



West
Northamptonshire
Council

Risk Management Strategy & Framework

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West Northamptonshire Council

1. Introduction

The purpose of the risk management approach outlined in this document is to:

- Provide standard definitions and language to underpin the risk management process
- Ensure risks are identified and assessed consistently throughout the organisation through the clarification of key concepts
- Clarify roles and responsibilities for managing risk
- Implement an approach that meets current legislative requirements and follows best practice and relevant standards.

This risk management framework is drawn up pursuant to the principles of good governance in the public sector and in compliance with Statutory Instrument 2015 No. 234 for Local Government, England & Wales: the Accounts and Audit Regulations 2015 Part 2: Responsibility for Internal Control, wherein a relevant authority (local authority) must ensure that it has a sound system of internal control that:-

- i. Facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- ii. Ensures that the financial and operational management of the authority is effective; and
- iii. Includes effective arrangements for the management of risk.

Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by and unwanted or uncertain action or event.

Risk is therefore the “effect of uncertainty on objectives “(Source: BS ISO 31000:2009 Risk Management – Principles and Guidelines). Risk Management is the process whereby the Council methodically addresses those risks or barriers to achieving its vision and corporate objectives when developed. Risk thus arises from possible threats to objectives as well as failure to take advantage of possible opportunities.

Risk can also be operational in nature and exist at service or team level within an organisation, such as disaster recovery risks, health and safety risks or in risks relating to the care and protection of vulnerable residents, but are likewise to be seen as barriers to achieving operational outcomes and objectives. Unless effectively managed, such risks can escalate in their nature and impact to become much more significant and strategic in their impact.

The core ambition of West Northamptonshire Council (WNC) is to be one of the best councils in the country. Our plans will be further developed over the coming years, but we plan with confident expectation that in difficult times both the public of West Northamptonshire and WNC can and will rise to the challenges ahead.

To achieve this WNC has set six core values to its corporate strategy and these are:-

- 1) Trust – We are honest, fair, transparent and accountable. We can be trusted to do what we say will.
- 2) High Performance – We get the basics right and what we do, we do well.
- 3) Respect – We respect each other and our customers in a diverse, professional and supportive environment.
- 4) Innovate – We encourage curiosity, are creative and seize opportunities to grow individually as an organisation and as an area.
- 5) Value – We value each other’s skills, experience and ideas and we celebrate our similarities, differences and environment.
- 6) Empower – We believe in people, will listen, learn and trust them to make decisions. We help people to realise their ambitions.

The aim of risk management at WNC is not to remove all risks, but to understand the nature of risks and to implement controlled, sensible, balanced and cost effective measures, to manage risk and achieve objectives within each activity and across the portfolio of all activities. Risk management therefore is not about being ‘risk averse,’ but about being ‘risk aware’ and this awareness will mean that the Council and its leadership team is better able to avoid threats and hazards and also take full advantage of opportunities that arise in the course of its business.

WNC recognises there is uncertainty in everything it does, and the uncertainties present both threats and opportunities. This strategy describes how the Council will manage these uncertainties by identifying, evaluating and controlling risk, increasing the authority’s success in achieving its priorities and objectives and also by putting in place contingencies and an organisational agility for both planned and also unforeseen events.

The relationship between risk management and objectives is shown in Diagram 1 below:

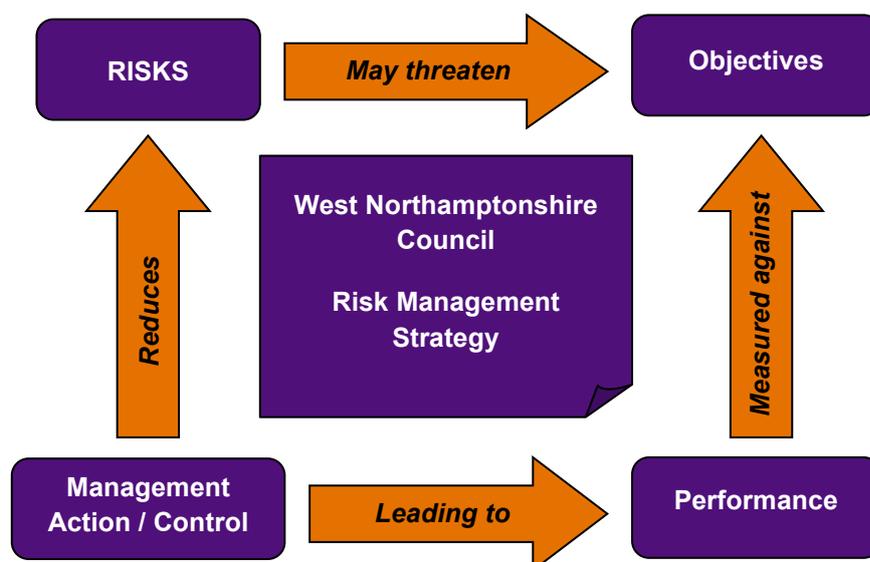


Diagram 1: Risks and Objectives

2. The benefits of risk management

There are a number of benefits to the Council in continuing to develop and embed a sound risk management function. The key benefits include:

- Supporting the Council in achieving its priorities and objectives at all levels within the organisation;
- Supporting better decision-making throughout the Council;
- Creating and contributing to effective governance procedures and protocols;
- Providing a framework for internal and external assurance;
- Targeting resources at areas and issues of greatest risk where the Council's objectives are most under threat;
- Providing an early-warning system to alert Officers and Members to potential threats and opportunities;
- Providing an organisational agility and rapid response capability to the above opportunities and threats and also any unforeseen events;
- Enabling the Council to act proactively, avoiding reactive management wherever possible;
- Protecting and enhancing the reputation of WNC.

3. Risk Management Policy Statement

Definition of Risk Management

Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk management is a planned and systematic approach to the identification, evaluation and control of those risks which can threaten the assets or financial and organisational well-being of the Council.

Policy Statement

WNC recognises that it has a duty of care to its residents, customers, employees, partners and visitors. In fulfilling this duty, the Council will endeavour to apply high standards of governance and to be efficient, effective, transparent and accountable.

Effective risk management is a statutory responsibility for the Council and is central to its good governance. Importantly, risk management is an integral part of the Council's business processes and assists with decision making and achievement of key objectives whilst providing evidence of effective management and control in support of the Annual Governance Statement.

It is impossible to remove all risk but the Council are committed to adopting a governance-driven, corporate, systematic and structured approach to the management of risk at WNC with the Council's leadership team setting a "tone from the top".

It will be also be the responsibility of councillors, all employees and partner organisations of the Council to review, understand the nature and take responsibility for controlling the risks within their service areas.

To give effect to this the Council will put in place this risk management strategy & framework document, the core elements of which will include procedures, protocols and detailed guidance to council officers. The objectives of the strategy are to:

- Adopt a strategic approach to risk management to make better informed decisions which is vital to successful transformational change;
- Set the 'tone from the top' on the level of risk we are prepared to accept on our different service delivery activities and priorities;
- Acknowledge that with even good risk management and our best endeavours, things can go wrong. Where this happens, we use the lessons learnt to try to prevent it from happening again;
- Develop leadership capacity and skills in identifying, understanding and managing the risks facing the Council;
- Integrate risk management into how we run Council business and/or services. Sound risk management processes help us to achieve our core purpose, priorities and outcomes;
- Support a culture of well-measured risk taking throughout the Council's business, including strategic, partnership, project and operational. This includes setting risk ownership and accountabilities and responding to risk in a balanced way, considering the level of risk, reward, impact and cost of control measures;
- Ensure that the Council continues to meet all statutory and best practice requirements in relation to risk management; and
- Ensure risk management continues to be a key and effective element of our Corporate Governance arrangements.

We will meet these objectives by:

- Establishing and articulating our risk culture; setting out expectations of behaviour throughout the Council;
- Maintaining a consistent and robust risk management approach that will;
 - Identify and effectively manage strategic, operational and project risk; and
 - Focus on those key risks that, because of their likelihood and impact, make them priorities;
- Utilise the internal control team to conduct healthchecks within service areas to ensure processes are robust;
- Ensuring accountabilities, roles and responsibilities for managing risks are clearly defined and communicated;
- Considering risk as an integral part of service improvement planning, key decision-making processes, and project and partnership governance;
- Communicating risk information effectively through a clear reporting framework; and
- Increasing understanding and expertise in risk management through targeted training and sharing of good practice.

Signatures:



08/06/2021

Anna Earnshaw
Chief Executive

Date signed



08/06/2021

Martin Henry
Executive Director of Finance (S151)

Date signed

4. Risk Management Approach

The council's approach to risk management is based on best practice and involves a number of key steps as outlined below:

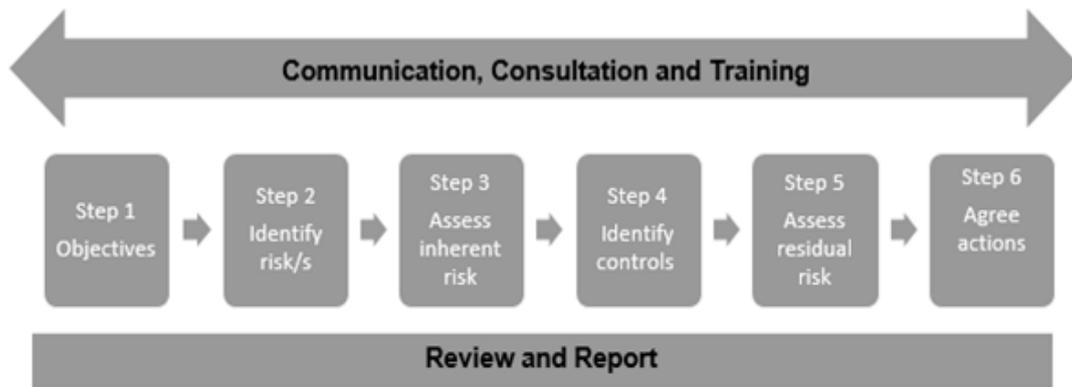


Diagram 2: WNC's Risk Management Approach

Risk can exist at a more operational level as part of the Council's day to day activities and importantly also in programmes and project management. At WNC, and similarly to the strategic level, this is being strongly embedded and integrated into the culture of the Council, with responsibility for managing risk assigned to managers and staff as part of their individual job profile and service area performance objectives. The approach of WNC is one of top down and bottom up whereby senior management focus on the risks to strategic objectives, the officers of WNC focus on the implementation of the strategy at an operational level.

Directorates and service areas within WNC may not carry the same risk profile and risk management will be deployed via the operation of risk registers which may be used to support managers in decision-making such as designing business processes, evaluating opportunities and for choosing and prioritising what areas of performance are monitored.

The purpose of the risk management approach outlined in this document is to:

- Provide standard definitions and language to underpin the risk management process;
- Ensure risks are identified and assessed consistently throughout the Council through the clarification of key concepts;
- Clarify roles and responsibilities for managing risks;
- Implement an approach that meets current legislative requirements and follows best practice and relevant standards.

5. Risk management roles and responsibilities

Although the corporate risk management framework is set and regularly monitored by Cabinet (who have ultimate responsibility for it) and the Council's Executive Leadership, core delivery of the approved risk management framework is primarily led by and rests with the Chief Executive, directors and statutory officers acting individually and collectively as part of the Executive Leadership Team, and who are then supported by their departmental

management teams or equivalent. The Risk Team will work in collaboration with corporate directors further to this offering advice and challenge and will work in reporting and monitoring terms to this protocol.

Furthermore, all Members, managers and staff of the Council, including when acting in partnership and joint venture with other bodies and organisations, have a general responsibility and duty to manage risk as an integral part of their role.

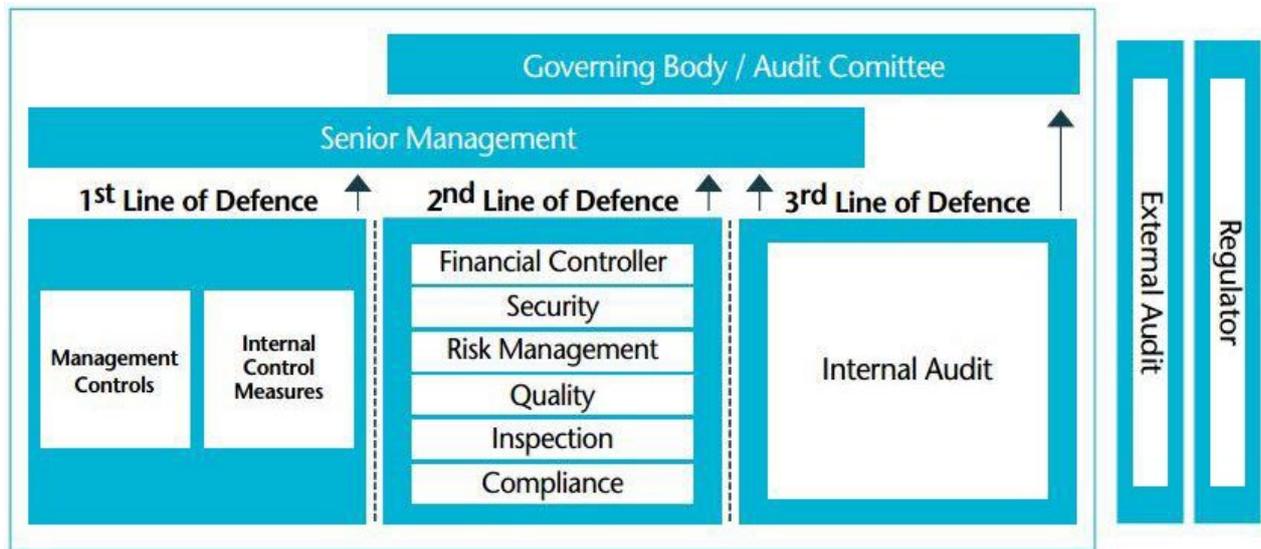
In addition, specific core risk-related/risk-driven support service activities, such as the performance management function, health and safety, insurance, emergency business continuity planning and programme and project management in addition all contribute to the overall corporate risk management process.

The Council and its leadership team will set the “tone from the top” on risk management and will directly oversee the risk management function in achieving its objectives and these will be to:-

- Continuously develop WNC’s risk management framework to support the achievement of the Council’s core values and its ambition to be one the best councils in the country;
- Facilitate the achievement of Council priorities and objectives by embedding an effective process of identification and management of strategic, service level and key operational risks;
- Similarly facilitate the achievement of Council priorities and objectives by embedding an effective process of identification and management of major programme and project risks;
- Ensure where appropriate risks are effectively escalated, and escalation is timely;
- Successfully manage the risks associated with the economic and financial short, medium and long run;
- Ensure the risks associated with partnerships are effectively identified and managed;
- Promote risk-awareness, particularly business risk awareness, risk-intelligence and risk management throughout the Council;
- Ensure risk management processes are engaging and relevant to all staff;
- Capture, expand and act upon positive risk opportunities;
- Support the effective identification and management of risks associated with delivering existing and new council services into both existing and new markets;
- Proactively identify and manage emergent risk;
- Clearly state and communicate to all council officers, managers, partners and residents their risk management responsibilities;
- Manage risk in line with recognised best practice in public sector governance.

A summary overview of responsibilities for risk management at the Council is at Annex A with further detail at Annex B.

The 'Three Lines of Defence' model is a way of explaining the relationship between the monitoring and assurance functions and a guide to how senior management should divide these responsibilities:



6. Risk registers

Whilst the management of risk at different management levels within the Council will vary in terms of focus and level of formal analysis, in order to ensure good practice, it is important that consistency and clarity of risk information is achieved on risk registers.

For this reason, a standard risk register format will be used throughout WNC to align service and programme risk registers with the corporate risks. The register has been kept in a simple form to enable service areas to understand the fields and get used to updating the register on a regular basis.

An overall risk register matrix has been added on the front-cover sheet of the corporate risk register to provide an at-a-glance helicopter view of the risks captured and to better reveal any potential form, pattern, spread or cluster of risks on the register.

7. Risk management process

Identify Risks

There are a number of different types of risks that an organisation may face including financial loss, failure of service delivery, physical risks to people, and damage to the organisation's reputation.

To act as a prompt and to ensure completeness, a checklist of risk categories has been developed around the acronym PERFORMANCE:

P olitical	O pportunities/Outcomes	N ew partnerships/projects/contracts
E conomic	R eputation	C ustomers/Citizens
R egulatory	M anagement	E nvironment
F inancial	A ssets	

Describing the risk is equally important to ensure that risks are fully understood and to assist with the identification of actions, the cause and effect of each risk must also be detailed. Once identified, all risks are recorded in a risk register.

A risk owner or champion must be allocated and recorded against each risk on the risk register. Such accountability helps to ensure ownership of the risk is documented and recognised. A risk owner is defined as a person with the accountability and authority to effectively manage the risk. At this stage there may well be a long list of possible risks. The next step will help to prioritise these in order of importance.

Assess Gross (Inherent) Risk Level

To ensure resources are focused on the most significant risks, the council’s approach to risk management is to assess the risks identified in terms of both the potential likelihood and impact so that actions can be prioritised.

The risk management process requires each risk to be assessed twice – gross (or inherent) and net (or residual) risk levels. The first assessment (the ‘gross’ risk level) is taken on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst-case scenario if the risk were to occur.

To ensure that a consistent scoring mechanism is in place across the Council, risks are assessed using the agreed criteria for likelihood and impact via reference to the risk matrix shown below. The matrix uses a “traffic light” approach to show high (red), medium (amber) and low (yellow/green) risks.

Risk Scorecard – Residual Risks						
		Likelihood				
		1 – Very rare	2 - Unlikely	3 - Possible	4 - Likely	5 – Very likely
Impact	5 – Very high					
	4 - High					
	3 - Medium					
	2 - Low					
	1 - Negligible					

Diagram 3: Risk Matrix

Where probability and impact meet this determines the risk level. For example, possible probability (3) and major impact (4) would result in a risk level of 12.

Identify Existing Controls

Existing controls, which are helping to minimise the likelihood and/or impact of the risk occurring, are identified for each risk. These controls are specifically those in place or completed and should not include planned or aspirational actions.

Assess Net (Residual) Risk Level

The second assessment (the net risk level) re-evaluates the risk, taking into consideration the effectiveness of the identified existing actions and controls. In other words, the reality if the risk were to occur in the immediate future.

Net risks are prioritised by applying the same criteria and matrix used for assessing the gross risk level. It is the risk owner's responsibility to ensure that the agreed net risk level for each risk is an accurate reflection of the likelihood and impact measures detailed in Appendix 2.

The council considers the net risk to ensure that:

- Identified risks are prioritised in terms of their significance as it is not practical or possible to manage every risk all the time; and
- Existing actions are relevant and effectively managing and/or reducing the likelihood or impact of the identified risks.

Risk Response and Further Actions

Not all risks can be managed all the time, so having assessed and prioritised the identified risks, cost effective action needs to be taken to manage those that pose the most significant threat. Based on risk scores there are four response actions:

- **Avoid** – In this situation the risk is avoided by deciding not to proceed with an activity.
- **Transfer** – another party bears or shares all or part of the risk.
- **Reduce** – this involves identifying mitigating actions or controls to reduce risk.
- **Accept** – in this case, it may not always be necessary (or appropriate) to take action to treat risks.

Risk Appetite

The amount of risk at the strategic and corporate level that the Council and its leadership team are willing to take on, accept, tolerate or be exposed to in the pursuit of its business objectives, is generally referred to as its risk appetite.

Risk Appetite is not static and can be adjusted by the Cabinet with supporting advice from the Executive Leadership Team.

Importantly, in deciding the risk appetite and delegated risk appetite, Cabinet considers:

- Environmental and wider macro-economic factors, including central government legislation and any required reductions in spending and other efficiencies in services
- The amount of risk that is acceptable (what risk could be justified if it actually happened)
- The Council's funding levels and its overall capacity to bear risk.
- The areas/directorates within the Council that have an expertise and skill set for taking risk
- The extent and prevalence of operational and commercial opportunities capable of being exploited by the council

The Council's approach to risk appetite will evolve over the next few years as the risk management within the organisation is embedded and matures. Interviews and discussion during 2021/22 at the corporate level will enable the risk appetite to be assessed for future years.

Risk Mitigation

These are controls and actions put in place to reduce the likelihood of the risk occurring or minimising the impact if it does. An internal control system incorporating policies, processes, business continuity arrangements and other aspects of operations should:

- enable the Council to respond appropriately to business risks;
- help ensure the quality of internal and external reporting. This requires the maintenance of proper records and processes that generate the flow of timely, relevant and reliable information; and
- help ensure compliance with applicable laws and regulations and also with internal policies.

The residual risk that remains is the net risk, it is also good practice to define "target risk" which indicates the tolerable level of risk that the Council should aim for.

Review and Report

Risk management should be thought of as an ongoing process and as such risks need to be reviewed regularly to ensure that prompt and appropriate action is taken to reduce their likelihood and/or impact. WNC's approach is one where such reviews are:

- where possible, part of existing performance monitoring timetables; or
- focus on those risk that, because of their likelihood and impact, make them priorities.

Regular reporting, through the reporting process, enables senior managers and members to be more fully aware of the extent of the risks and progression being made to manage them.

Risk registers are currently created and maintained on standard spreadsheets but could eventually be held on dedicated software. This enables the council to create a corporate risk profile, linked to its objectives, to record and manage risks in a consistent way, monitor and review risks and produce meaningful management reports.

Risk escalation

It is the responsibility of individual risk owners to raise risks which they believe require action by a higher authority. It should be emphasised though that we want to discourage people from escalating risks that they should be dealing with themselves. High risk issues should be escalated through the hierarchy that makes up the risk universe so that they are captured in the appropriate register for information purposes. However, responsibility for addressing the risk may still remain with the originator. Regular reviews will take place of directorate and service risk registers by the risk team for identification of risks that should be escalated to a corporate level. Should a risk present itself that requires urgent management attention the S151 Officer and Monitoring Officer should be informed who will evaluate the risk and forward to the Executive Leadership Team for inclusion in the corporate risk register.

Risks should feature as a standard agenda item at management team meetings. Discussions on risk should include:

- new or emerging issues and risks;
- evaluation and criticality of new or emerging issues and risks;
- decisions required and by whom;
- mitigating actions, action owners, timescales and review points;
- ownerships of new risks;
- the review of existing risks and the effectiveness of the current controls in place.

8. Monitoring and reporting arrangements

Monitoring risks

Risk management needs to be embedded in everyday activity. It is the responsibility, therefore, of each risk owner to review risks on a regular basis and identify whether any revisions are required. The revision may involve a re-assessment of impact and likelihood or planned mitigating actions.

As previously stated, it is important that risk is included as a standing item on the agenda for management teams (at all levels within the organisation) and working groups so that risks can be identified and captured. Initially, on a monthly basis during the management team meetings, each Director will seek assurance that the risks in their assigned areas are being adequately monitored and action is being completed as agreed in formal action plans.

Reporting and assurance arrangements

WNC's risk management framework will be supported through agreed reporting and assurance arrangements. This is to ensure that the key risks and their owners are clearly identified that mitigation and specified actions are appropriate and that actions are being carried out. The arrangements include:

Corporate level

The Executive Leadership Team will review and approve risk management policies and strategies and will consult with the Audit Committee on these matters.

On a routine basis the Audit Committee will receive updates on WNC's risk management framework and risks. Reporting will include:

- the Corporate Risk Register including associated action plans for the higher rated risks; and
- reports on the changing risk profile within WNC including areas of increasing risk, where controls are not considered to be effective and horizon scanning for areas of possible future risk.

Directorate/service level

Each Director will review risks and actions in mitigation of risk on a regular basis as an integral part of the business planning process. These officers will also ensure that risks identified at a service level and which may have a wider impact on the organisation are escalated through to the Executive Leadership Team. The following should be considered:

- the status of all high risks (including actions taken)
- any new risks
- changed risks (especially where risk is increasing)
- risks escalated
- risks removed from registers.

Programme level

Programme and project management is very much about managing uncertainties. Poor risk management is a key element as to why many projects often fail. Risk taking in projects is inevitable since projects are enablers of change and change introduces uncertainty, hence risk.

Throughout the life of the programme or project there will be risks that need to be managed; to reduce the probability and impact of unwanted outcomes such as project time and cost overruns. To manage the risks the Project Manager will maintain a project risk register on behalf of the project.

Managing risks within a programme or a project will ensure that responsibilities are clear to:

- Implement appropriate measures and controls to manage risks during the life of the project
- Review the risks on a regular basis
- Identify and assess the impact of risks and their influence on the project schedule and other important project variables such as cost and quality
- Have appropriate contingency plans in place to remove or limit the risk (these can be either controls (already in place) or actions (yet to be undertaken but planned))

Where suppliers/and or partners are involved in the project, it is essential that there is a shared understanding of risk. There may need to be contingency plans and risk allowances (funding and time identified to manage such risks) allocated to allow for the possibility of (for example) delays or failure for a service to be taken up.

At a project level, a risk register is a key tool for managing risk, which must be reviewed and updated continually throughout the life of the project.

Within a programme or project, responsibility and ownership for managing risks must be assigned to individuals with the authority to take appropriate action on risk.

Performance management

The effectiveness of the risk management function is reviewed on an on-going basis by the Executive Leadership Team and its effectiveness is appraised and evaluated by the Audit Committee, who also monitor and challenge activities and progress. The risk management function is also audited against public sector best practice by both internal and external audit.

In addition, specific core risk-related/risk-driven support service activities, such as performance management, health and safety, insurance, emergency and business continuity planning and programme and project management all contribute to the overall corporate risk management process.

Review and control

This strategy and policy will be subject to regular review (at least annually) by the S151 Officer and the Executive Leadership Team with any changes reflected in related guidance, training and tools as appropriate.

Annex A & B are on the following pages.

Annex A Summary Overview of Risk Management Responsibilities

Risk Strategy Activity Council Group/ Team/Officer or Commercial Partner	Develop the Risk Management Strategy	Agree the Risk Management Strategy	Provide Advice and Support on the Strategy	Implement the Strategy	Share experience of risk management issues	Review the effectiveness of the Strategy
Cabinet		●				●
Audit Committee			●		●	●
Executive Leadership Team	●			●	●	●
Directors	●			●	●	●
Section 151 Officer	●		●	●	●	
Monitoring Officer	●		●	●	●	
Major Programme & Project Boards				●	●	
WNC Trading Companies				●	●	
Commercial Partners/Joint Ventures					●	
Public Sector Partnerships					●	
Large WNC Procurement Contracts				●	●	
Shared Services (WNC Service-Lead)				●	●	
Shared Services (WNC Non-Leading)					●	
Departmental management teams			●	●	●	●
Council Committees/Boards/Groups				●	●	
Service Managers			●	●	●	●
Internal Audit	●		●	●	●	●
External Audit						●
Council Staff				●	●	
Northampton Residents					●	

(Source of Model – CIPFA; Risk Management in the Public Services)

Annex B Detailed Risk Management Responsibilities

Position	Role / Responsibilities
Cabinet	<ul style="list-style-type: none"> • Annually approve the Council’s Risk Management Strategy & Framework • Provide leadership on risk management in the organisation • Consider the strategic risks associated with the decisions taken. • Monitor the Council’s risk management arrangements, including via the Council’s strategic performance and audit reports. • Assess risks in Cabinet reports and provide challenge, where necessary and identify risks associated with Cabinet decisions
Executive Leadership Team	<ul style="list-style-type: none"> • To lead risk management by example • To develop, implement and review the Council’s Risk Management Strategy & Policy • To champion the effective application of risk management processes and principles across the Council’s business systems • Seek assurance at least annually that all risks comprising barriers to achievement of the Council’s corporate objectives have been identified and accurately assessed and are being managed • To review and update the corporate risk register and ensure mitigating actions are completed • Seek assurance at least annually that all directorates and major programmes and projects are appropriately complying with the Council’s risk management policies and framework
Directorate Management Teams, or Equivalent	<ul style="list-style-type: none"> • Collectively support and contribute to their corporate discharge of their risk management responsibilities • Make arrangements for continuing to embed risk management and a risk aware culture throughout their respective directorates • Ensure risk is regularly reported (at least quarterly) to their Director and also the Borough Secretary • Maintain and review directorate risk register(s) on a quarterly basis
Service Managers	<ul style="list-style-type: none"> • Accept responsibility for managing risk as a core managerial competency • Manage the risks associated with their area, including those crossing area boundaries within their Directorate and their delegated budget allocation and service plan responsibilities • Ensure there is effective risk management within their service area • Ensure a risk register is in place for any business or major programme or project related risks and the risk registers are reviewed at least quarterly • Compliance with risk policies and ensure staff are trained in risk Management • Encourage staff to raise risks and send a message to staff that escalated risks will be evaluated and acted upon if necessary • Promptly advise senior managers of significant identified risks

Annex B: Detailed Risk Management Responsibilities

Position	Role / Responsibilities
Department management teams	<ul style="list-style-type: none"> Review and discuss risk exception reporting Discuss and review Directorate risk register(s), as necessary Where appropriate, escalate risks for discussion and consideration by Management Board or the Borough Secretary for inclusion on the corporate risk register.
Programme and Project Boards	<ul style="list-style-type: none"> Review and update risk registers/action plans for programme and project level risks Report risks to the Programme/ or Project Board Escalate any risks that exceed risk appetite to the next level or to the Borough Secretary for inclusion in the corporate risk register Provide a copy of the updated risk register/action plan to the Borough Secretary
Other Council Boards, Panels, Steering Groups & Committees	<ul style="list-style-type: none"> Produce a written Terms of Reference which requires risks to achieving Board/Committee/Panel/Group objectives, or opportunities to accelerating or enhancing achievement, to be identified, assessed, managed and reported by the Board/Committee/Panel/Group
Audit Committee	<ul style="list-style-type: none"> Promote, support and co-ordinate risk management at Member level ensuring a positive and cogent attitude toward the understanding and treatment of risk at the Council Monitor, advise and review at least annually the effectiveness of the Council's overall risk management framework and arrangements prior to submission to Cabinet and review the Council's key risks to ensure these are being adequately managed To hold the Management Board accountable for effective risk management across the Council
Public Sector Partners	<ul style="list-style-type: none"> Ensure that appropriate arrangements are in place to manage partnership related risks including risk escalation procedures Actively manage risks within the partnership participating in the regular update and maintenance of a joint partnership risk register. Report on risk management issues to the respective partnership board. Show a clear link between objectives and outcomes that is customer focused Escalate risks for inclusion on the service or corporate risk register
Commercial & Private Sector Partners	<ul style="list-style-type: none"> Ensure that appropriate arrangements are in place to manage commercial partnership related risks including risk escalation procedures to relevant Board and/or DMT/Management Board Actively manage risks within the commercial partnership and participating in the regular update and maintenance of a joint commercial partnership risk register. Report on risk management issues to the respective partnership board. Show a clear link between objectives and outcomes that is customer focused

Annex B: Detailed Risk Management Responsibilities

Position	Roles/Responsibilities
Council Commercial Trading Companies and/or LLP Partnerships	<ul style="list-style-type: none"> • Develop, implement and review the trading company's or partnership's risk management strategy • Seek assurance at least annually that all risks comprising barriers to the achievement of the strategic objectives of the company or LLP Partnership have been identified and accurately assessed and are being managed • Seek assurance at least annually that all divisions and departments within the company or LLP Partnership are appropriately complying with the company or partnership's risk management policies and framework • Ensure adequate risk escalation procedures are in place for the trading company or LLP Partnership • Escalate and report risks, as appropriate, quarterly for consideration and action by Management Board and the Borough Secretary
Shared Services (WNC Non-Lead)	<ul style="list-style-type: none"> • Ensure that appropriate arrangements are in place to manage and escalate shared services related risks. • Actively manage risks within the shared-service arrangements participating in the regular update and maintenance of a shared-services risk register. • Report on risk management issues to the Lead-Authority. • Show a clear link between objectives and outcomes that is customer focused
Internal Audit	<ul style="list-style-type: none"> • Independently evaluate the effectiveness of the Council's risk management arrangements and where appropriate make recommendations for improvement
Monitoring Officer	<ul style="list-style-type: none"> • Where it appears to the Monitoring Officer that a proposal under this framework gives rise to a contravention of law or maladministration to alert the Council to this
All Council Officers	<ul style="list-style-type: none"> • To use risk management as a tool to support decision-making • Raise/escalate any concerns or risks identified or considered within their working environment that are not being sufficiently addressed or directly to the appropriate council manager • Maintain vigilance and a risk-aware attitude of mind at all time