks are escalated and included on the Corporate and Cross Cutting Risk (CCCR) Register.
- The risk registers are monitored regularly as part of the Quarterly Performance Review (QPR) process.
- Risks are considered during team meetings and at Senior Management meetings.

5.3.2 There are the following areas of specific risk, where there are policies and strategies in place which adopt the same principles as the Risk Management Strategy and form part of the overall Risk Management Framework:

- Health and Safety
- Business Continuity Planning
- Project Management
- Partnership Arrangements
- Information Security

6. What are the different roles and responsibilities?

6.1. Elected Members

6.1.1 Elected Members are responsible for governing the delivery of services to the local community. Members have a responsibility to understand the strategic risks that the Council faces, and will be made aware of how these risks are being managed through the annual strategic and service planning process. They should not seek to avoid or delegate this overall responsibility, as it is key to their stewardship responsibilities.

6.1.2 Key tasks are:

- Scrutinising Committee and Council reports to ensure that key risks are adequately considered.
- approving the public disclosure of the assurance statement in the Annual Statement of Accounts and the Annual Performance report in line with the Corporate Governance requirements
- continually promoting the cultural change required to embed risk management through the Council,
- monitoring the Corporate & Cross Cutting Risks (CCCR) which are reported to the Audit & Scrutiny Committee on a six monthly basis

6.2. Audit & Scrutiny Committee

6.2.1 The Audit & Scrutiny Committee oversee the Council's risk management policies and strategies and consider reports from Director of Finance on management of the Corporate & Cross Cutting Risks.

6.2.2 Key tasks are:

- approving changes to the Risk Management Strategy, thus ensuring that an effective strategy is in place to manage risks across the Council
- monitoring the Council's risk management and internal control arrangements
- scrutinising the annual assessment of the effectiveness of the Risk Management and Internal Control Framework (the assurance statement)
- monitoring the Corporate & Cross Cutting Risks (CCCR) which are reported to the Audit & Scrutiny Committee on a six monthly basis

6.3. Senior Management Team (SMT)

6.3.1 The SMT is pivotal in the promotion and embedding of risk management through an appropriate risk management culture within the Council.

6.3.2 Key tasks are:

- promoting and supporting risk management throughout the Council, ensuring it is embedded successfully within Council
- seeking to ensure that the Council prioritises resources to address the CCCR and Service Risks identified
- advising elected Members of the risk management implications of decisions
- driving and managing the cascade of STORM© business risk profiling to Services
- reviewing annually the likelihood and impact of CCCR, identifying new risks facing the Council on a regular basis
- monitoring progress of CCCR and ensuring actions are progressed
- encouraging staff to be open and honest in identifying risks or near misses
- ensuring that the risk management process is part of all major projects/partnerships and change management initiatives
- adopting suitable staffing structures to address strategic, service and operational risk

6.4. Corporate Risk Management Group (CRMG)

6.4.1 The CRMG is responsible for ensuring compliance with the Risk Management framework and taking forward risk and loss control initiatives.

6.4.2 Key tasks are:

- considering and implementing recommendations on possible actions in respect of risks or loss control initiatives from the SMT
- monitoring compliance with the organisation's risk policy
- sharing and disseminating best practice and risk management guidance to Services
- analysing Service risks to identify key risks and common risks across Services and reporting to SMT any risks for consideration into corporate risk register
- periodically reviewing the effectiveness and appropriateness of the risk management and reporting process
- considering insurance management information reports, and taking forward any identified initiatives arising from them

6.5. Service Risk Managers

6.5.1 Service Risk Managers are the lead officers for risk management within their Service.

6.5.2 Key tasks are:

- representing their Service's interest in the management of the Council's risks
- acting as Service lead officer, by representing the Service in the CRMG
- communicating risk management and disseminating information on the major risks to all staff within the Service
- liaising with staff tasked with risk management role within the Service
- reviewing CCCR and Service Risks at each Service Management Team meeting
- supporting their Service Director in implementing a practical and workable approach to risk management
- providing guidance to managers when performing risk evaluations
- implementing and maintaining a service risk profile on behalf of the Service Director
- recording identified risks on the risk register by arranging for input via the Performance & Risk Management System
- providing assistance with the formation and implementation of Risk Management Action Plans

6.6. Insurance and Risk Manager

6.6.1 The Insurance and Risk Manager will manage the implementation of risk management on behalf of the Council.

6.6.2 Key tasks are:

- providing guidance and advice to SMT, Services and the CRMG
- acting as the link between the CRMG and the SMT to ensure consistency of approach
- researching and identify best practice in risk management and to provide guidance and support on introducing risk management measures and techniques
- promoting the consistent use of risk management and ownership of risk at all levels within the organisation
- liaising with any external Risk Management consultants that the Council appoints in order to maintain best practice within the Council
- coordinating the other functions that advise on specific aspects of risk management.
- providing training, or arrange for external trainers, to promote a pro-active risk management culture throughout the Council
- managing quality within risk management.
- liaising with Internal Audit
- supporting the implementation of operational risk management
- overseeing the operation of the PRMS
- reporting, escalating and communicating risk management issues to key stakeholders
- undertaking annual benchmarking exercise

6.7. All Staff

6.7.1 All staff need to understand their role in the risk management process and why they should be concerned with risk in order to achieve their objectives. They need to know how to evaluate risks and when to accept the right risks in order to pursue an opportunity.

6.7.2 To do this staff will need to have an understanding of the different risk management techniques available to use and when to use them. This will ensure that the most effective tool is used to give the maximum benefit for the least amount of effort.

6.8. Internal Audit

6.8.1 Internal Audit's role is seen as challenging established processes, challenging risk identification and evaluation, and providing assurance to members and chief officers on the effectiveness of controls. They will be responsible for undertaking an annual assessment of the Council's risk management and internal control mechanisms as part of the review of corporate governance arrangements.

6.8.2 Internal Audit will also need to feed the results of the CCCR and service risk analysis into its annual audit programme.

6.9 Specialists - CRMG

6.9.1 Specialist staff from property risk management, health, safety & well-being, and business continuity & emergency planning will provide expertise and advice to the CRMG, be permanent members of the group and be invited to attend the CRMG quarterly meetings.

7. What are our aims and objectives?

7.1.1 Our risk management aims and objectives are as follows

1. Continue to embed risk management into the culture and raise its profile across the Council.
2. Embed risk management through the ownership and management of risk as part of all decision making processes.
3. Manage risk in accordance with best practice.
4. Develop effective processes that will enable the Council to make Risk Management assurance statements annually.
5. Ensure all parties understand their roles and responsibilities and contribute to the approach to risk management.
6. Ensure the Council successfully manages risks and opportunities at a corporate, operational, project and partnership level.

8. How and when will we achieve our aims and objectives?

- 8.1.1 The Council annually undertakes a Service Review and it is expected that the risk management methodology and process will run concurrently with the Performance Review cycle which includes the Service's Planning process.
- 8.1.2 Services will be expected to undertake a risk assessment exercise and feed the results into their Service Plans.
- 8.1.3 The Budget Setting Process will identify the resources required for the risk management priorities, indicated in the Corporate Plan and Service Plans.
- 8.1.4 If the required resources are not available each Service will have to review their strategy for addressing the risks identified.
- 8.1.5 The actions that will be taken to implement and monitor the achievement of the risk management objectives and indicative timeframe for achieving these objectives is at **Appendix 2**.

9. What resources and support are required?

- 9.1.1 The achievement of the risk management objectives and effectively embedding risk management depend on the following support:
- a strong commitment to risk management from the Members and Chief Officers
 - adequate resources are available for addressing risks identified in Service Plans
 - time management and availability within existing workloads to allow the above to happen
 - staff have access to the Performance & Risk Management system on an ongoing basis which will enable risks to be recorded, viewed and shared across the Council with the aim of more effective risk management.

10. Conclusion

- 10.1.1 The purpose of this Risk Management Strategy was to outline the Council's approach to manage risk effectively. The effective management of risks is essential in order to fulfil Corporate Governance requirements and has the benefit of supporting the Council's Corporate Vision and strengthening the Council's ability to achieve its aims and objectives.
- 10.1.2 In addition, effective risk management can reduce service disruption, improve customer service and help minimise the exposure of the Council to negative publicity and costly litigation. The risk management process can also be used to encourage risk taking and innovation in order to maximise opportunities through managing potential risks to acceptable levels and maintaining a balance between risk and opportunity.
- 10.1.3 The challenge for the Council is to fully embed risk management so that all staff consider risks as part of decision-making processes and do not view risk management as an additional workload. This should be achieved in part by integrating risk management as part of the existing service planning processes and reviews rather than treating it as a separate process which is a key aspect of this Risk Management Strategy.

Appendix 1 Risk Management Policy Statement

The Highland Council recognises the potential for personal injury, loss and damage presented by the diversity of services offered to serve the community and seeks to establish a culture within the Council, which supports well judged risk taking and innovation.

In discharging its responsibilities to minimise the likelihood and consequences of harm and loss, the Council shall establish risk management programmes to anticipate and control exposure to risk. It will act proportionately in dealing with risks to the public, and will take a precautionary approach where necessary.

The benefits of risk management and control will allow better decision-making and enhance the achievement of corporate goals and objectives.

A risk management framework fully integrated into the councils business will demonstrate compliance with the following principles:

- ◆ Openness and Inclusiveness
- ◆ Integrity and High Standards of Propriety
- ◆ Framework of Clear Accountabilities

A systematic system for managing risk will be established through:-

- a) Making public statements to and consulting stakeholders on the Council's risk management strategy, process and framework to demonstrate accountability,
- b) Provision of mechanisms for monitoring and reviewing effectiveness against agreed standards and targets and the operation of controls in practice,
- c) Demonstrating integrity by being based on robust systems for identifying, profiling, controlling and monitoring all significant strategic, service and operational risks,
- d) Displaying openness by involving those affected by risks and all those associated with planning and delivering services, including partners, and those receiving the services.
- e) Including mechanisms to ensure that the risk management and control process is monitored for continuing compliance to ensure that changes in circumstances are accommodated and it remains up to date.
- f) The promotion by Members and Chief Officers of a culture, which embeds risk management throughout the Council on a continuous basis.

Members, Chief Officers and Staff of all services have a duty to fully support the systems and processes to be implemented, in a balanced manner. Both risk and benefits must be identified and balanced when considering avoidance and controlling inappropriate exposure to risk.

Each Service will have a responsibility to define and implement a sound risk management process as an objective within their service plan. Support on risk management issues will be available from the CRMG.

The Council will encourage Managers to identify, understand and manage risk and learn how to accept the most effective level of risk. This will be achieved through a top down and bottom up process of risk assessment.

Key risks that have been identified will be managed through the development of appropriate action plans that will inform Service Plans and the Council's performance management framework.

Overseeing the Council's risk management policies and strategies and consider reports from Director of Finance on the management of Corporate & Cross Cutting Risks will be the remit of Audit and Scrutiny Committee.

The Council also recognises that any reduction in injury, loss or damage benefits the whole community and the co-operation and commitment of all employees are fundamental to the success of this policy.

Appendix 2 Actions to deliver the risk management objectives

	Objective	Ref	Action	Target date	Responsibility
1	Continue to embed risk management into the culture and raise its profile across the Council	1.1	Risk management will be an integral part of and given consideration in key Council documents and processes, including but not limited to: <ul style="list-style-type: none"> • Corporate Plan • Single Outcome Agreement • Strategic Service Planning Corporate Improvement Plan • Local Code of Corporate Governance • Partnership Guidance • Project Guidance • Committee Reports to support key policy decisions • Performance Management • Financial Management 	Ongoing	All staff responsible for drafting key Council documents and processes.
2	Embed risk management through the ownership and management of risk as part of all decision making processes				Insurance and Risk Manager should input and review key Council documents and processes.
3	Manage risk in accordance with best practice	3.1	The Council will: <ul style="list-style-type: none"> • Include as appropriate, any national or best practice guidelines in relation to risk management within its framework and processes • Participate in relevant and appropriate benchmarking exercises • Engage with any relevant local or national risk management forums to 	Annual review of progress should be completed.	Insurance and Risk Manager Head of Internal Audit and Risk Management

	Objective	Ref	Action	Target date	Responsibility
			<p>further identify improvement to the Council's framework and approach</p> <ul style="list-style-type: none"> • Monitor changes/recommendations by appropriate relevant national organisations 		
4	Develop effective processes that will enable the Council to make Risk Management assurance statements annually	4.1	<p>The Council requires:</p> <ul style="list-style-type: none"> • Service Directors to provide an annual controls assurance statement as to the effectiveness of their systems for identifying, profiling, controlling and managing all significant corporate and operational risks • That evidence will be produced for the annual assurance statements about the overall corporate position of risk management within the Council 	<p>Quarter 1, annually</p> <p>Quarter 1, annually</p>	<p>Service Directors</p> <p>Insurance and Risk Manager</p>
5	Ensure all parties understand their roles and responsibilities and contribute to the approach to risk management	5.1	<p>The Council will regularly update staff as appropriate on the principles, purpose and need for risk management and how to effectively practice this in their own areas. This will be carried out by :</p> <ul style="list-style-type: none"> • Defining all parties, roles and responsibilities • Providing appropriate training to staff and stakeholders • Providing appropriate professional advice and guidance • Awareness Raising <p>Training will be provided as required and an annual review will be undertaken of risk management in order to assess</p>	Annual review	Insurance and Risk Manager

	Objective	Ref	Action	Target date	Responsibility
			performance in achieving this objective.		
6	Ensure the Council successfully manages risks and opportunities at a corporate, operational, project and partnership level	6.1	<p>The Council will establish an effective framework for Risk Management. This will include:</p> <ul style="list-style-type: none"> • A Corporate Risk Management Group (CRMG) which will meet quarterly and be responsible for the development and ongoing review and monitoring of the Corporate and Service risks • Service Risk Managers will ensure that risks are reviewed and considered at Service Management Teams and also arrange to update the Performance & Risk Management System(PRMS) following each meeting and on completion of the Service Plan • Head Teachers will be responsible for ensuring schools a have a process in place to identify and manage risks • Lead officers in partnerships will be responsible for producing appropriate Risk Profiles regarding the Council's risks and ensuring they are properly managed. Lead Officers will also be responsible for ensuring that Partnerships have a Risk Profile • Programme/Project Boards and Programme/Project Managers will be responsible for ensuring Risk Profiles are maintained and reported • An effective reporting system using PRMS to ensure that Corporate and 	<p>Quarterly</p> <p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p> <p>As appropriate</p> <p>Quarterly reporting</p>	<p>CRMG</p> <p>Service Risk Managers</p> <p>Head Teachers</p> <p>Partnership Lead Officers</p> <p>Programme/ Project Managers</p> <p>Insurance and Risk Manager</p>

	Objective	Ref	Action	Target date	Responsibility
			<p>Service risks are identified and properly managed. This will include reporting to the Corporate Risk Management Group(CRMG), Senior Management Team(SMT) and Audit & Scrutiny Committee.</p> <ul style="list-style-type: none"> • Annual review will be undertaken of risk management activities to assess how successfully risk is being managed. 	Annual	Head of Internal Audit and RM.

--