London Borough of Enfield

General Purposes Committee

3 March 2022

Subject:	**2022/23 Risk Management Strategy and Risk Operating Plan**
Cabinet Member:	**Cllr Mary Maguire, Cabinet Member for Finance and Property**
Executive Director:	**Fay Hammond, Executive Director Resources**
Key Decision:	**N/A**

Purpose of Report

1. This report presents the revised Risk Management Strategy and 2022/23 Risk Operating Plan.

Proposal

2. The General Purposes Committee is requested to note and provide comment on the Risk Management Strategy and Risk Operating Plan.

3. The General Purposes Committee is requested to agree that going forward:

   - the Risk Management Strategy will receive a major review every three years, at which time it will be brought to the Committee for approval
   - the Risk Management Strategy, together with the Risk Operating Plan, will be approved by the Executive Management Team annually.

Reason for Proposal

4. Th Risk Management Strategy and Risk Operating Plan are being brought to the attention of the General Purposes Committee in line with the terms of reference of the Committee.

5. The Council's Risk Management Strategy requires the regular review of the Risk Management Framework by the General Purposes Committee.

Relevance to the Council's Plan

Good Homes in Well-Connected Neighbourhoods

6. An effective Audit and Risk Management Service helps to provide assurance over any risks that might adversely affect the delivery of good homes in well-connected neighbourhoods.

Safe, Healthy and Confident Communities

7. An effective Audit and Risk Management Service is an essential management tool which will help the Council achieve its objectives to sustain safe, healthy and confident communities.

An Economy that Works for Everyone

8. An effective Audit and Risk Management Service will help the Council achieve its objectives in building a local economy that works for everyone.

Background

9. It is good practice to review an organisation's strategic approach to risk management on a regular basis to deliver assurance that it remains appropriate and effective.

10. Only minor changes have been made to the Risk Management Strategy. These are:
    - Clarification on mandatory risk registers and the frequency of risk register reviews.
    - Mandating the use of the Council's risk software to log all risk registers.

11. The Executive Management Team has been consulted on this update of the Risk Management Strategy which is attached at **Appendix 1**.

12. Delivery of the Risk Management Strategy is supported by a Risk Operating Plan (**Appendix 2**).

13. This operating plan is key to improving the Council's risk maturity level and outlines practical steps to further embed risk management during the upcoming year,

14. Our current assessment of the Council's risk maturity level remains as *Developing (*defined by the Institute of Risk Management as being "aware of the need for good risk management but not yet fully committed to the concept*)* and our ambition remains to become *Proficient (*defined as "Risk management is established and becoming mainstreamed and less noticeable as a separate activity").

15. Although our risk maturity level has remained at Developing, some key Risk Management achievements were made in 2021/22:

- A full refresh of the Corporate Risk Register (CRR) was carried out; the format was enhanced, and a new schedule was introduced to ensure the CRR is more responsive and active.

- A bespoke one day risk management training course was developed with an external trainer and offered to all staff. This was delivered to over 100 staff from across the Council.

- Increased utilisation of the Council's risk management software for recording and monitoring Departmental, Director level and Service risk registers.

16. Key highlights from the 2022/23 Risk Operating Plan are:

- Increased focus on risk management awareness and communications.

- Forward looking horizon scanning and peer review of the Corporate Risk Register

- Building on the risk management training by offering further sessions and enhancing our e-learning training modules.

- Improving reporting by utilising the growing data available on the Council's risk management software

17. To streamline processes, it is proposed that going forward the Risk Management Strategy receives a major review every three years, at which time it will be brought to the General Purposes Committee for approval.

18. It also proposed that the Risk Management Strategy, together with the Risk Operating Plan, will be approved by the Executive Management Team annually.

Main Considerations for the Council

19. Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate risks it may face.

20. The Audit and Risk Management Service supports management in the identification and mitigation of risks as part of its work.

Safeguarding Implications

21. There are no safeguarding implications arising directly from this update from the Audit and Risk Management Service.

Public Health Implications

22.   There are no Public Health implications arising directly from this update from the Audit and Risk Management Service.

Equalities Impact of the Proposal

23. Following the Completion of the Corporate Equalities Impact Assessment initial screening, this report does not have an Equalities impact.

Environmental and Climate Change Considerations

24. There are no Environmental and Climate Change implications arising directly from this update from the Audit and Risk Management Service.

Risks that may arise if the proposed decision and related work is not taken

25. Any large complex organisation needs to have a well-established and systematic risk management framework in place to identify and mitigate risks it may face.

26. If this work is not carried out, reviewed and followed up, the Council faces the risk of legal, financial and reputational loss.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

27. N/A

Financial Implications

28. There are no specific financial implications related to this report.

Legal Implications

29. There are no specific legal implications related to this report.

Workforce Implications

30. There are no specific workforce implications related to this report.

Property Implications

31. There are no property implications intrinsic to the proposals in this report.

Other Implications

32. N/A

Options Considered

33. The Council's Risk Management Strategy requires the regular review of the Risk Management Framework by the General Purposes Committee; therefore, no alternative options have been considered

Conclusions

34. The General Purposes Committee is requested to note and provide comment on the Risk Management Strategy and Risk Operating Plan

35. The General Purposes Committee is requested to agree that going forward:

- the Risk Management Strategy will receive a major review every three years, at which time it will be brought to the Committee for approval
- the Risk Management Strategy, together with the Risk Operating Plan, will be approved by the Executive Management Team annually.

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Appendices

Appendix 1: Risk Management Strategy
Appendix 2: 2022/23 Risk Operating Plan

Background Papers

None

Enfield Council

Risk Management Strategy 2022/23

Making better decisions

ENFIELD
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Contents

Foreword

We all manage risk – often without realising it. The very nature of risk makes it part of everything we do. We live and work in an ever-changing environment which brings about uncertainty. That uncertainty brings new risks, both opportunities and threats. Our management of these is crucial in helping us meet our objectives whilst also improving service delivery, achieving value for money and reducing unwelcome surprises.

We believe in the value of effectively managing risk as it informs business decisions; enables a more effective use of limited resources; enhances strategic and business planning; strengthens contingency planning and is key in *making better decisions*. None of this is possible without a positive and supportive risk culture. A culture which encourages openness and discusses issues in a realistic manner.

Requirement for Risk Management

London Borough of Enfield (the Council) acknowledges its statutory responsibility to manage risks and deliver cost effective and efficient services (Accounts and Audit Regulations 2015). The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively.

In discharging this responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective delivery of its functions, which include arrangements for the management of risk.

Purpose of this document

This strategy is a formal acknowledgement of the Council's commitment to risk management. It does not aim to bring about a one-size-fits-all approach to managing risks, as this approach would be unlikely to work for such varied departments within the Council. However, it does aim to provide a high-level framework and details of good practice that can help manage risks whilst also allowing flexibility for teams, managers and individuals to adapt as necessary.

Risk Maturity

The development of risk management is different in every organisation and even more so for Local Authorities. To effectively improve we must measure where we are, against where we want to be. One method of doing this is to use a risk maturity model.

The model we are using has been developed by the Institute of Risk Management and has four stages:

| Maturity level	Summary
1. Conscious	Aware of risk management but unsure how to 'make it happen'.
2. Developing	Aware of the need for good risk management but not yet fully committed to the concept.
3. Proficient	Risk management is established and becoming mainstreamed and less noticeable as a separate activity.
4. Expert	Risk management is embedded at all levels within the organisation on a consistent basis.

(A detailed breakdown of these stages is provided in **Appendix A**)

Based on the current stage of progress and approach to risk, the Council has currently assessed itself as *Developing* and is currently working towards becoming *Proficient*.

Risk Framework

To aid in the development of risk management, we have moved away from the Traditional Risk Management (TRM) model to a more cohesive Enterprise Risk Management (ERM) model where Everyone's a Risk Manager. To facilitate this, we have developed a simple framework that allows for continual improvement and involves everyone. This framework is composed of three parts which all feed into each other as shown below.
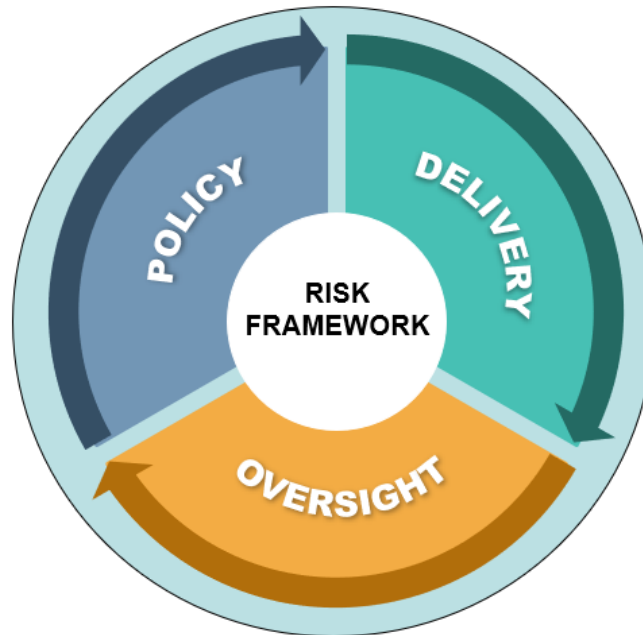
As part of this framework, everyone has a clear role to play in establishing and maintaining a positive risk culture to ensure risks are managed.

- Those involved in *Delivery* have accountability and ownership of risks
- Those involved in *Policy* provide advice and training
- Those involved in *Oversight* provide challenge and assurance

Responsibility

The below diagram provides details of responsibility for each part of the Risk Framework.

Delivery	Policy	Oversight
• Full Council / Cabinet • Executive Management Team • Departmental Management Teams • Service Management Teams • Programme, Project (and other) Boards • All Staff	• Risk Management Team • Risk Management Group	• Internal Audit • General Purposes Committee • Assurance Board

Whilst all staff are expected to manage risk in their day to day activities and should, as a minimum, understand how to identify and escalate risks, the level of responsibility and management accountability will depend on their role within the Council. This is defined in more detail in **Appendix B**.

Risk Process

To manage risk, an organisation needs to know what risks it faces and have a process for managing them.

The process we use is broken down into four stages;

1. **Identify** (Risks need to be known.)

2. **Assess** (Risks needs to be prioritised.)

3. **Control** (Risks need to be mitigated.)

4. **Review** (Risks need to be monitored.)

More detail is provided on these stages in the accompanying Risk Manual.

Risk Appetite

The Council is a diverse organisation, and our risk appetite guides how much risk we are willing to take to meet our objectives. We recognise that we need to take risks to achieve our targets set in the Corporate Plan and our risk appetite reflects our current position of how much risk we are willing to take and seek.

Our current risk appetite is as follows:

> **The Council is willing to accept risks with a score below 8. Risks with a score of 9-15 will be accepted if mitigations are put in place. Any risk with a score above 16 is beyond the current risk appetite and requires escalation to at least one management level above.**

This is summarised in the table below:

Risk Score	Risk Level	Risk Response	Monitoring	Appetite
1-8	Low	Accept	Six Monthly	• Risk accepted • No mitigation required
9-15	Medium	Mitigate	Quarterly	• Risk accepted **if** mitigations put in place
16-25	High	Escalate	Monthly	• Above Council's **Risk Appetite** • Mitigations **must** be put in place • Risk must be **Escalated** to at least **one** managerial level • If escalated to EMT, the risk will be considered for inclusion on the **Corporate Risk Register** by EMT

The risk scores, which are calculated by multiplying the *Likelihood* (probability of an event occurring) score by the *Impact* (how significant the event is) score, are shown on our current risk matrix traffic light system shown below.

		Impact				
		1 **Insignificant**	**2** **Minor**	**3** **Moderate**	**4** **Significant**	**5** **Critical**
Likelihood	**5** **Almost Certain**	5 Low Risk	10 Medium Risk	15 Medium Risk	20 High Risk	25 High Risk
	4 **Likely**	4 Low Risk	8 Low Risk	12 Medium Risk	16 High Risk	20 High Risk
	3 **Possible**	3 Low Risk	6 Low Risk	9 Medium Risk	12 Medium Risk	15 Medium Risk
	2 **Unlikely**	2 Low Risk	4 Low Risk	6 Low Risk	8 Low Risk	10 Medium Risk
	1 **Rare**	1 Low Risk	2 Low Risk	3 Low Risk	4 Low Risk	5 Low Risk

Example 1

If a risk is thought to be *unlikely* but the impact if it did happen is thought to be *significant*, the Risk Score would be 2 x 4 = 8.

Using the matrix and table above, we then develop our approach to this risk. As the Risk Score is 8, this means:
- The risk has a *Low Risk* Level
- We *Accept* the risk,
- We monitor the risk for changes every *6 months*
- This risk is deemed to be within the Council's risk appetite, so no mitigation is required.

Example 2

If a risk is thought to be *likely* but the impact if it did happen is thought to be *significant*, the Risk Score would be 4 x 4 = 16.

Using the matrix and table above, we then develop our approach to this risk. As the Risk Score is 16, this means:
- The risk has a *High Risk* Level
- We *Escalate* the risk,
- We monitor the risk *monthly*

- This risk is deemed to be beyond the Council's risk appetite, so management approval and mitigations must be put in place.

Persistent High Risks

Our Risk Appetite takes into account that all risks cannot be eliminated and that there will be cases where risks remain beyond the current risk appetite level despite taking mitigating actions.

If departmental and divisional risks continue to remain high for an extended period of time, they will be reported to Executive Management Team (EMT), Assurance Board and General Purposes Committee.

Escalation

Some risks (or groups of risks) may not be manageable at the level where they exist, or they may exceed the current risk appetite level. In these instances, the risk owner should escalate the risk to at least one management level above them. This means there will be appropriate management appraisal of the risk.

The next management level will then be responsible for deciding on an appropriate course of action and if necessary, escalating the risk further up the corporate hierarchy. In most cases the escalation route will be the same as the line management structure and will follow the route below.

Team → Head of Service → Director → Executive Director → EMT

Risks managed by EMT will usually have a wide ranging and significant impact on the organisation, these risks are defined as Corporate Risks.

Required Risk Registers

Risk registers are used as a means of providing a simple overview of risks and mitigations and allow for convenient sharing of information. However, risk registers should not be confused for "risk management." The presence of a risk register on its own does not confirm risks are being managed, as without regular reviews, risk registers quickly become obsolete.

Taking this into account and to help ensure risk management is a continuing and developing process that runs throughout the organisation, certain risk registers are mandatory and are required to be reviewed by senior management and Members at regular intervals.

Officers at Head of Service level and above will be required to maintain a risk register covering the areas that they have direct responsibility for. Further details, along with escalation routes, are shown in the table below.

Risk Register	Owned by	Reviewed by	Review Frequency (minimum)	Escalation (both from and to)
Corporate Risk Register	Executive Management Team (EMT)	• Departmental Management Teams • Executive	Monthly Quarterly	• Departmental • Programme, Project (and other) Boards

Risk Register	Owned by	Reviewed by	Review Frequency (minimum)	Escalation (both from and to)
		Management Team • General Purposes Committee	Six Monthly	
Departmental	Executive Directors	Departmental Management Teams (DMTs)	Quarterly	• Corporate • Divisional • Programme, Project (and other) Boards
Divisional	Directors	Service Management Teams (SMT)	Quarterly	• Departmental • Service • Programme, Project (and other) Boards
Service Level	Heads of Service	Head of Service and Direct reports	Six monthly	• Divisional • Programme, Project (and other) Boards
Programmes, Projects, Contracts, Partnerships & Other Initiatives	Operational Board / Manager	Strategic / Oversight Board	Regularly	• Corporate • Departmental • Divisional • Service

Risk Reviews

The above table provides a guide to how often reviews of risk registers should be carried out. It should be noted that this is a minimum and depending on the risks and risk appetite, it may be necessary to monitor and review some risks more frequently.

Pentana Risk Software

The Council uses Pentana Risk software to hold all risk registers. Advantages of using this software include simpler version control and a central repository allowing easy mapping of risks to provide a more complete picture of the Council's risk profile. To ensure the effectiveness of this process all mandatory risk registers must be logged onto Pentana along with records of when reviews are carried out. It is the responsibility of risk register owners to ensure this is done. Regular reporting will inform Executive Directors of the status of risk registers within their department.

Operational and Strategic Decisions

As part of an officer's role, they may be required to submit recommendations for decision by senior management and/or Members via Council, Cabinet or Committee written papers.

Report templates contain two sections for risks and report authors need to think both about risks around taking a particular initiative or course of action (e.g. not being delivered, delayed, or with a different outcome from that intended) and also risks of not taking that action (e.g. the risk of doing nothing) and include these in the report.

Any significant risks, (where mitigating action and/or escalation is required) should be summarised along with details on how the risk will be mitigated in the case of threats and enhanced in the case of opportunities.

Reports to support strategic policy decisions, project initiation documents and project updates usually require a risk register. This should be included as an appendix to the report and referenced in the risks section.

For longer term initiatives, where risks are monitored on an ongoing and regular basis, the most recent risk register should be included as an appendix.

Risk Management Group

The Risk Management Group was setup to provide a mechanism for risk management issues to be discussed and disseminated to all areas of the Council. The terms of reference for the group are provided at **Appendix C**.

Internal Audit

A function of managing risks is the Internal Audit Service. The Service's purpose and mission according to its Charter is:

The purpose of London Borough of Enfield's Internal Audit team is to provide independent, objective assurance and consulting services designed to add value and improve the London Borough of Enfield's operations. The mission of Internal Audit is to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. The Internal Audit team helps the London Borough of Enfield accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

The annual programme of internal audit work dedicates resources to test key mitigations using a risk-based approach.

Effectively identified risks and mitigations within the risk registers can assist internal audit to focus resources on providing assurances where they matter and in turn, advise managers where improvements can be made.

Internal audit reviews should be seen as part of the risk management process and should feed into the continual risk review process.

Further Information

For any further information please visit the risk management service intranet page or email RiskManagement@Enfield.gov.uk

Appendix A

Risk Management Maturity Model (Developed by the Institute of Risk Management)

	Conscious	Developing	Proficient	Expert
Level	Aware of risk management but unsure how to 'make it happen'. Planning is a repeated exercise based on previous years as no one has time to consider further. Objectives and targets are often missed as senior management are diverted to deal with unplanned events.	Aware of the need for good risk management but not yet fully committed to the concept. Risks are considered on occasions as part of planning by some, but others are unenthusiastic. Objectives and targets are not always achieved as senior management are diverted to deal with unplanned events or unenthusiastic about using a risk based approach.	Risk management is established and becoming mainstreamed and less noticeable as a separate activity. Risks are considered as part of planning but not fully explored. Objectives and targets are usually achieved. Contingency plans for key risks are generally in place, resulting in minimal disruption when unwanted events occur.	Risk management is embedded at all levels within the organisation on a consistent basis. Risks are fully explored as part of the planning process. Objectives and targets are nearly always fully achieved, and the organisation is rarely surprised by unplanned events. Contingency plans exist for key risks and any surprises are normally external in origin.
Knowledge and Skills	Staff, managers and leaders are aware of need to do risk management, but do not understand why or how. Risk management may be seen as a separate discipline not connected to business planning or day-to-day decision making. It's perceived as a distraction. There is no one or few within the organisation who understand risk management.	Managers and leaders understand the theory and processes behind formal risk management. They know a risk policy and guidance exist, but may think of risk as a compliance tool, not as a tool for real organisational improvement. Key staff have read the risk policy and guidance. Staff and managers understand some of the organisation's key risks and risks to their area.	Training has been provided to managers and leaders who know how to identify, assess, address, monitor and report risk in a consistent way in line with policy. Managers throughout the organisation know what is expected of them to manage risks and there's real ownership of risks and actions. There's a real belief that risk management can help and add value. An understanding of upside risk is beginning to be shown	Leaders seek out and demand quality risk information as part of decision making processes. Training and refresher training is available so that staff and key volunteers understand risk management and know what is expected of them. Risk management is seen as fundamental to "the way we do things around here" within an established Risk Culture. Understanding of upside risk is widespread

	Conscious	Developing	Proficient	Expert
Possible Behaviours	Senior management do not yet see the benefits of risk management. Staff, managers and leaders are not yet taking action to identify and control risk across the organisation or in high risk areas. Policies and standards have not been developed. Without this staff decide for themselves what level of risk taking is acceptable. Little attention is paid to risk mitigation actions. Risks often occur which should have been foreseen and recorded on the risk register. There's no structured approach to learning lessons for future work.	Senior management give passive support to risk management or can be unsupportive or hostile. They rarely lead by example. Risk management often involves a junior team member creating a risk register document which then collects dust and is rarely updated. Progress against planned risk mitigation actions is often not satisfactory. There's no routine analysis for future projects.	Senior management are visibly giving direction on the oversight and management of risk, using basic risk information – including the defined risk appetite - to inform decision-making and generally promoting and supporting the concept. Managers act as role models and lead on risk management, regularly checking that risks are being managed and discussed with relevant people. Discussions about risk are becoming increasingly more mature and widespread and this is evidenced in minutes and notes. There's open communication internally on risk. The policy and processes are used and adhered to in everyday activities. Progress against the planned risk mitigation actions is usually satisfactory. There is communication of lessons learned.	Trustees and senior management demonstrate top-down commitment to risk management, leading by example. People adhere to policies and processes and use them appropriately. Application is widespread at all levels of the business, with regular updating, active feedback and learning. Risk management is used to spot opportunities as well as threats. Agreed risk responses are effectively carried out and monitored for all risks, including emerging risks. Responses can cope with any scenarios. Risk-based reporting and decision making is routine. Frontline, leadership and risk experts collaborate and communicate. Risks are explicitly discussed at all levels in the organisation. The effectiveness of risk management is regularly reviewed. Lessons learned are implemented and learning from experience is a routine part of the process.

	Conscious	Developing	Proficient	Expert
Systems, Policies & Processes	Someone may have risk management allocated to them but as part of a larger remit and without any supported learning.	There may be a central risk manager who is the organisation's expert, or the responsibility may be assigned to a junior member of staff as part of a wider remit.	Accountability for management of key business risks is clearly defined and captured in role descriptions/personal performance targets. Risk appetite begins to be considered.	As "proficient" but with the following additions:
	Pockets of operational risk management such as Health & Safety may be being addressed.	There is no or only limited experience of using risk management.	There's a formal organised and updated training programme.	Senior management is actively engaged in the process of identifying risk and setting the organisation's risk appetite.
	Training is not considered or available.	There are no risk champions across the organisation or other indicators of a risk management culture.	There's an accepted policy for risk management and evidence that the defined risk appetite is often referred to in decision-making.	Personal performance objectives include targets for risk management and proactive risk management is encouraged and rewarded.
	There's no formal risk policy or processes– some places are too risk averse while others take excessive risks.	Some staff have attended training, but the person allocated responsibility for risk management is normally called on to support management.	Risk management is part of the business planning and performance process and organisational monitoring processes such as management reporting, performance management and individual objectives, all focus on risk.	Mission, business planning and core risks are explicitly linked. Longer term risks are integrated into the strategy and business planning functions.
	Risk registers may have been produced, but only as a one-off exercise.	Risk Management Policies and standards are not consistently used or fully adhered to. Application is patchy with different groups doing different things – there's no cohesion between groups.	Risk registers exist at corporate and directorate level and are regularly updated and used at management meetings throughout the organisation.	Training is actively encouraged.
	Risks in the risk registers are not clearly defined in all cases and/or risk owners have not been allocated.	There are risk registers at directorate level which are typically compliance focussed documents, updated only when required.	Contingency plans are in place where needed.	Sustained regular discussions on risk are long established and routine throughout the organisation.
	Contingency plans do not exist where they are needed.	Risk is not routinely a standing item at management, team, project or programme board meetings.	Risk is a standing item at management meetings throughout the organisation. Managers regularly discuss risk with their staff and share and discuss critical cross-cutting risks.	Risk management adapts proactively to internal and external changes.
	There is no approach to escalating risks from the frontline. It's done on an exceptional basis as the result of a crisis.	Risk management is partially effective and works in some specific areas where it has been embraced.	A visible process is in operation for escalating risks from the frontline to directorate and corporate level. No one is blamed for escalating a risk and good risk management is recognised positively in personal appraisal discussions.	Risk management is a dynamic and living approach that is constantly referred to and where necessary updated
		There's evidence of some risks being escalated in accordance with the policy in areas where risk management has been embraced.	Business continuity planning is in place and all units have workable, up to date and tested Business Continuity (BC) plans.	Strategic risks are taken into account and give direction to the business planning and policy making mechanisms.
			Information risks are identified and mitigating actions are in place.	Information is safeguarded at all levels of the organisation

Appendix B

Detailed Roles & Responsibilities

1. Delivery (Ownership, Responsibility and Accountability)

Full Council / Cabinet
- Analyses and understands key risks.
- Monitors and acts on escalated risks from General Purposes Committee.

Executive Management Team
- Overall responsibility and accountability for risk management in the Council.
- Endorses and ensures this Strategy is sound and implemented across the Council.
- Ensures risk management is embedded into corporate processes including but not limited to business, strategic and financial planning; decision making and service delivery.
- Gives a view on and owns all risks within the Corporate Risk Register.
- Monitors any other risks which could affect the Council's ability to achieve its strategic aims and priorities.

Departmental Management Teams
- Responsibility and accountability for identifying and management of risks within (and across) department(s).
- Ensure risk management within and across the department(s) is implemented in line with the Council's Risk Management Strategy.
- Ensure risks are given due consideration in all management processes and decision making.
- Ensure mitigating controls are in place and performing adequately.
- Ensure planned actions are implemented.
- Suggest key risks which may be considered for inclusion into the Corporate Risk Register.
- Nominate key individuals who will work alongside the Risk Management Service as part of the Risk Management Group.

Service Management Teams
- Responsibility and accountability for management of risks within (and across) service(s).
- Ensure risk management within and across the service(s) is implemented in line with the Council's Risk Management Strategy.
- Ensure risks are given due consideration in all management processes and decisions.
- Ensure management controls are in place and performing adequately.
- Escalate risks to the Departmental Risk Registers.
- Monitor and challenge key risk mitigations.

Programme, Project (and other) Boards
- Responsibility and accountability for management of risks associated with programmes, project, contracts and other initiatives.
- Ensure associated risks are managed in line with the Risk Management Strategy.
- Ensure risks are given due consideration throughout the life of the programme, project, contract or other initiative.
- Ensure project management controls are in place and operating effectively.
- Monitor and challenge key risks, controls and actions.

- Own, maintain and regularly review risks / registers.
- Ensure risks identified are effectively managed to include escalation to Departmental Management Team or Executive Management Team where appropriate.

All Staff
- Responsibility and accountability for management of risks in day to day duties.
- Maintain risk awareness.
- Ensure risks in performing day to day duties are considered and managed in line with the Council's Risk Management Strategy.
- Actively support and contribute to risk management initiatives.
- Own, maintain and regularly review risks as appropriate.
- Ensure management controls are performing adequately and mitigating actions completed within expected timescales.
- Ensure identified risks are recorded and escalated appropriately.
- Consider and monitor key risks associated with any recommendations put forward.

2. Policy (Advice and Training)

Risk Management Service
- Responsibility for providing support, advice and challenge on the management of risk in the Council.
- Provide the Council with training, advice, challenge and support on the application of risk management principles.
- Lead on the development and implementation of the Risk Management Strategy.
- Provide report(s) to EMT and General Purposes Committee on key risk management activities across the Council.
- Monitor and challenge controls and actions and escalate key risks identified as appropriate.
- Promote the effectiveness of good risk management across the Council.
- Lead role in co-ordinating the Risk Management Group.

Risk Management Group
- Provide a mechanism for risk management issues to be discussed and disseminated to all areas of the Council.
- Develop risk management as part of the culture of the Council.
- Communicate the value of risk management in the decision making process.
- Share best practice.
- Take responsibility for raising the Council's rating on the Risk Maturity Model by working within their departments, services, teams and business areas.

3. Oversight (Challenge and Assurance)

General Purposes Committee
- Monitors the effective development and operation of risk management in the Council to ensure compliance with the strategy.
- Regularly reviews the Risk Management Framework and Operating Plan
- Reviews regular reports on key risk management activities across service delivery and service enablement activities.
- Monitors and challenges key risk mitigations, audit actions and the Corporate Risk Register.

Assurance Board
- Ensures compliance with this strategy.
- Regularly reviews the Risk Management Framework and Operating Plan

- Reviews regular reports on key risk management activities across the Council.
- Monitors and challenges key risk mitigations within the Corporate Risk Register.

Internal Audit
- Responsibility for providing independent assurance on the effectiveness of risk management processes and control in the Council.
- Understand the Council's Risk Management Strategy and its application.
- Ensure that internal audit activity is focused on key risks facing the Council.
- Assess the adequacy and effectiveness of controls in place to manage operational and strategic risks, identify residual risks and make recommendations to improve management of residual risks.
- Escalate key risks identified during internal audit work to the Risk Management Team.
- Provide assurance on risk management activities and control to EMT and General Purposes Committee as appropriate.

Appendix C

Risk Management Group (RMG) – Terms of Reference

1. Objectives

The main objectives of the group are to;

- Provide a mechanism for risk management issues to be discussed and disseminated to all areas of the Council.
- Develop risk management as part of the culture of the Council.
- Communicate the value of risk management in the decision-making process.
- Share best practice.
- Take responsibility for raising the Council's rating on the Risk Maturity Model.

2. Membership

The RMG will consist of officers from across the Council, with representation from each Department. The group members:
- Are predominately at a senior level, with decision making capacity or ability to influence decision-making.
- Have a good working knowledge of their departments, services, teams and business areas.
- Understand that risk management is part of good management and planning, and not a tick box exercise.

3. Accountability

The RMG will be accountable to both the Assurance Board and the Audit & Risk Management Committee.

4. Frequency of meetings

The RMG will meet at least four times a year.

5. Key Group Responsibilities

The key responsibilities of the group will be to;

- Ensure timely updates to the Corporate Risk Register for Assurance Board and General Purposes Committee.
- To raise and discuss emerging risk issues for inclusion into the Corporate Risk Register.
- To feed into the Annual Governance statement regarding Risk Management
- To suggest topics for inclusion into the audit plan.

6. Individual Roles & Responsibilities

Role	Responsibility
Group Executive	• To report progress to Assurance Board and General Purposes Committee • To feedback from Assurance Board and the General Purposes Committee • To approve the agenda for the RMG
Chair	• To ensure meetings are kept to the planned agenda • To ensure follow through on outstanding actions
Deputy	• Inform members of the RMG of forthcoming meeting dates and venues • To take the minutes of each meeting • To distribute the meeting agenda (at least two weeks in advance of the meeting) • To distribute meeting minutes (no later than two weeks following the meeting)
Department leads	• Represent their departments at the RMG • Feedback from the RMG to their DMTs • Advise RMG of any emerging risks areas / changes to key risks • Follow up and complete actions within agreed timescales • Act as a key risk contact for their department
Invited guests	• Provide advice from their area of expertise • To follow up/feedback on any outstanding issues • Follow up and complete actions within agreed timescales

2022/23 Risk Operating Plan

		2022/23 Qtr 1	2022/23 Qtr 2	2022/23 Qtr 3	2022/23 Qtr 4
Policy	**Risk Management Strategy**	Document communicated and circulated	Consultations with stakeholders	Document updated	Approved by EMT
	Risk Management Group (RMG)	Quarterly meeting to include review of Corporate Risks	Quarterly meeting to include review of Training	Quarterly meeting to include Audit Plan discussion	Quarterly meeting to include review of Risk Appetite & Maturity
	Risk Management Awareness	Newsletter developed	Videos launched	Staff seminar slots	Intranet site updates
	Risk training	Risk manual updated	New E-learning training developed	E-learning training launched	Development of workshops
Delivery	**Corporate Risk Register (CRR)**	Update	Horizon scanning and peer review	Update	Update
	Other Risk Registers	Mapping of Departmental, Division and Service risks	Review of risk registers content and quality	Review of risk registers content and quality	Review of Project Risks
	Pentana	Development of departmental overview reports	Data cleansing	Review of Pentana usage	Pentana refresher training
	Collaboration and deep dive reviews	Deep dive review with Counter Fraud	Deep dive review with Insurance	Deep dive review with DPO	Deep dive review with a Service
Oversight	**Audit and Risk Management Service**	Horizon Scanning			
	Internal Audit Actions	Ongoing monitoring of action implementation			
	Internal Audit plan	Annual programme of risk-based audits			
	Assurance Board	Oversight of key operational risks			