

**TORBAY COUNCIL
RISK MANAGEMENT STRATEGY**

Version 2

September 2004

Torbay Council - Risk Management Strategy

1. Introduction

- 1.1 In 2002 the Corporate Governance Inspection of Torbay Council identified Risk Management as a weakness, and overly orientated towards insurance and health and safety. Whilst these are important elements in the management of risk, the Council needed to increase awareness of the much wider range of risks it faces and manage those risks proactively.
- 1.2 This document is the second version of Torbay Council's **Risk Management Strategy**. It sets out how the Council will integrate effective Risk Management into its decision-making, business planning, budget setting, project management, best value review and policy formulation processes. Implementing this Strategy will assist the Council to allocate its resources so as best to take forward those priorities it has identified through consultation with its partners and the local community.
- 1.3 A **Risk** is anything that could affect the ability of the Council to meet its objectives. Risks include bad things that might happen and good things that might not happen. Risk is measured through a combination of **likelihood** (or probability of occurrence) and severity of **impact**.
- 1.4 **Risk Management** is a structured process to identify, evaluate, control and monitor potential risks. It is an integral part of good corporate governance. By managing Risks in a competent and cost-effective manner the Council will ensure that the quality of its decision-making is improved and its resources used more effectively.
- 1.5 Risks of bad things that might happen include such obvious **downside risks** as damage to vehicles or buildings. Traditionally, such risks have been controlled through insurance. However, downside risks also include many things that cannot be insured against. Poor decisions will often result in harm that has no physical manifestation; for example, in wasted money, failing services, dissatisfied customers, or damage to the Council's reputation. None of these things can be adequately controlled through insurance. No insurance policy is available that can adequately compensate for a severely critical headline in the local newspaper.
- 1.6 Risks of good things that might not happen encompass all types of missed opportunities. These **upside risks** include opportunities to improve services, to use resources more effectively, or to increase income. Unless the Council embraces change (and appropriately manages the risks associated with that change) it will deny itself (and, more importantly, local people) the potential benefits of these opportunities.
- 1.7 Torbay Council is therefore committed to change and, through effective Risk Management, to ensuring that where change occurs the probable benefits to local people will outweigh any potential negative risks.

2. Risk Management Policy and Risk Appetite

2.1 In April 2004 the Council's Executive approved the following **Risk Management Policy**, defining the authority's Risk Appetite as embracing the taking of appropriately managed risks:

Torbay Council believes that risk taking is an inherent part of being a progressive organisation. The Council embraces the taking of risks in an effectively managed way where this is justified by the potential benefits to the community. Where risk-taking has been managed appropriately but results in adverse consequences, we will use this as an opportunity to learn and improve.

2.2 All Members and all Council employees are expected to be aware of and comply with this Risk Management Policy.

3 The Objectives of this Strategy

Two objectives underlie this Risk Management Strategy

- Securing the integration of effective risk management into the **culture** of the Council and all its decision and policy making processes; and
- Ensuring that effective Risk Management is integral to the **allocation of resources** within and across both services and directorates so as best to take forward those corporate priorities the Council has identified through consultation with its partners and the local community.

These objectives will be achieved by delivering **ten key outcomes**:

1. Clear roles, responsibilities and reporting lines for risk management established within the Council
2. A structured system set up for identifying, recording, rating, controlling, monitoring and reviewing risks across the Council's diverse functions
3. Effective Risk Management integrated into the Council's decision-making processes
4. Decisions on accepting risks taken at appropriate levels within the Council
5. Relevant information about risks communicated clearly and promptly to Members and officers to enable the Council to anticipate and respond effectively to changing social, environmental, economic and legislative requirements in the best interest of local people
6. Learning on risk management shared across the Council by and openness in respect of both positive and negative outcomes encouraged
7. Budget setting framework established to encourage the allocation of additional resources to reduce risks in priority areas (and the reduction of resources in non-priority areas where a greater level of risk is acceptable)
8. The importance of effective risk management emphasised as part of the everyday work of employees by providing appropriate training and regularly reviewing training gaps (and meeting those identified needs)
9. Effective risk management incorporated into all Council activities including business planning, strategic and operational policy development, Best Value Reviews of Services, and partnership arrangements

10. The Council's arrangements for managing risk monitored and revised as appropriate to ensure continuous improvement

4 Delivery of this Strategy

Torbay Council has already taken a number of steps to secure the successful achievement of the twin objectives of this Strategy through the ten key outcomes identified above. However, the Council also recognises that the work already undertaken must be reviewed and kept up-to-date and that further actions remain to be taken. The steps taken and the actions yet to be taken are all summarised in this section. The actions yet to be taken are also set out (complete with identified responsible officers and delivery dates) as an Action Plan in Appendix 1 to this Strategy.

Key Outcome 1: Clear roles, responsibilities and reporting lines for risk management established within the Council.

Actions Taken:

- Roles and responsibilities in relation to Risk Management were established as part of Version 1 of this Strategy and, as revised and updated are set out in Section 5 of this Strategy.
- Executive Member for Human Resources and Law and Support appointed as Member Champion for Risk Management.
- Directorate Risk Management Champions appointed at management team level.
- Directorate Risk Management Co-ordinators appointed.
- Cross-directorate Risk Management Group established and meeting at least quarterly. Meetings are minuted. The Group includes the Member Champion for Risk Management, Assistant Managing Director, Assistant Director Risk Management (Facilitator), Directorate Risk Co-ordinators, Health & Safety Manager, Insurance Manager, Emergency Planning Manager, Assistant Director Internal Audit and other officers as appropriate.

Further Actions yet to be taken:

- Increase awareness of the role of the Risk Management Co-ordinators within Directorates through training for all Directorate Management Teams.

Key Outcome 2: A structured system set up for identifying, recording, rating, controlling, monitoring and reviewing risks across the Council's diverse functions.

Actions Taken:

- In 2003 the Council established a Corporate Risk Register.
- In May 2004 the Council's Executive approved the Corporate Risk Management Methodology and Corporate Risk Matrix set out in Appendix 2 to this Strategy. This provides a method of comparing risks across the Council's diverse functions under the headings of: service; legal (including equalities); reputational; financial; strategic; and, environmental.

- Guidance on the Corporate Risk Management Methodology and Corporate Risk Matrix has been circulated to all managers.
- The format for Directorate Risk Registers (and the revision of the Corporate Risk Register) has been established and is being piloted in the Environment Directorate.
- The Assistant Managing Director, Director of Finance and Assistant Director Internal Audit meet on a quarterly basis (or more often if needed) to discuss probity related risk issues.

Further Actions yet to be taken:

- Review and update the Corporate Risk Register using the revised format.
- Evaluate the Environment Directorate Pilot for the establishment of a Directorate Risk register, revise the format of the register (if appropriate) and complete the setting up of Directorate Risk Registers across the Council.
- Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve.
- Develop corporate guidance on the effective control of risks.

Key Outcome 3: Effective Risk Management integrated into the Council's decision-making processes.

Actions Taken:

- The Council's Local Protocol on Member and Officer Relations requires Officers to ensure that reports contain all relevant issues and set out (in a balanced manner) all options that reasonably ought to be considered by Members when making their decision.
- The Council's Report Format has been radically revised to require all recommendations to be risk assessed (using the Corporate Risk Management Methodology); all key risks articulated in the main body of the report; a risk matrix included in the report; and all reasonable alternative options set out in the report, (together with the risks associated with those options).
- The revised Report Format has been circulated, with Guidance, to all Members and all report writers in the Council.
- The format and content of the Council's Forward Plan has been improved so that all major decisions (whether Council side or (Executive) Key Decisions, and including all major policy changes) are incorporated in the Plan, together with a description of the key risks associated with all those proposed decisions.
- Risk Management integrated into the Council's approach to the management of projects. At the commencement of projects the project team will undertake a risk assessment in line with the Corporate Risk management Methodology. Identified risks are then prioritised. The Council has created Toolkit for Managing Capital Building Projects and is piloting as part of the Torre Abbey project the concept of a Project Risk Register that will be kept up-to-date for the duration of the project.
- Risk Management integrated into the budget setting and business planning processes within the Council (see Key Outcome 7, below).

Further Actions yet to be taken:

- Improve the quality and consistency of the risk assessments undertaken by report authors through training and sharing of best practice.
- Review the effectiveness of the changes to the format and content of the Council's Forward Plan.
- Develop corporate guidance on the effective control of risks.
- Extend the Toolkit for Managing Capital Building Projects to cover all capital Projects.
- Evaluate the Project Risk Register pilot at Torre Abbey and, if appropriate, apply to all Council projects.

Key Outcome 4: Decisions on accepting risks taken at appropriate levels within the Council**Actions Taken:**

- The Council's Corporate Risk Management Methodology provides for the numerical assessment of diverse risks and determines the appropriate person or body to accept various levels of Final Risk associated with proposed decisions. Officers may accept "Low Risks". Directors or Assistant Directors, in consultation with the relevant Executive member/s may accept "Intermediate Risks". Only Council, the Executive or Committees and Sub-Committees may accept "High Risks".
- Guidance on the Corporate Risk Management Methodology and Corporate Risk Matrix has been circulated to all managers.
- The Council has a comprehensive Scheme of Delegation to Employees that, whilst giving Directors general competency to take decisions in those areas for which they are responsible, requires them to undertake appropriate consultation before acting and provides for matters to be referred to Members for determination where there is no consensus as to the appropriate decision.

Further Actions yet to be taken:

- Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve.
- Review the effectiveness of the Scheme of Delegation to Employees and (if appropriate) revise and improve.

Key Outcome 5: Relevant information about risks communicated clearly and promptly to Members and officers to enable the Council to anticipate and respond effectively to changing social, environmental, economic and legislative requirements in the best interest of local people.**Actions Taken:**

- The Council's Report Format requires all recommendations to be risk assessed (using the Corporate Risk Management Methodology); all key risks articulated in the main body of the report; a risk matrix included in the report; and all reasonable alternative options set out in the report, (together with the risks associated with those options).

- The revised Report Format has been circulated, with Guidance, to all Members and all report writers in the Council.
- This Strategy requires all Directors, to ensure that any newly identified risks are assessed, and any continuing risks are reviewed, entered on the appropriate risk register(s) and appropriately managed.
- Risk management training provided to Directors and Assistant Directors.

Further Actions yet to be taken:

- Improve the quality and consistency of the risk assessments undertaken by report authors through training and sharing of best practice.
- Provide one-to-one training for Directors to emphasise their responsibilities under this Strategy.
- Review the effectiveness and consistency of Directors in meeting their obligations under this Strategy.

Key Outcome 6: Learning on risk management shared across the Council and openness in respect of both positive and negative outcomes encouraged.

Actions Taken:

- The Executive has adopted a risk embracing Risk Management Policy Statement. This defines the organisation's Risk Appetite as justifying the taking of properly managed risks and states that where risk-taking has been managed appropriately, but results in adverse consequences, the Council will use this as an opportunity to learn and improve.
- Risk management training has been provided for the Executive, Directors and Assistant Directors.
- Guidance on the Corporate Risk Management Methodology, Corporate Risk Matrix and revised Report Format has been circulated to all managers.
- Risk Management Intranet site established and kept up-to-date.

Further Actions yet to be taken:

- Provide Risk management training for all Members.
- Review and improve the information available on the Council's Risk Management Intranet site.

Key Outcome 7: Budget setting framework established to encourage the allocation of additional resources to reduce risks in priority areas (and the reduction of resources in non-priority areas where a greater level of risk is acceptable).

Actions Taken:

- The Council's Budget Setting process requires Directors to set out clearly the risks associated with any proposed budget variations and any requests for additional resources to meet budget pressures.

- The Council has put in place a Medium Term Financial Plan to address the financial risks it faces over the coming three to five years.

Further Actions yet to be taken:

- Integrate use of the Corporate Risk Management Methodology, Corporate Risk Matrix into the Council's Budget Setting process.
- Review the Budget Setting process to try to provide greater scope for moving resources both within and across Directorates from non-priority areas (where a greater level of risk is acceptable) to priority high risk areas.

Key Outcome 8: The importance of effective risk management emphasised as part of the everyday work of employees by providing appropriate training and regularly reviewing training gaps (and meeting those identified needs).

Actions Taken:

- The training needs of all employees are assessed as part of the RADAR (Results and Development Annual Review) process and individual training plans developed to meet identified training needs. The RADAR process expressly asks whether the employee has any Health and Safety concerns relating to their job.
- Risk management training has been provided for Directors and Assistant Directors.
- Guidance on the Corporate Risk Management Methodology, Corporate Risk Matrix and revised Report Format has been circulated to all managers.
- Risk Management intranet site established and kept up-to-date.
- The Council has secured over £60,000 from the Office of the Deputy prime Minister's (ODPM) Capacity Building Fund to further develop its work on Risk Management.

Further Actions yet to be taken:

- Integrate the needs for risk management related training into the RADAR process and Directorate Learning Plans.
- Implement the programme of Risk Management improvements agreed with the ODPM as part of the Capacity Building Fund bid approval.

Key Outcome 9: Effective risk management incorporated into all Council activities including business planning, strategic and operational policy development, Best Value Reviews of services, and partnership arrangements.

Actions Taken:

- The Council's Business Planning Toolkit requires Service Managers and Directors to set out the key risks relevant to their Service/Directorate in business plans (both for individual services and for overarching Directorate business plans).

- Policy changes will be the subject of Reports to the Executive and/or Council and will therefore have to comply with the Council's Report Format and be risk assessed (using the Corporate Risk Management Methodology); all key risks will be articulated in the main body of the report; a risk matrix must be included; and all reasonable alternative options set out in the report, (together with the risks associated with those options).
- Changes or additions to the Council's Policy Framework must be included in the Forward Plan, including information about the associated key risks.
- The Council's Best Value Review Toolkit requires assessments to be made of the key risks facing review services and the risks associated with the various options for future service delivery.

Further Actions yet to be taken:

- Better integrate use of the Corporate Risk Management Methodology and use of the Corporate Risk Matrix into the Council's Business Planning and Best Value Review processes.
- Ensure that the Council undertakes risk assessments of potential external partnership arrangements and encourages its partners, for their part, to apply good risk management practices

Key Outcome 10: The Council's arrangements for managing risk monitored and revised as appropriate to ensure continuous improvement.

Actions Taken:

- Cross-Directorate Risk Management Group Established.
- This Risk Management Strategy substantially revised.
- Health and Safety Action Plans in place for every Directorate.
- Annual Health and Safety Report published.
- External assessment of the Council's Claims Handling arrangements undertaken in 2004 rated the provision as very good.
- Claims Handling and Health and Safety knowledge shared with colleagues to help improve service delivery. For example, highway inspection regime re-engineered in the light of claims experience, resulting in tripping and slipping claims reducing, contrary to the national picture.
- General reduction in number and average value of successful claims against the Council since unitary status in 1998.

Further Actions yet to be taken:

- Review and update the Corporate Risk Register using the revised format.
- Evaluate the Environment Directorate Pilot for the establishment of a Directorate Risk register; revise the format of the register (if appropriate) and complete the setting up of Directorate Risk Registers across the Council.
- Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve.
- Benchmark the Council's arrangements for Risk Management against recognised examples of best practice.

- Identify appropriate performance indicators for Risk Management.
- Develop a corporate system for reporting on risks which occur, part occur and “near misses” to enable the identification of further controls required to recover from actual events and to reduce the likelihood of future occurrence.

5 Risk Ownership: Clear roles, responsibilities and reporting lines for risk management established within the Council

5.1 All Members and employees have a general responsibility for Risk Management. For example, employees must consider risk implications as part of their normal duties and report any issues through their management structure. In addition certain identified persons have specific responsibilities under this Strategy.

5.2 The Councils Corporate and Directorate Risk Registers normally identify an individual as being responsible (having ownership) of each specific risk. It is essential that Risk Ownership is set at an appropriate level and will normally involve responsibility of named individuals at Executive, Directorate or Service level. If risk ownership is to be collective or shared, a lead individual should normally be identified.

5.3 Directors, or their nominees (or in the case of high strategic risks, the Executive or Executive Member), will nominate a named responsible officer to manage each significant risk. The named officers (even if not exclusively responsible for managing a risk) will be responsible for the overall management, co-ordination and control of the risk allocated to them. The named officer should be at an appropriate level in the organisation to be able to manage the risk. This means that the named officer should have the ability to allocate the resources required to achieve the control improvements identified in the Risk Register or elsewhere, and the skills, experience and ability to ensure further identification of appropriate control measures by use of action planning.

5.4 The Council’s allocation of specific roles and responsibilities in relation to Risk Management are summarised in the following table.

Roles and Responsibilities

Group/Individual	Responsibilities
The Leader & Managing Director	<ul style="list-style-type: none"> • Overall responsibility for delivery of the Council’s Risk Management Strategy. • Signing the Council’s Annual Statement of Internal Control
Council	<ul style="list-style-type: none"> • Taking into account all relevant risks when making decisions. • Ensuring that relevant risks are considered in the allocation of resources when setting the Budget so as best to take forward the Council’s priorities.
Executive	<ul style="list-style-type: none"> • Taking into account all relevant risks when making decisions. • Approving the Council’s Risk Management Strategy. • Determining the Council’s Corporate Risk Appetite.

	<ul style="list-style-type: none"> • Approving the Council's Corporate Risk management Methodology. • Periodically reviewing and approving changes to the Corporate Risk Register • Having regard to any recommendations from the Council's Overview and Scrutiny Board as to the effectiveness of the Council's arrangements for the management of risk.
Executive Member Champion for Risk Management.	<ul style="list-style-type: none"> • Keeping up-to-date as to the risk exposure of the Council. • Ensuring that there is effective communication between the Executive and the Risk Management Group. • Representing the Executive on the Risk Management Group.
Officer Champion for Risk Management (Assistant Managing Director)	<ul style="list-style-type: none"> • Driving forward the Council's Risk management agenda. • Keeping up-to-date as to the risk exposure of the Council. • Reporting relevant issues to the Risk Management Group, Executive, Executive Champion, Managing Director, Director of Finance and Internal Audit, as appropriate. • Ensuring that the Council's arrangements for the management of risk are effective, kept under review and continuously improved. • Ensuring that Member and Risk Management Group decisions on the management of risk are implemented and appropriately communicated. • The responsibilities for Directors detailed below.
Overview and Scrutiny Board	<ul style="list-style-type: none"> • Reviewing the effectiveness of the Council's arrangements for the management of risk. • Constructively challenging (whether by "call-in" or otherwise) any Executive decisions or Key Decisions by Officers that they consider may have had inappropriate regard to risk.
Directors	<ul style="list-style-type: none"> • Ensuring that all relevant risk management issues are taken into account (using the Council's Risk Management Methodology) in the following: <ul style="list-style-type: none"> • Directorate business planning • Service level business planning • Budget setting • Report writing • Decision making • Operational activities. • Establishing and keeping under review a directorate risk register and ensuring that all identified risks are appropriately managed. • Providing Statements of Internal Control to the Managing Director in respect of the risks and functions for which they are responsible. • Ensuring that any newly identified risks are assessed, and any continuing risks are reviewed, entered on the appropriate risk register(s) and appropriately managed.

	<ul style="list-style-type: none"> • Ensuring directorate training plans include suitable training to overcome gaps in risk management knowledge and competence identified through the RADAR process. • Ensuring Directorate compliance with this Risk Management Strategy. • Appointing a named directorate risk champion at Directorate Management Team level and a risk management co-ordinator (who need not be at DMT level). These may be one person. • Providing sufficient resources for Directorate Risk Co-ordinators to undertake their role effectively. • Keeping relevant Executive Members informed as to Risk Management issues. • Ensuring that Risk Management is included on the agenda for their Directorate Management Team at least quarterly.
Director of Finance	<p>In addition to the responsibilities as a Director:</p> <ul style="list-style-type: none"> • Ensuring the identification and effective management of financial risks across the Council. • Ensuring that risk management principles are incorporated in the budget process and resources allocated accordingly. • As the Council's Section 151 Officer and through Internal Audit: <ul style="list-style-type: none"> • Reviewing the efficiency of risk control systems across the Council. • Reporting deficiencies in risk control systems to the Service Manager responsible for the function. • Monitoring the prompt implementation of improvements to rectify deficiencies in risk control systems (and reporting any continuing deficiencies to the relevant Director). • Reporting successes in risk control systems so that the knowledge can be shared across the Council. • Taking account of the Council's Risk Registers when preparing audit plans. • Including risk management principles in audit work. • Constructively challenging the Risk Management processes of the Council.
Corporate Risk Management Co-ordinator (Assistant Director Risk Management)	<ul style="list-style-type: none"> • Keeping up-to-date as to the risk exposure of the Council. • Keeping up-to-date with risk management best practice and disseminating information as appropriate. • Facilitating and administering the Risk Management Group. • Monitoring (in conjunction with Internal Audit) organisational adherence to good risk management practices, the implementation of this Risk Management Strategy and the implementation of risk controls identified in the Council's Corporate and Directorate Risk Registers. • Keeping the Corporate Risk Register under review. • Developing and reviewing Risk Management Performance Indicators across the Authority • Maintaining the Council's Risk Management intranet site.

	<ul style="list-style-type: none"> • Leading and delivering Risk Management awareness training across the Council.
Directorate Risk Management Co-ordinator	<ul style="list-style-type: none"> • As for Corporate Risk Management Co-ordinator at directorate level. • Reviewing all risk assessments in all business plans within their Directorate. • Constructively challenging colleagues to ensure that all relevant risks are taken into account in decision making.
Project Managers	<ul style="list-style-type: none"> • Ensuring that risk management issues are assessed and addressed at all stages of Council projects using agreed Risk Management Methodology.
Report Authors	<ul style="list-style-type: none"> • Ensuring that risk assessments (using the Corporate Risk Management Methodology) are included in all Member reports. • Including Key Risks in all Forward Plan items.
All Employees	<ul style="list-style-type: none"> • Being aware of risk whilst undertaking work for the Council. • Ensuring risks are assessed in accordance with the Council's Corporate Risk Management Methodology and, where appropriate, placed on the relevant Risk Register(s) • Reporting (to the Directorate Risk Management Co-ordinator) incidents or near miss incidents that have had (or could have had) an adverse effect on effective service delivery.
Risk Management Group	<ul style="list-style-type: none"> • Meeting quarterly (and more frequently if appropriate) to discuss any relevant risk related issues. • Supporting the Officer Champion for Risk Management in driving forward the Council's risk management agenda. • Reporting relevant issues to the Executive, Managing Director, Director of Finance and Internal Audit, as appropriate. • Collectively and individually promoting the sharing of knowledge on effective risk management throughout the authority.
Directorate Management Team meetings	<ul style="list-style-type: none"> • Including risk management as an agenda item at least quarterly and forwarding minutes to Corporate Risk Management Co-ordinator. • Promptly acting appropriately on advice received from the Directorate Risk Management Co-ordinator. • Promptly referring High Risks (rated at 15 or above in the Corporate Risk Management Methodology) to the Corporate Risk Management Co-ordinator.

APPENDIX 1 – RISK MANAGEMENT ACTION PLAN

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
1: Clear roles, responsibilities and reporting lines for risk management established within the Council	<ul style="list-style-type: none"> • Increase awareness of the role of the Risk Management Co-ordinators within Directorates through training for all Directorate Management Teams 	<ul style="list-style-type: none"> • Corporate Risk Management Co-ordinator 	<ul style="list-style-type: none"> • RM Group 	31/12/04
2: A structured system set up for identifying, recording, rating , controlling monitoring and reviewing risks across the Council's diverse functions	<ul style="list-style-type: none"> • Review and update the Corporate Risk Register using the revised format. • Evaluate the Environment Directorate Pilot for the establishment of a Directorate Risk register, revise the format of the register (if appropriate). • Complete the setting up of Directorate Risk Registers across the Council. • Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve. • Develop corporate guidance on the effective control of risks. 	<ul style="list-style-type: none"> • Corporate RM Co-ordinator • RM Group • Directorate RM Co-ordinators • Asst. MD • Corporate RM Co-ordinator 	<ul style="list-style-type: none"> • RM Group • RM Group • Directorate RM Co-ordinators • RM Group • RM Group 	31/03/05 31/10/04 31/01/05 31/03/05 31/01/05

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
3: Effective Risk Management integrated into the Council's decision-making processes.	<ul style="list-style-type: none"> • Improve the quality and consistency of the risk assessments undertaken by report authors through training and sharing of best practice. • Review the effectiveness of the changes to the format and content of the Council's Forward Plan. • Develop corporate guidance on the effective control of risks. • Develop the Toolkit for Managing Capital Building Projects to cover all capital Projects. • Evaluate the Project Risk Register pilot at Torre Abbey and, if appropriate, apply to all Council projects. 	<ul style="list-style-type: none"> • Assistant Managing Director 	<ul style="list-style-type: none"> • RM Group 	31/03/05
		<ul style="list-style-type: none"> • RM Group 	<ul style="list-style-type: none"> • Democratic Services 	31/05/05
		<ul style="list-style-type: none"> • Corporate RM Co-ordinator 	<ul style="list-style-type: none"> • RM Group 	31/01/05
		<ul style="list-style-type: none">) AD) Corporate Property)) 	<ul style="list-style-type: none">) Corp Property Division) 	31/03/05
				30/06/05
4. Decisions on accepting risks taken at appropriate levels within the Council	<ul style="list-style-type: none"> • Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve. • Review the effectiveness of the Scheme of Delegation to Employees and (if appropriate) revise and improve. 	<ul style="list-style-type: none"> • Assistant Managing Director • Assistant Managing Director 	<ul style="list-style-type: none"> • RM Group & Democratic Services • Democratic Services 	31/03/05 31/05/05

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
5. Relevant information about risks communicated clearly and promptly to Members and officers to enable the Council to anticipate and respond effectively to changing social, environmental, economic and legislative requirements in the best interest of local people.	<ul style="list-style-type: none"> • Improve the quality and consistency of the risk assessments undertaken by report authors through training and sharing of best practice. • Provide one-to-one training for Directors to emphasise their responsibilities under this Strategy. • Review the effectiveness and consistency of Directors in meeting their obligations under this Strategy. 	<ul style="list-style-type: none"> • Assistant Managing Director 	<ul style="list-style-type: none"> • RM Group 	31/03/05
		<ul style="list-style-type: none"> • Corporate RM Co-ordinator 	<ul style="list-style-type: none"> • RM Group 	31/03/05
		<ul style="list-style-type: none"> • Assistant Managing Director 	<ul style="list-style-type: none"> • RM Group 	30/09/05
6. Learning on risk management shared across the Council and openness in respect of both positive and negative outcomes encouraged.	<ul style="list-style-type: none"> • Provide Risk management training for all Members. • Review and improve the information available on the Council's Risk Management Intranet site. 	<ul style="list-style-type: none"> • Asst MD 	<ul style="list-style-type: none"> • RM Group 	31/12/04
		<ul style="list-style-type: none"> • Corporate RM Co-ordinator 	<ul style="list-style-type: none"> • RM Group 	31/10/04

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
7. Budget setting framework established to encourage the allocation of additional resources to reduce risks in priority areas (and the reduction of resources in non-priority areas where a greater level of risk is acceptable).	<ul style="list-style-type: none"> • Integrate use of the Corporate Risk Management Methodology, Corporate Risk Matrix into the Council's Budget Setting process. • Review that the Budget Setting process to try to provide greater scope for moving resources both within and across Directorates from non-priority areas (where a greater level of risk is acceptable) to priority high risk areas. 	<ul style="list-style-type: none"> • Director of Finance • Director of Finance 	<ul style="list-style-type: none"> • Finance Directorate • Finance Directorate 	31/03/05 31/10/04
8. The importance of effective risk management emphasised as part of the everyday work of employees by providing appropriate training and regularly reviewing training gaps (and meeting those identified needs).	<ul style="list-style-type: none"> • Better integration of the needs for risk management related training into the RADAR process and the Directorate Learning Plans. • Implement the programme of Risk Management improvements agreed with the ODPM as part of the Capacity Building Fund bid approval. 	<ul style="list-style-type: none"> • Directors and Directorate RM Co-ordinators • Corporate RM Co-ordinator 	<ul style="list-style-type: none"> • HR & all Directorates • RM Group 	31/05/05 31/10/05

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
9. Effective risk management incorporated into business planning, strategic and operational policy development and Best Value Reviews of Services.	<ul style="list-style-type: none"> Better integrate use of the Corporate Risk Management Methodology and use of the Corporate Risk Matrix into the Council's Business Planning and Best Value Review processes. 	<ul style="list-style-type: none"> Corporate RM Co-ordinator 	<ul style="list-style-type: none"> RM Group & Corp Policy Team 	31/03/05
	<ul style="list-style-type: none"> Ensure that the Council undertakes risk assessments of potential external partnership arrangements and encourages its partners, for their part, to apply good risk management practices 	<ul style="list-style-type: none"> Report Authors and Project Leads 	<ul style="list-style-type: none"> Report Authors and Project Teams 	31/12/05

KEY OUTCOMES	FURTHER ACTIONS YET TO BE TAKEN	RESPONSIBILITY	RESOURCES	BY WHEN
10. The Council's arrangements for managing risk monitored and revised as appropriate to ensure continuous improvement.	<ul style="list-style-type: none"> Review and update the Corporate Risk Register using the revised format. 	<ul style="list-style-type: none"> Corporate RM Co-ordinator 	<ul style="list-style-type: none"> RM Group 	31/03/05
	<ul style="list-style-type: none"> Evaluate the Environment Directorate Pilot for the establishment of a Directorate Risk register; revise the format of the register (if appropriate) 	<ul style="list-style-type: none"> RM Group 	<ul style="list-style-type: none"> RM Group 	31/10/04
	<ul style="list-style-type: none"> Complete the setting up of Directorate Risk Registers across the Council. 	<ul style="list-style-type: none"> Directorate RM Co-ordinators 	<ul style="list-style-type: none"> Directorate RM Co-ordinators 	31/01/05
	<ul style="list-style-type: none"> Evaluate the effectiveness of the Corporate Risk Management Methodology and Corporate Risk Matrix and (if appropriate) revise and improve. 	<ul style="list-style-type: none"> Assistant Managing Director 	<ul style="list-style-type: none"> RM Group & Democratic Services 	31/03/05
	<ul style="list-style-type: none"> Benchmark the Council's arrangements for Risk Management against recognised examples of best practice. 	<ul style="list-style-type: none"> Corporate RM Co-ordinator 	<ul style="list-style-type: none"> RM Group 	31/12/05
	<ul style="list-style-type: none"> Identify appropriate performance indicators for Risk Management. 	<ul style="list-style-type: none"> Corporate RM Co-ordinator 	<ul style="list-style-type: none"> RM Group 	31/03/06
	<ul style="list-style-type: none"> Develop a corporate system for reporting on risks which occur, part occur and "near misses" to enable the identification of further controls required to recover from actual events and to reduce the likelihood of future occurrence. 	<ul style="list-style-type: none"> Corporate RM Co-ordinator 	<ul style="list-style-type: none"> RM Group 	30/09/05