CAB1771
FOR DECISION
WARD(S): ALL

CABINET

10 December 2008

RISK MANAGEMENT STRATEGY AND UPDATE

REPORT OF CORPORATE DIRECTOR (POLICY)

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RECENT REFERENCES:

CAB1528: Risk Management Strategy -17 October 2007

EXECUTIVE SUMMARY:

The Risk Strategy 2007 is updated for 2008/09.

Progress on the Council's Risk Management arrangements is outlined.

RECOMMENDATIONS:

That Cabinet approve the updated Risk Management Strategy 2007 (Provisional Arrangements for 2008/09).

CABINET

10 December 2008

RISK MANAGEMENT STRATEGY

REPORT OF CORPORATE DIRECTOR (POLICY)

DETAIL:

1 Introduction

1.1 The Council's Risk Management Strategy was issued in November 2004 and updated in October 2007. The introduction of the Sustainable Community Strategy and the increased emphasis on Partnership Working provides an opportunity to refresh the Risk Management Strategy and integrate risk within performance management in general. Pending completion of the Partnership Scrutiny and Improvement review it is proposed to undertake only minor amendments to the Risk Management Strategy 2007. A replacement document is planned for release in June 2009.

1.2 Arising from the Internal Audit Report on Risk Management 2008, the Council's Risk Advisory Group has been reorganised and with revised membership. Terms of Reference have been agreed and aims and objectives confirmed. Progress is underway to complete the remaining requirements of the Internal Audit recommendations and improve support to Council Officers and Members.

2 Summary of changes to the Risk Management Strategy 2007

2.1 The general format of the Risk Management Strategy has been retained and is enclosed within Appendix A. The following amendments have been undertaken:

a) In defining where Risk Managements fits into performance and the business planning process, the reference to Corporate Strategy has been replaced by the Sustainable Community Strategy.

b) To simplify Scrutiny and performance reports an alpha code has been reintroduced for likelihood/probability risk rating.

c) Roles and responsibilities section updated to reflect the replacement Risk Advisory Group.

3 Summary of work completed or underway

a) Risk Management E -Learning modules have been prepared for Officer and Member induction and information. The modules will be included within the Council's E- Learning Training Portal being introduced in January 2009.

b) The Schedule of Council Risks has been reinstated and is located on the Intranet/Risk and Insurance for Officer and Member information. Utilising the Covalent Performance Management software the Schedule of Risks will be refreshed on a monthly basis.

c) An updated Risk Register and progress report will be submitted to Principal Scrutiny on 19 January 2009.

d) The usability and reporting of the Covalent Performance Management System has been improved and additional training provided to users. Improved reporting of risk data will be used in ‘Risk Surgeries’ designed to support Officers in preparing Business Plans for 2009/10.

OTHER CONSIDERATIONS:

3 CORPORATE STRATEGY (RELEVANCE TO):

3.1 The Risk Management Strategy supports performance management and to help ensure that resources are appropriately aligned to the Sustainable Community Strategy and Corporate Business Plan.

4 RESOURCE IMPLICATIONS:

4.1 The effective management of risk should lead to better use of finances as risks are managed and exposure to risk is reduced. The result of the work during the past 5 years has lead to the availability of broader insurance cover, increased level of retained risk and reduced insurance costs.

BACKGROUND DOCUMENTS:

Various documents held within the Finance Division and Policy Group.

APPENDICES:

Appendix A: Risk Management Strategy 2007 (Provisional Arrangements for 2008/09)

Risk Management Strategy 2007

Provisional arrangements for 2008/09

Contents **Page**

Section 1 - Strategy

1. Introduction

This document sets out the Council's Risk Management Strategy and covers the following:

- what is a risk, and why manage it?
- the benefits of risk management
- the risk management process
- how risk management feeds into existing processes
- a summary of the implementation timetable
- an outline of the associated roles and responsibilities of Members, directors and other employees
- a summary of monitoring and reporting lines for risk management

The objectives of the strategy are to:

- develop risk management further and raise its profile across Winchester City Council
- embed risk management through the ownership and management of risk as part of all decision making processes in accordance with best practice
- create effective processes that will allow Winchester City Council to make risk management assurance statements annually

Winchester City Council believes that risk needs to be managed rather than avoided and that consideration of risk should not stifle innovation. It is recognised that we live in an increasingly litigious and risk averse society. However, risk management is a tool for exploiting opportunities as well as a safeguard against potential threats. The Council will therefore use risk management to promote innovation in its support of the Sustainable Community Strategy.

This strategy outlines how Winchester City Council is taking on its responsibility to manage risks and opportunities using a structured and focused approach so that risk management is integral to all policy planning and operational management throughout the Council.

2. What is risk and why manage it?

Risk is the chance, great or small, that damage or an adverse outcome of some sort will occur as a result of a particular **hazard**, where a hazard is an event or situation that can cause harm or damage. For example a trailing cable is a **hazard** (fact), which could lead to a **risk** (possibility) of an employee injury.

If risks are not managed the result is a depletion of resources, leading to a reduction in services to the public. It is vital that an organisation manages risks to the best of its ability and that they do not become barriers to achieving objectives. The effective management of risk should lead to improved services and a safer environment.

How risk management is linked to Corporate Governance and the Comprehensive Area Assessment (CAA)

Winchester City Council believes that the management of risk is one of the cornerstones of good management and governance. The private sector already complies with the requirement for an annual governance statement in its annual report and accounts. The Audit Commission has adopted a similar method for Local Authority accounts and all local authorities are now required to include a statement of corporate governance and risk management in their accounts. This statement must be supported by details of risks the organisation is facing and of the management of such risks.

As part of CAA, the Inspectors will look for good and innovative risk management as evidence that a Council is managing its affairs well.

3. The benefits of risk management

Effective risk management strengthens the ability of Winchester City Council to achieve its objectives and enhance the value of services provided. It will also provide the following benefits for the Council:

- Better management of risks leading to improved delivery of services to the public and reduced likelihood and impact of incidents.
- Better use of finances as risks are managed and exposure to risk is reduced. In some cases this can result in lower insurance premiums.
- Greater risk awareness and an improved control environment, which should mean fewer incidents and other control failures.
- Contributing to better decision making by helping Members and officers to make informed decisions about the appropriateness of adopting policy or service delivery options.
- Through being embedded within existing planning, decision taking and option appraisal processes, it provides a basis for ensuring implications are thought through, the impact of other decisions, initiatives and projects are considered, and conflicts are balanced. This will influence success and improve service delivery.
- Providing assurance to Members and management on the adequacy of arrangements for the conduct of business and the use of resources.
- Demonstrating openness and accountability to various inspectorate bodies and stakeholders more widely.

These are not intangible benefits. By identifying risks earlier, by making sure processes are not over-engineered and are fit for purpose, and achieving a behavioural shift, risk management is a process that will pay for itself many times over.

The Council has adopted a Local Code of Corporate Governance. The Code sets out key criteria, including aspects of risk management against which the Council should measure itself and in so doing move towards a systematic strategy, framework and process for managing risk which over time will benefit the Council as it progresses towards meeting these criteria. The Audit Commission annual ‘Use of Resources’ Assessment also checks that procedures for risk management, amongst other things, are satisfactory.

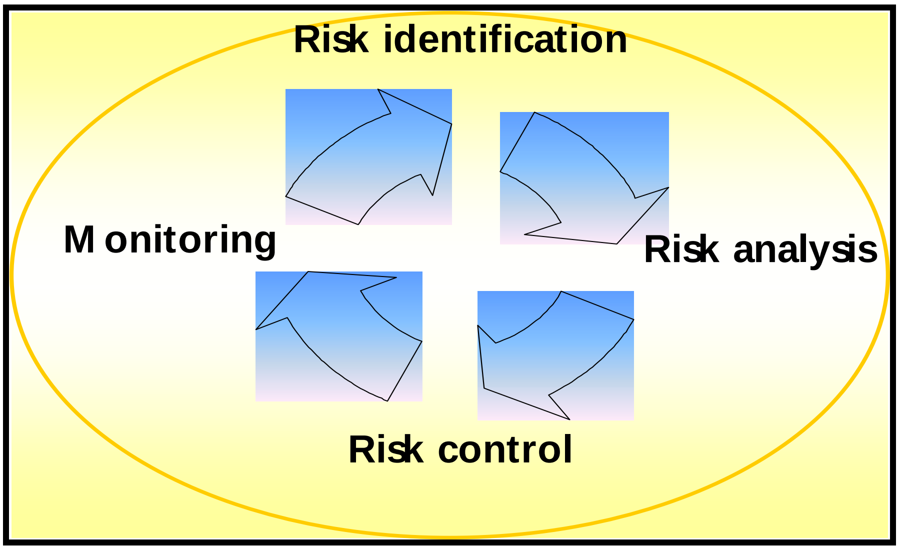
4. The Risk Management Process

Risk management is the process of identifying significant risks relevant to the achievement of the Council strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of managing and monitoring them.

The risk management process is commonly shown as a cycle. See Exhibit 1.

Exhibit 1 Risk Management Cycle

This framework can be implemented at both strategic and operational levels



Identifying strategic and operational (including partnership and project) risks

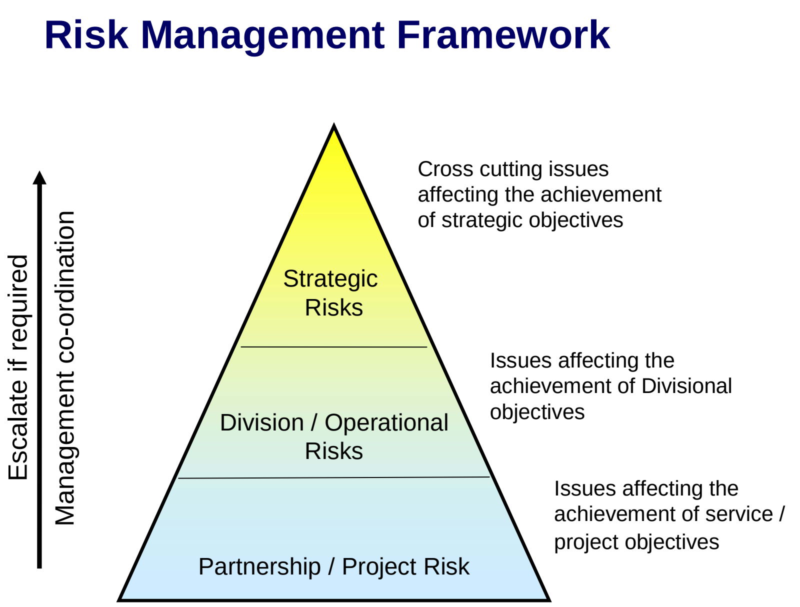
The broad range of risks and challenges faced by organisations are often divided into strategic and operational risks. Strategic risks are those that affect the medium to long-term goals and objectives of the Council as a whole, whereas operational risks relate to the day to day issues that managers and staff encounter.

Often strategic and operational risks interrelate. For example, if there is an overall strategic problem caused by not having adequate staffing capacity, this could give rise to several specific operational risk problems in individual service areas.

It is therefore extremely important for the Council to identify strategic risks, try to manage these and monitor them carefully, as they could impact not only on the Council as a whole, but also in a number of service areas.

In identifying strategic and operational risks it is also important that risk management is being undertaken consistently throughout the Council. The diagram below (Exhibit 2) highlights the fact that risks need to be managed at different levels within the organisation but also that there needs to be a process whereby risks can be escalated or moved down where necessary.

Exhibit 2 – Risk Management Framework



Following the identification and prioritisation of strategic risks the Council has looked at operational risks. Many operational risks cut across all divisions and services and link closely to strategic risks.

Categories of risk

When identifying risks it can be helpful to use categories as prompts to ensure that all areas of risk have been considered. These categories are outlined below:

Risk Category	**Issues to Consider**
Political	Political make-up (majority party, hung council, key opposition parties) Stability of political situation
Social	Demographic profile (age, race, etc) Residential patterns and profile
Technological	Capacity to deal with technological changes / e-government targets Current use of / reliance on technology
Legislative / Regulatory	Preparedness for new legislation and regulations Exposure to regulators – e.g. auditors / inspectors
Environmental	Land use – green belt, brown field sites Waste disposal and recycling issues
Competitive	Position in league tables Success in securing funding
Customer / Citizen	Extent and nature of consultation with / involvement of community Service delivery feedback / complaints
Professional / Managerial	Organisational / individual competency and capacity Staff recruitment and retention
Financial	Level of reserves Financial Strategy & Capital Strategy Budgetary control
Legal	Legal challenges and claims Boundaries of corporate & personal liabilities
Partnership / Contractual	Key strategic partners – public, private and voluntary sectors Procurement arrangements / contract renewal policy
Physical	Nature and state of asset base including record keeping Maintenance practices

Identification of risks

The first stage in the process is to identify those risks that may prejudice achievement of objectives. Obviously this requires a clear understanding of what the organisation, division or service is trying to achieve. **Strategic risks** can be identified against corporate challenges and priorities whilst **operational risks** are the day to day issues that managers and staff encounter.

Risks can be identified in different ways. The first stage can be systematic, such as with the initial implementation of the risk registers. Risks can also be identified as part of specific projects, such as in the formal project management processes adopted by the Council. As risk management becomes more established, the process will combine a systematic approach with one where risks are identified as part of the operational activities that are undertaken.

An example of a risk scenario is outlined below. This is divided into two sections:

Cause: The risk itself

Example Consequences: Examples of what would happen if the risk occurred

Cause	Example Consequences
The Council is undertaking a new build project and has chosen a contractor to deliver this. Risk - that contractor fails to deliver to requirements	• Delays • Expectations not met • Time and resources used rectifying situation • Costs increase • Adverse publicity

Risk analysis

The risk analysis stage systematically evaluates the identified risks to determine the frequency / likelihood of an adverse event occurring and the impact / severity if it did occur. Prioritising or profiling the risks is carried out by scoring impact and frequency / likelihood as illustrated in Exhibit 3 below using the Strategic and Operational Risk Rating Key illustrated in Exhibit 4. For example, an authority with staff suffering from work related stress may score severity as medium as it has significant impact on service delivery, and likelihood / frequency as probable if a high number of staff had cited stress as the cause of sickness absence.

Exhibit 3 - Profiling of identified risks in matrix

Impact → **Likelihood ↓**		**Minor**	**Medium**	**Major**	**Catastrophic**
		1	**2**	**3**	**4**
Certain (A)	**4**	**4**	**8**	**12**	**16**
Probable (B)	**3**	**3**	**6**	**9**	**12**
Possible (C.)	**2**	**2**	**4**	**6**	**8**
Unlikely (D)	**1**	**1**	**2**	**3**	**4**

Exhibit 4 – Strategic and Operational Risk Rating Card

Impact Rating

The following definitions should be used when determining whether a risk would have a Minor, Medium, Major or Catastrophic impact

	Minor (1)	Medium (2)	Major (3)	Catastrophic (4)
Financial	Less than £10K	£10k or over and less than £100K	£100K or over and less than- £500K	£500K plus
Service Provision	No effect	Slightly Reduced	Service Suspended Short Term / reduced	Service Suspended Long Term Statutory duties not delivered
Health & Safety	Sticking Plaster / first aider	Broken bones/Illness	Loss of Life/Major illness	Major loss of life/Large scale major illness
Objectives		Objectives of one section not met	Directorate Objectives not met	Corporate objectives not met
Morale		Some hostile relationship and minor non cooperation	Industrial action	Mass staff leaving/Unable to attract staff
Reputation	No media attention / minor letters	Adverse Local media Leader	Adverse National publicity	Remembered for years!!
Govt relations		Poor Assessment(s)	Service taken over temporarily	Service taken over permanently

Likelihood Rating

Unlikely A (1)	1% to 25% chance in 5 years
Possible B (2)	26% to 50% chance in 5 years
Probable C (3)	51% to 75% chance in 5 years
Certain D (4)	76% to 100% chance in 5 years

More specific guidance for projects / partnerships risk rating is available on the intranet/Risk & Insurance.

Risk control

The following is an extract from the Orange Book- Management of Risks - issued by HM Treasury.

"The purpose of addressing risks is to turn uncertainty to the organisation's benefit by constraining threats and taking advantage of opportunities… There are five key aspects of addressing risk:

Tolerate – The exposure may be tolerable without any further action being taken. Even if it is not tolerable, ability to do anything about some risks may be limited, or the cost of taking any action may be disproportionate to the potential benefit gained. In these cases the response may be to tolerate the existing level of risk. This option, of course, may be supplemented by contingency planning for handling the impacts that will arise if the risk is realised.

Treat – By far the greater number of risks will be addressed in this way. The purpose of treatment is that whilst continuing within the organisation with the activity giving rise to the risk, action (control) is taken constrain the risk to an acceptable level.

Transfer – For some risks the best response may be to transfer them. This might be done by conventional insurance, or it might be done by paying a third party to take the risk in another way. This option is particularly good for mitigating financial risks or risks to assets. The transfer of risks may be considered to either reduce the exposure of the organisation or because another organisation (which may be another government organisation) is more capable of effectively managing the risk. It is important to note that some risks are not (fully) transferable – in particular it is generally not possible to transfer reputation risk even if the delivery of a service is contracted out. The relationship with the third party to which the risk is transferred needs to be carefully managed to ensure successful transfer of risk.

Terminate – Some risks will only be treatable, or containable to acceptable levels, by terminating the activity. It should be noted that the option of termination of activities may be severely limited in government when compared to the private sector; a number of activities are conducted in the government sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved. This option can be particularly important in project management if it becomes clear that the projected cost / benefit relationship is in jeopardy.

Take the opportunity – This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats, an opportunity arises to exploit positive impact. For example, if a large sum of capital funding is to be put at risk in a major project, are the relevant controls judged to be good enough to justify increasing the sum of money at stake to gain even greater advantages? The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities. For example, a drop in the cost of goods or services frees up resources which can be re-deployed."

Escalation of risks

As already stated, whilst risks need to be managed at different levels within the organisation, it is also important that risks are escalated or moved down where necessary.

Risks that are prioritised by divisional teams as having a risk score of 9 or above i.e. being in one of the top four boxes of the risk matrix – Exhibit 4 below – will be reported to Corporate Management Team (CMT). This group will then decide whether these risks have appropriate resources aligned to them and how they relate to the strategic risk profile.

Exhibit 4 – Risks prioritised by Divisions in the highlighted boxes will be reported to Corporate Management Team

Impact → Likelihood ↓	(1) Minor	(2) Medium	(3) Major	(4) Catastrophic
(4) Certain (A)				
(3) Probable (B)				
(2) Possible (C.)				
(1) Unlikely (D)				

Risk monitoring and reporting

As highlighted above it is important to ensure that risk management does not become an industry and that it is seen as simply one element of overall good management. Risk management should be embedded into business / service planning and performance management arrangements so that it is central to the way the Council works and can contribute to the concept of getting it “right first time”, both at a strategic and an operational level.

The framework of monitoring and reporting is being further developed to allow regular reporting of risk registers to take place as part of the agreed performance monitoring of the Council’s services and budgets.

This requires:

- Divisional Teams to monitor and review risks at the end of each month, as part of the review of performance and spend within the Division. Results of this review where a significant change is identified will be included in the quarterly Portfolio Holder’s exception report submitted for scrutiny by the relevant Scrutiny Panels. Any issues that may require escalation will be reported initially to Corporate Management Team.

- The Corporate Management Team to monitor and review progress against the Strategic Risk Register as part of its quarterly monitoring meeting, making a judgement on any risks referred for escalation and identifying any risks that can be moved to divisional risk registers. Results of these reviews will form part of the quarterly monitoring report submitted to Principal Scrutiny Committee and reported to Cabinet if decisions on any procedure or policy changes are needed.

Section 2 - Implementation

5. How risk management feeds into existing processes

Policy planning and operational management

By embedding risk management into existing policy and service planning processes, Members and managers are able to make informed decisions about the appropriateness of adopting a policy or service delivery option.

The information resulting from the risk management approach acts as one of the key pieces of information incorporated into the development of corporate and service business plans. Risk management is an essential element in establishing policy, developing plans and enhancing operational management.

In order to formalise and structure risk management at the Council, it is recognised that there are obvious and clear links between risk management and strategic planning; financial planning; policy making & review and performance management. The linkages are as follows:

a) The Council's Sustainable Community Strategy reflects the desired shared outcomes for the District. These are informed by consultation with the public, and agreed with partners through the Winchester District Strategic Partnership (WDSP).

Individual partnerships within the WDSP have their own action plans comprising projects and programmes they will put in place to deliver against the outcomes. The Council is a delivery partner in some of these action plans.

The Sustainable Community Strategy is also the overarching strategy for the Council's own operations. In addition, the Corporate Business Plan sets out the Council's values and its aim to be an efficient and effective council. The Corporate Business Plan identifies the major programmes and projects which the Council will undertake to deliver against the outcomes. Both the Sustainable Community Strategy and the Corporate Business Plan are refreshed annually to ensure they remain relevant to the needs of the District and adapt to changing opportunities and threats. They have regard to both local and national priorities. During the lifetime of both documents there will be direct and indirect threats to their achievement and these are risks to be managed.

The Sustainable Community Strategy has its own risk assessment and risk management plan. Risks to the delivery of programmes and major projects set out in the Corporate Business Plan are built into individual project plans within the Covalent performance management system.

b) Each Division produces a more detailed Business Plan and, for larger Divisions, a number of service plans, setting out key actions to be taken and targets for performance. An assessment of service risks forms part of all Business and Service plans, which is an identification and prioritisation of the most significant risks faced in delivering the key elements of the service plan, with actions identified to mitigate and manage these. These risks are managed as part of the action plans within the service plans.

c) Each member of staff has an annual appraisal which monitors progress being made and sets objectives for the coming year required to deliver Business Plan actions and achieve the desired outcomes for the community. As part of this, risk management is cascaded down to staff as a corporate objective which aims to gain their support and awareness to ensure effective management of risk within the Council.

c) Measurement of Performance against the corporate objectives, performance indicators and key tasks is achieved in a number of ways:

- In addition to day to day management, Heads of Division carry out a monthly review of progress in their area, which includes assessment of progress against business plan actions, performance trends and risks. Where appropriate exceptions are reported to Corporate Directors and the Executive.
- The Corporate Management Team keeps a monthly overview of financial and service performance, with strategic risks being reviewed quarterly.
- Scrutiny Panels receive quarterly reports on progress towards the Council's key outcomes, together with an exception report drawing attention to any areas of underperformance or new pressures that need to be addressed.
- the full Council receives an annual report showing progress being made against national performance indicators and an annual report on financial outturn.

The Council uses an electronic performance management system, Covalent, to support integrated management, monitoring and reporting of key actions, performance indicators and risks.

6. Timetable

As already indicated, risk management is part of Corporate Governance, and in particular is closely linked with Performance Management. The timetable for the Performance Management Framework, and as a consequence the Risk Management process, is currently (November 2008) being refreshed. More specific advice will follow but in the meanwhile the approximate timetable is shown below.

<table>
<tr><th></th><th>Review
(previous year)</th><th colspan="2">Delivery
(current year)</th><th>Preparation
(next year)</th></tr>
<tr><td>April</td><td rowspan="3">• Performance and financial outturn prepared and reported.
• Progress against strategic and divisional risk registers reviewed.</td><td rowspan="12">Reviews of progress reported to Principal Scrutiny Cttee</td><td></td><td rowspan="3"></td></tr>
<tr><td>May</td><td></td></tr>
<tr><td>June</td><td></td></tr>
<tr><td>July</td><td></td><td>Scrutiny first quarter review</td><td rowspan="4">• Corporate priorities reviewed and updated
• Financial strategy agreed</td></tr>
<tr><td>August</td><td></td><td></td></tr>
<tr><td>September</td><td></td><td></td></tr>
<tr><td>October</td><td></td><td>Scrutiny second quarter review</td></tr>
<tr><td>November</td><td></td><td></td><td rowspan="3">• Action to deliver corporate priorities reviewed
• Strategic Risk Register reviewed
• Corporate Business Plan drafted
• Division Business Plans drafted
• Division risk registers reviewed
• Detailed budgets drafted</td></tr>
<tr><td>December</td><td></td><td></td></tr>
<tr><td>January</td><td></td><td>Scrutiny third quarter review</td></tr>
<tr><td>February</td><td></td><td></td><td>• Corporate Strategy and Budget finalised and agreed</td></tr>
<tr><td>March</td><td></td><td></td><td>• Business Plans agreed.</td></tr>
</table>

7. Roles and responsibilities

The following describes the roles and responsibilities of Members and Officers in introducing, embedding and owning the risk management process.

Members

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.

Cabinet

Cabinet will have the following key tasks:

- To ensure that effective arrangements are in place throughout the Council and these are kept up to date
- Approving the risk management strategy and implementation plan
- Monitoring the Council's risk management and internal control arrangements via an exception reporting process
- Ensuring the effectiveness of the risk management and internal control framework.

Principal Scrutiny Committee

Principal Scrutiny Committee will have the following key tasks:

- to hold Cabinet to account for the effective implementation of risk arrangements, by way of quarterly reports on progress to address corporate risks and identify areas of concern for more detailed review

Chief Executive and Corporate Management Team (CMT)

The Chief Executive and CMT are pivotal in promoting effective risk management and ensuring that it is embedded in the culture of the Council, with sharing of best practice and experience between services.

The key tasks for the Chief Executive and CMT are:

- Recommending to Cabinet the risk management strategy and subsequent revisions thereof
- Promoting the implementation of the Council's risk management strategy on a corporate basis
- Supporting and promoting the benefits of effective risk management throughout the Council
- Actively identifying and assessing strategic risks on a regular basis
- Carrying out quarterly monitoring of the Strategic Risks
- Driving risk management forward and maintaining its profile within all divisions
- Sharing experiences on risk, risk management and strategy implementation across the Council
- Disseminating information on emerging issues to all staff

- Agreeing risk management proposals
- Bringing together the specialist skills needed for the promotion of successful risk management within the Council

Heads of Divisions

Heads of Divisions have responsibility for minimising risk within divisions / services. They will demonstrate their commitment to risk management through:

- Being actively involved in the identification and assessment of risks
- Developing relevant action plans for the key risks and establishing relevant PIs to measure their performance through the performance management framework
- Incorporating the risk management process into business planning processes
- Monitoring their divisional risk register regularly and on no less than a quarterly basis
- Encouraging staff to be open and honest in identifying risks or missed opportunities
- Ensuring that the risk management process is part of all major projects and change management initiatives
- Monitoring and reviewing action plans regularly to reduce or control the significant risks

Risk Advisory Group

The Risk Advisory Group (RAG) is responsible to the Corporate Director (Policy).
The group consists of:

- Heads of Division from Environment, Revenues and Landlord Services
- Head of Internal Audit Partnership
- Risk & Insurance Advisor
- Business Managers

The group has the task of monitoring the delivery and developing the risk management process. The members of the group will support officers within each service, partnership and project who have responsibility for risk management, keeping them advised of emerging risks, latest techniques and good practice in risk management. They will also monitor and report on the overall compliance with this strategy, including the recording of risk information and will consider the need for managing any aggregate risk.

All Staff

All staff have responsibility for Council risks and must understand their role in the Council's risk management arrangements. Training and support will be provided through induction training, ongoing training programmes and annual appraisals. All staff will be expected to know how to evaluate risks, when to accept risks and to recognise that risks can create opportunities for the Council.

Risk and Insurance Advisor

The role of the Risk and Insurance Advisor is to:

- provide technical risk management support across the Council
- provide assistance with and prepare management reports

- support the Risk Advisory Group and Corporate Management Team on risk related issues
- Keep appraised of various initiatives in other authorities / bodies and make proposals for improvements to the Council's procedures
- facilitate the buying of insurance and the management of claims

Internal Audit

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

The following matrix is a broad summary of responsibilities:

	Develop the Risk Management Strategy	Agree the Risk Management Strategy	Provide advice and support on strategy development and implementation and monitor compliance	Implement the Strategy	Share experience of Risk Management issues	Review the effectiveness of the Strategy
Members		●			●	
Cabinet		●				●
Principal Scrutiny Committee						●
Corporate Management Team		●		●	●	
Heads of Division				●	●	
Risk Advisory Group	●		●		●	●
All staff				●	●	
Risk & Insurance Advisor	●		●			
Internal Audit					●	●