

BCP Council Risk Management Policy

Date February 2026

Insurance & Risk Management

Author: Insurance & Risk Manager
Version: V2
Review Date: January 2027



1. Purpose Statement

1.1 HM Treasury's Orange Book – Management of Risk – Principles and Concepts 2019 gives the following definitions for risk and risk management:

Risk is the effect of uncertainty on objectives. Risk is usually expressed in terms of causes, potential events, and their consequences.

Risk Management is the co-ordinated activities designed and operated to manage risk and exercise internal control within an organisation. Risk is an inevitable part of everyday business and cannot be eliminated, but it can be managed.

1.2 Essentially, Enterprise Risk Management (ERM) supports the organisation by providing a system and process to manage the risks consistently across all levels of the organisation. There are clear benefits to instigating a system of risk management as well as regulatory requirements. The council is committed to ensuring that awareness and consideration of risk is an integral part of everyday management across the council in order to realise the following benefits:

- Inform strategic and operational decision-making
- Give clear lines of sight on the risks facing all levels of the council and total exposures
- Help safeguard all persons to whom the council has a duty of care
- Enhance stakeholder value by minimising losses and maximising opportunities
- Enable not just backward-looking review, but forward-looking thinking
- Contribute towards social value and sustainable development
- Reduce unexpected and costly surprises
- Minimise our vulnerability to fraud and corruption
- Ensure minimal service disruption
- Ensure statutory compliance
- Minimise levels of inspection and regulation
- Better target resources including focusing scarce resources on essential high risk activity
- Reduce financial costs due to, for example: service disruption, litigation, insurance premiums and claims, and bad investment decisions
- Support the delivery of creative and innovative projects
- As a result of the above, protect our reputation.

1.3 Apart from these clear benefits, there are regulatory drivers for risk management. As a result of several high profile corporate failures in the 1990s, organisations have for many years been expected to ensure good corporate governance arrangements including robust risk management and internal control. The council's published Annual Governance Statement includes consideration of how effective and embedded the council's risk management arrangements are. The current legislation/regulation and guidance principally operating in this area is:

- UK Corporate Governance Code: which sets out requirements relating to board responsibility for risk management and internal control;
- Accounts and Audit Regulations : which explains the statutory responsibility for a sound system of internal control including effective arrangements for the management of risk.

2. Who the policy applies to

2.1 All colleagues and councillors.

3. This policy replaces

3.1 The BCP Council Risk Management Policy dated 1 April 2019.

4. Approval process

- 4.1 This policy is approved and implemented by the Corporate Management Board.
- 4.2 The Audit and Governance Committee note the policy as part of its role ensuring the adequacy of governance arrangements in place.

5. Links to Council Strategies

- 5.1 This policy supports BCP Council's Corporate Strategy, specifically Our Vision and Ambitions 'Using data, insights and feedback to share services and solutions' and 'Using our resources sustainability to support our ambitions'.

6. The Policy

6.1 Introduction

This policy provides a structured and cohesive approach to the identification, assessment and management of risk. It builds on and replaces the BCP Council Risk Management Policy dated 1 April 2019. By continued development and implementation of this Enterprise Risk Management policy, the risk maturity of the council will be reflected in a more proactive culture supporting the visibility of risk and its cost-effective management on an enterprise-wide basis.

6.2 Risk Management Vision, Mission, Goals and Objectives

Vision:

Effective ERM forms a key part of ensuring the council delivers its ambitions. Reflecting on the complex environment in which the council operates it is important to understand the risks faced in delivering its priorities. Being risk aware and have robust arrangements in place in terms of risk management is intended to support the council's Corporate Strategy and associated objectives.

Mission:

Create a comprehensive approach to anticipate, identify, prioritize, manage and monitor the portfolio of risks impacting our organisation. Put in place the policies, common processes, competencies, accountabilities and reporting mechanisms to execute that approach successfully.

Goals and Objectives:

- Ensure risk management roles and responsibilities are known and understood
- To assist in setting strategy, achieving objectives and making informed decisions
- Integrate risk management with corporate and director level planning
- Develop a common understanding of risk across multiple functions and areas to support the visibility of risk and its cost-effective management on an enterprise-wide basis
- Identify, analyse and cost-effectively manage risk where possible, or enable senior managers and councillors to be aware of the acceptance of risk where not
- Report risk management information to senior managers and the Audit and Governance Committee
- Support efficient use of resources and value for money
- Ensure appropriate ownership of and accountability for risks
- Help focus internal audit annual planning
- Reduce the number of shocks and unwelcome surprises
- Maximise our capability to comply with legislation and regulation

6.3 Risk Governance:

Cabinet and Corporate Management Board (CMB) set the tone from the top, including providing direction to management by setting the organisation's risk appetite and risk tolerance. This enables the pursuit of objectives to take place within a context where the level of acceptable risk-seeking is known and where the level of risk is monitored and understood.

Managers at various levels within the organisation have risk management responsibilities. Directors and management provide leadership and direction to employees and reinforce expectations at the various levels of the organisation.

To ensure the effectiveness of the organisation's risk management framework, Cabinet, CMB and senior management need to be able to rely on organisational functions – including monitoring and assurance functions. The council endorses the 'Three Lines of Defence' model as a way of explaining the relationship between these functions and as a guide to how responsibilities should be divided:

1. First line of defence – functions that own and manage risk
2. Second line of defence – functions that oversee or specialise in various aspects of risk management, compliance etc
3. Third line of defence – functions that provide independent assurance, above all internal audit.

The following diagram further illustrates this model:

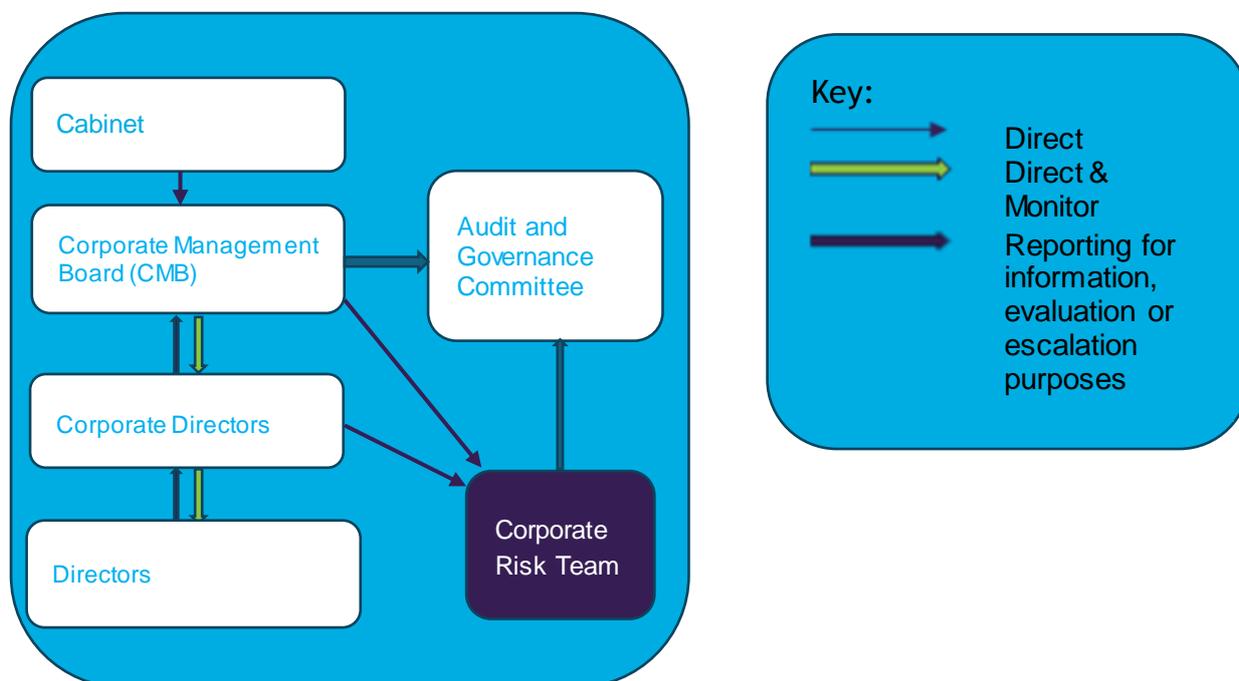


To support risk governance, risks should be managed in the Risk App to ensure appropriate corporate governance oversight and assurance. This is being implemented on a phased basis.

The council's risk architecture ensures effective and transparent reporting of risk across the council with Directors completing quarterly reviews of risks. Similarly, Corporate level risks are reviewed and reported on quarterly with oversight from the Audit and Governance Committee who receive summary reports.

6.4 Risk Architecture:

An organisation's risk architecture is made up of the risk management roles, responsibilities, communication and risk reporting structure adopted by the council. The council's risk architecture is illustrated in the graphic below taken together with the description of the risk register hierarchy which follows and the roles and responsibilities set out in section 8. of this policy.



6.5 Risk Register Hierarchy at BCP Council:

The ERM risk architecture introduces a new level of Enterprise Risks. **All risks identified within the organisation will be aligned under one or more of these Enterprise Risks.** This encourages the organisation to structure risk and provide a comprehensive understanding of the risk exposure throughout the organisation and support the members and officers in the decision making process.

The ERM process encourages the consideration of both internal and external risk environments. It is a collective responsibility across all levels of the organisation and seeks to link risk to the organisations Corporate Strategy and associated objectives.

The ERM risk architecture currently introduces 11 Enterprise Risks. These are identified later in this policy. Each ERM risk will be owned by a Corporate Director or member of CMB.

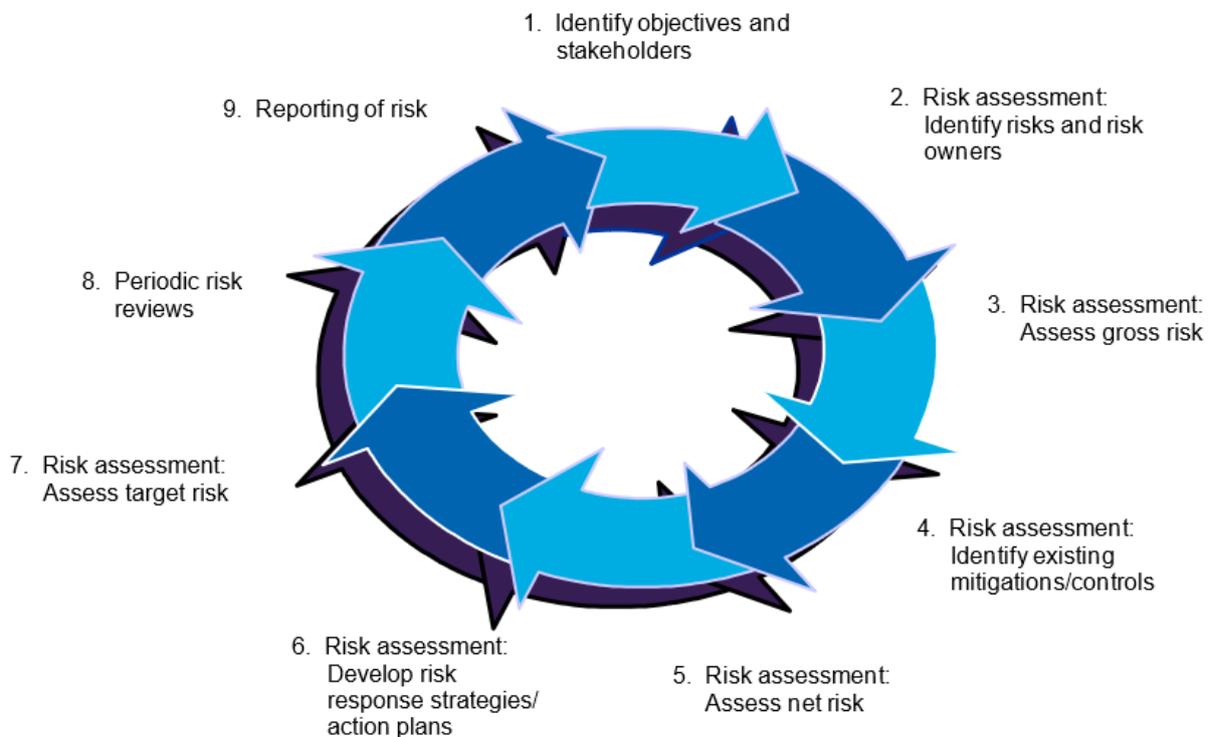
Risk information is captured within a number of risk registers in the organisation. Each and every individual risk will be linked to an Enterprise Risk. The illustration below shows how the various levels of risk registers are structured in the council. Other risk registers exist such as the Community Risk Register but these are outside of this policy framework.

Lower level risk information influences the production of the Corporate Risk Register and highlights areas for concern to the Corporate Directors/CMB. Since risk information flows in both directions, information from the Corporate Risk Register also influences risk management at lower levels of the organisation.



6.6 Risk Management Cycle:

This represents a series of activities carried out in a cyclical manner, ensuring risks are identified, evaluated, managed, reported and monitored on a regular basis as outlined in the diagram below. Full details of the process and tools will be provided in the Risk Management Procedures Guidance which is being developed, with the main elements summarised in the points below.



6.7 Risk Identification:

The RM Policy aims to ensure that the risks facing the council are managed effectively. Risks to the council can take various forms including:

- a. failure to deliver council services;
- b. risks in relation to partnerships, for example: partnership/authority interests not balanced, status of partnership employees not clear, lack of exit strategy, lack of performance indicators;
- c. risk to the health, safety and welfare of staff and public;
- d. risk of fraud, corruption or inefficient use of public funds;
- e. risk of physical damage to and loss of public property;
- f. risk to the council's reputation and public confidence;
- g. risk to environmental quality and sustainability;
- h. risk to the economic well-being of the council and local economy; and
- i. risk of not taking opportunities as they arise.

Enterprise level risks are identified with the collaboration of the CMB and other senior management and aligned with the council's priorities. This supports the long term strategic planning and successful day to day service delivery through an effective governance structure.

Corporate and Director level risks for all areas can be identified through risk identification workshops within each area as well as through the monitoring of changes in the operating environment, changes in corporate priorities, objectives, strategic policy decisions and changes in Director level service plans, together with horizon scanning for emerging situations.

Enterprise Risk management should be integrated into all relevant management processes. It seeks to work with and support the management processes and not add a layer of bureaucracy.

6.8 Measurement of Risk:

The council approach is for all risks to be assessed in terms of the impact and likelihood on a 4 x 4 matrix. Consequently, the maximum score which can be assigned to any risk is 16.

In order to ensure consistent application across the council, only the criteria for risk scores given in Appendix 1 should be used.

In order to assess the effectiveness of risk management or mitigation strategies, risk is initially scored before considering the operation of the council's mitigation - the 'gross risk score'.

The gross risk is then reassessed taking into account the mitigation measures in place which may reduce the likelihood and/or impact risk score for risks to arrive at the 'net risk score'.

Where the score after these measures is still at an unacceptable level, additional actions may be required in order to further manage the level of risk. Risks remaining at an unacceptable level should be escalated through the appropriate management structure.

6.9 Risk Appetite and Tolerance:

The Institute of Risk Management in its Risk Appetite & Tolerance Guidance Paper (2011) defines both risk appetite and risk tolerance.

Risk appetite: the amount of risk that an organisation is willing to seek or accept in the pursuit of its long term objectives.

Risk tolerance: the boundaries of risk taking outside of which the organisation is not prepared to venture in the pursuit of its long term objectives.

It is logical that the council may accept higher levels of risk in order to deliver objectives connected to our corporate priorities. Higher levels of risk will only be acceptable if there is a comprehensive

understanding of the exposures involved, potential benefits arising and subject to appropriate control and approval arrangements.

The council recognises that the pursuit of objectives and corporate priorities is not without risk and will not be afraid to take considered risks to learn and develop. A risk appetite that is defined in too rigid terms can hinder innovation. Appropriate risk-taking, underpinned by sound risk management, will support the council to deliver its objectives. The council is not unduly risk averse and will take a balanced view on risks as they are identified.

It is not realistic, with the diverse range of services, to have one definitive application of risk appetite across the entire organisation. The level of risk appetite may shift and will continue to be assessed dynamically depending on the timing, financial position and economic or political direction. For example, the council currently has a low risk appetite for financial risk but may consider a higher level of risk in other areas provided it is fully understood.

However, as a general rule, the council:

- Will not tolerate taking risks which would result in harm to our service users, residents or employees;
- Will not tolerate risks which would result in breach of laws or regulations;
- Will not tolerate risks which would result in an unacceptable impact on the council's financial position;
- Has a low tolerance for risks which would result in a long-term negative impact on our Reputation
- Requires that any risks above the council's risk tolerance, will need robust closely monitored mitigation plans and be routinely reviewed by CMB.

Once risk impact and likelihood definitions were established it was possible to map risk appetite and risk tolerance boundary lines onto the council's 4 x 4 risk scoring matrix (see below). Any risks with scores in the green area are considered 'comfortable', any risks falling within the amber area are considered 'manageable' and any risks falling within the red area are outside tolerance. All risks should be monitored on a quarterly basis and amber and red risks should be controlled or managed-down as much as cost-effectively possible. Section 6.8, Risk Framework Including Escalation/De-escalation of Risk, and Section 8/Appendix 2, Roles and Responsibilities sets out how these risks should be escalated if appropriate.

Appendix 1 provides the impact and likelihood definitions which support the following risk matrix.

		THREATS			
Likelihood	Almost Certain (4) >90%	4	8	12	16
	Likely (3) 60 – 90%	3	6	9	12
	Could Happen (2) 20 – 60%	2	4	6	8
	Unlikely/Rarely (1) 0 – 20%	1	2	3	4
		Low (1)	Medium (2)	High (3)	Extreme (4)
		Impacts			

Risk appetite line

Risk tolerance line

6.10 Enterprise Risk Management Framework Including Escalation/De-escalation of Risks and Risk Registers:

The ERM framework brings together risks at varying levels in the organisation. It provides clear separation between those risks at corporate/strategic level that are overseen by CMB and those at service or tactical level that are managed by Directors.

The levels of risk is further described below:

Enterprise Risks – Level 0

The Enterprise risk level provides a framework to which all subsequent risk levels are linked. The linking of these risks provides an indication of the total impact of the risks across the organisation and will assist in informing decision making at a corporate level.

The council has identified the following current Enterprise level risks. These may be subject to refinement, addition or deletion. This forms part of the risk management process and as part of the on-going management of risk these remain dynamic.

Enterprise Risk	Risk Description
Service Delivery – Disruption or Deterioration	Disruption or deterioration in the day to day service provision or activities of the council
Commercial / Contractual arrangements	Risks arising from weaknesses in the management of partnerships, supply chain or other contractual arrangements
Financial – stability and resilience	Ability to maintain a balanced budget for the delivery of services
People	Failure to have in place suitable talent attraction, retention and succession planning, staff wellbeing and support
Health & Safety arrangements	Risks associated with a failure to deliver effective Health and Safety arrangements
Technology	Risks arising from technology not delivering expected services due to inadequate or deficient system or process development or inadequate resilience. Risks associated with the use of AI
Environmental and Property	Risk arising from environmental impacts including climate change. Risk arising from the ownership and management of a wide portfolio of assets including ineffective or insufficient safety management
Failure of governance including regulatory	These are risks arising from failing to comply with legal, regulatory or statutory obligations. This would include but not be limited to risks around information and data governance
Reputation	Adverse events or failures to meet required objectives or standards that result in destruction or damage to trust and relations
Programmes & Projects	Risk relating to the failure to align programmes or projects to objectives and or risks relating to the failure to deliver requirements and intended benefits in terms of time, cost and quality
Safeguarding	Risks associated with a failure to deliver effective safeguarding arrangements where such duties exist

Corporate Risks (Register) – Level 1 (Strategic)

Corporate Risks will be those risks identified and focused on the achievement of our Corporate Strategy. The risks will therefore need to be reviewed upon any change to the strategy or changes to the environment in which the council operates.

Routinely, Corporate Directors are to raise new corporate risks and decide on the removal of expired or stepped-down risks (at CMB if appropriate). Existing Corporate Risks will be reviewed and updated quarterly by the Risk Owner (usually a Corporate Director) allocated to that risk. The Corporate Risk will then be considered in the review of the Enterprise level risk and be reviewed quarterly on a collective basis by CMB. These risks are then reported in summary on a quarterly basis to Audit and Governance Committee.

Key Assurance Board (Register) – Level 2 (Tactical)

Assurance Board Risks/Registers focus on specific areas for the council, and the Boards are tasked with providing CMB with reassurance around the risk level across the organisation.

These risks are reviewed and updated at each Board meeting and reported to CMB as part of the quarterly risk review.

Director/Service Level Risks (Register) – Level 2 (Tactical / Operational)

Annual service planning identifies priorities for service delivery for the coming year. The risk register will therefore need to be reviewed/updated against these priorities as part of the annual process and in the interim if there is a fundamental change in objectives. Each risk on the register will be linked to an Enterprise Risk.

Director level risks will be reviewed on a quarterly basis by the Director and their senior management team with the support of the Director's Risk Representative.

Corporate Directors should discuss Director level Risk Registers with their Directors regularly during one to ones. At least on a quarterly basis, Corporate Directors should review, challenge and approve Director level risk registers paying particular attention to high gross risks and consider risks in the context of their groupings under the Enterprise Risks. Corporate Directors will then be able to feed their findings into Corporate Risk discussions. Corporate Directors will also be able to ensure any relevant Enterprise or Corporate level risks are reflected in their Director level Risk discussions.

Director level Risk Registers will be subject to formal review and sign-off by Directors as part of the annual service planning cycle and will be reported to CMB cyclically by the Corporate Risk Team so that each register is formally reported once annually as part of the overall consideration of Enterprise Risks.

Programme, Projects, Partnerships, Alternative Delivery Model and Council Companies – Level 3 (Operational)

Risk registers should be set up in all instances at concept stage and updated and maintained throughout the life of the initiative. Once set up registers should be reviewed at least quarterly by the lead officer before onward consideration by the relevant Director, Corporate Director and board. As appropriate, these risk registers should feed into higher level risk registers for monitoring purposes.

When working in partnership or other shared/alternative delivery arrangement, it is expected that the lead organisation will develop and regularly update a risk assessment/register for the enterprise and that this will be made available on a regular basis or upon request to all participating organisations together with supporting procedural and reference guidance. The council's lead Director/Corporate Director is to ensure that they undertake a review of the risk register on a quarterly basis.

6.11 Risk Management in Council Decision Making Processes

There are various ways in which decisions can be made within the council, for example, by Council, Cabinet, or various other committees and boards or by officers with delegated authority. Risk assessments/register should be completed to support such decision making. Material risks for all options considered together with proposed controls/mitigations or proposed acceptance of risks should be discussed within the relevant decision-making document. In addition, all Council, Cabinet and committee, board reports etc must incorporate a 'summary of risk assessment' section. This should include a summary of any risks that may arise as a result of the implementation of recommendations made, together with details of how the risk could be managed and mitigated. This will help councillors and officers to understand the implications of any recommendations they may accept. In line with the Financial Regulations, Council, Cabinet and committee reports must be produced in consultation with the Chief Financial Officer or their nominated representative.

The Corporate Risk Team are available to provide advice and guidance. Risk management training will be given to Director level Risk Representatives and where a clear need is identified.

6.12 Reporting of Risk

Enterprise level 0 and Corporate level 1 risks are reported in summary to Audit and Governance Committee quarterly. Annually by rotation each ERM level risk owner will provide a detailed update to the Audit and Governance Committee on their risks. Key Assurance Risk Registers and Director Level risk information will be formally reported to CMB at least annually and form part of the ERM risk review process.

7 How to use this policy

- 7.1 This policy outlines the council's approach to risk management and should be used in conjunction with the information provided on the council's intranet pages.

8 Roles and responsibilities

- 8.1 To ensure risk management is effectively implemented, all members and officers should have a level of understanding of the council's Risk Management Policy and approach and regard risk management as part of their responsibilities. Detailed risk management roles and responsibilities are set out in Appendix 2.

9 Enforcement and sanctions

- 9.1 Section 8/Appendix 2 Roles and responsibilities, sets out which roles are to enforce this policy by requiring compliance with it.

Non-compliance with this policy will be escalated as follows:



Stage 1: If the Corporate Risk Team have significant concerns regarding compliance with this Policy, these concerns will be put in writing to the Director (or equivalent) who will be asked to respond within two weeks. Should there be no response during this timeframe or if concerns are not resolved, then the matter will be escalated to the Head of Audit & Management Assurance. The Head of Audit & Management Assurance will contact the Director (or equivalent) to discuss and update the Corporate Risk Team with the outcome.

Stage 2: After a further two weeks (four weeks after the matter was first raised with the Director), if concerns have not been resolved, then the Head of Audit & Management Assurance will escalate the matter to the relevant Corporate Director. The Corporate Director will contact the Director to discuss and update the Corporate Risk Team with the outcome.

Stage 3: If after a further two weeks or a timeframe agreed by the Corporate Director there is still no resolution, the matter will be referred to the Chief Executive as the accountable officer for risk management for resolution. Ultimately, significant non-compliance could result in reporting to the Audit and Governance Committee and a governance weakness being identified in the Annual Governance Statement.

10 Further information

10.1 Accessible from the council's intranet:

Constitution (including the Financial Regulations)
BCP Council's Corporate Strategy
BCP Council Risk Management Policy Procedures and Guidance
Risk App (software for the input, monitoring and reporting of risks)
Risk Register Template
Risk Categories
Impact and Likelihood Definitions
Equality Impact Assessment Tool
Investment and Change Governance Framework

Accessible from the relevant website:

[Chartered Internal Auditors Institute – Three Lines of Defence
ALARM](#)

Communications Plan:

Publish on the intranet
Work with Risk Representatives to embed in services and processes
Communicate to all stakeholders to an appropriate level

Impact of Risk

Table 1: Impact Scoring Guidance

Threat Impacts Scores		
1	Low	<ul style="list-style-type: none"> a) Potential financial loss of less than £200k b) Minor injury c) Minor legal/regulatory consequence d) Minor impact outside single objective/local system e) Internal adverse publicity, minor reputational damage/ adverse publicity f) Minor service disruption g) Minimal service user complaints
2	Medium	<ul style="list-style-type: none"> a) Potential financial loss of between £200k and £999,999 b) More serious injury c) Significant legal/ regulatory consequence d) Significant impact on objective/s, processes or systems e) Significant localised reputational damage f) Significant service disruption g) Multiple service user complaints
3	High	<ul style="list-style-type: none"> a) Potential financial loss of between £1m and £1,999,999 b) Major disabling injury c) Substantial legal/ regulatory consequence d) Substantial impact on objective/s, processes or systems e) Prolonged adverse local and national media coverage f) Substantial service disruption g) A substantial number of service user complaints
4	Extreme	<ul style="list-style-type: none"> a) Potential financial loss of over £2m b) Fatality and/or multiple injuries c) Major legal/regulatory consequence d) Major impact on corporate level objective/s e) Major/severe reputational damage/ national adverse publicity f) Central government interest/ administration g) Loss of all critical services for a significant period of time

Likelihood of Risk

Table 2: Likelihood Scoring Guidance

Threat Likelihood Score		
1	Unlikely/ Rare	a) 0 - 20% chance of occurrence b) 1 in 20 year event c) May occur only in exceptional circumstances d) Has never or very rarely happened before
2	Could Happen	a) 20 - 60% chance of occurrence b) 1 in 10 year event c) Is unlikely to occur but could occur at some time/ in some circumstances
3	Likely to Happen	a) 60 - 90% chance of occurrence b) 1 in 5 year event c) Will probably occur at some time/ in most circumstances
4	Almost Certain	a) Over 90% chance of occurrence b) Occurs on an annual basis c) Is expected to occur in most circumstances

ROLE	RESPONSIBILITY
Cabinet	<ul style="list-style-type: none"> • To set the ‘tone at the top’ in the approach to risk management in conjunction with Corporate Management Board • Be aware of the enterprise level risks and the corporate level risks • To ensure that papers presented to Cabinet demonstrate robust risk management compliance • To consider risk to support informed decision making • To maintain ongoing awareness of the risk profile across own portfolio area • To feed back to the Chief Executive any newly emerging risks and discuss changes to the existing Enterprise or Corporate level risks.
Audit and Governance Committee	<ul style="list-style-type: none"> • To support and promote the development of a strong risk management culture • To consider arrangements for risk management including the noting of the Risk Management Policy and review of the council's Enterprise and Corporate level risks • To hold officers to account and to provide independent assurance on the adequacy of the risk management framework • To assist in the identification of risk and where appropriate to challenge responsible officers over the management of risks.
Councillors	<ul style="list-style-type: none"> • To manage risk effectively in their role • To ensure awareness of the key risks facing the council • To ensure appropriate advice is received from officers on the risk implications of any decisions required to be made.
Portfolio Holders	<ul style="list-style-type: none"> • To maintain ongoing awareness of the risk profile across own portfolio area • To ensure appropriate advice is received from officers on the risk implications of any portfolio decisions.
Chief Executive/Head of Paid Service	<ul style="list-style-type: none"> • The Chief Executive is the Accountable Officer for risk management within the authority • Through Statutory Officer role as Head of Paid Service, to horizon-scan for organisational risks • To support the enforcement and compliance with this policy by intervention.

ROLE	RESPONSIBILITY
Corporate Management Board	<ul style="list-style-type: none"> • To consider arrangements for risk management including the approval of the Enterprise Risk Management Policy and review of the council's Enterprise level and Corporate Level risks • To set risk appetite and risk tolerance for the authority • To set the 'tone at the top' in the approach to risk management in conjunction with Cabinet • To identify, manage and report the council's Enterprise and Corporate level risks including quarterly review and approval of the summary risk reporting to the Audit and Governance Committee • To agree the risk owner/lead for each Enterprise level risk • To agree and review the Enterprise level risks and to raise new corporate risks in alignment with the council's objectives. Decide on the archiving of expired or stepped-down risks • To collectively contribute to the quarterly review and update of the Enterprise level and Corporate level risks • To review and understand risk exposure across the council based on current management information and consider inclusion of significant operational, programme/ project, partnership and other alternative delivery model risks at the relevant risk level • To ensure that the Enterprise Risk Management Policy is implemented and observed by all Director, programmes/projects, partnerships and other alternative delivery model bodies of the council • To respond to risk-related questions arising from Audit and Governance Committee • To support the enforcement and compliance with this policy by intervention and escalation as necessary • To ensure consistent evaluation and presentation of risks through a collective assessment of the Corporate Directors initial reviews of risk
Corporate Directors/ Members of CMB	<ul style="list-style-type: none"> • Where nominated, lead on the reporting of designated Enterprise level risk information and updating • To review the corporate risks where they are the risk owner, prior to the collective quarterly review by Corporate Management Board • To raise new corporate risks, decide on the archiving of expired risks, or step-down risks to lower level risk registers (at Corporate Management Board if appropriate) • To ensure that the Risk Management Policy is implemented and observed by all Directors, programmes/projects, partnerships and other service delivery methodologies. • To regularly discuss Director level risks in one-to-ones or similar meetings with Directors or direct reports • To formally review, challenge and approve Director level risk registers on a quarterly basis paying particular attention to high net risks or cross-cutting service risks. Consider the cumulative impact of the alignment to Enterprise Risk. To consider taking any such risks identified to Corporate Management Board for consideration as corporate risks • To consider taking any high net programme/project, change initiative, partnership or other service delivery methodology risks they become aware of to the Corporate Management Board for consideration as corporate risks • To support the enforcement and compliance with this policy by intervention and escalation as necessary.

ROLE	RESPONSIBILITY
Chief Finance Officer/Section 151 Officer	<ul style="list-style-type: none"> • As Chief Financial Officer to have specific responsibility for risk management • To prepare the council's Enterprise Risk Management Policy and advise on the management of strategic, financial and operational risks • To promote the Enterprise Risk Management Policy throughout the council • Through Statutory Officer role as Section 151 Officer, to horizon-scan for risks relating to an unbalanced budget • To refresh the information within the ongoing MTFP review/reporting process to take account of emerging or changing Corporate or Director level risks • To support the enforcement and compliance with this policy by intervention and escalation as necessary • Allocate sufficient resources to manage risk effectively.
Monitoring Officer	<ul style="list-style-type: none"> • Through Statutory Officer role as Monitoring Officer, to horizon-scan for risks relating to legislative, statutory or democratic matters.
Key Assurance Boards	<ul style="list-style-type: none"> • To ensure a Key Assurance Board Risk Register is in place • To identify, manage and report the council's key assurance risks including quarterly review and update to the Corporate Risk Team • To review, challenge and update the Key Assurance Board risk register with Board Members regularly and at least quarterly intervals. • To raise new key assurance risks and cascade these throughout the council • To collectively contribute to the quarterly review and update of the Corporate Risk Register by the provision of the specific Board Risk Register • To review and understand risk exposure across the council based on current management information and consider the need to escalate risks to the Corporate Management Board.

ROLE	RESPONSIBILITY
Directors	<ul style="list-style-type: none"> • To appreciate the benefit and have an in depth understanding of the council's Risk Management Policy and its operation • To ensure that risks are managed effectively in their area of responsibility in accordance with the council's Risk Management Policy • To nominate a Risk Representative for your service who will be the key interface in supporting the application of risk management principles within their service. This person must have access to the senior management team and for this reason, the Risk Representative should be a member of the senior management team • To create, maintain, formally review and sign-off Director level risk register as part of the annual service planning cycle • To review, challenge and update the Director level risk register with your senior managers at the start of the annual service planning cycle and thereafter regularly at quarterly intervals • To ensure that a risk assessment/register exists for all programmes/ projects, change initiatives, partnerships, joint working, other alternative delivery models and other significant initiatives lead by your service and review these on a quarterly basis • To regularly discuss your risks relating to the service activities in one-to-ones or similar meetings with the relevant Corporate Director paying particular attention to high net risks. This would include formal review and approval of Director level Risk Registers by Corporate Directors on a quarterly basis and would provide an escalation process for high net risks or cross cutting risks • To decide on the archiving of expired Director level risks • To be aware that Director level risk register will be reviewed by Corporate Management Board on a quarterly basis <p>Where a manager directly reports to a Corporate Director the above would also apply.</p>
Managers	<ul style="list-style-type: none"> • All Programme, Project and other change managers are to ensure that a risk register is developed at concept stage and updated, reviewed and reported throughout the life of the initiative at least on a quarterly basis. This includes programmes, projects, partnerships, joint working, other alternative delivery models and other significant change initiatives • In addition, all officers with delegated approval authority under Schemes of Delegation must ensure that risks and benefits have been identified and recorded on any decision making approvals. If in doubt a full risk assessment is to be undertaken • To ensure that risks are considered and documented in all reports • To ensure that risks are recorded in all procurement exemptions • All officers making decisions must be satisfied as early as possible in the decision-making process that any risks have been considered • To ensure the existence of appropriate service risk assessments and ensure these are monitored, kept up to date and regularly reviewed at least at quarterly intervals.

ROLE	RESPONSIBILITY
Risk Owners	<ul style="list-style-type: none"> • To manage assigned risks and associated actions effectively including timely and effective review of existing risk registers/assessments at least quarterly, closure of risks that are no longer valid and recognition of new/emerging risks. The risk owner must demonstrate and exercise sound judgement and escalate significant risk-related issues as appropriate • To decide on the best management and control strategies to manage these risks to an acceptable level • To ensure that additional management processes (controls) are implemented to further manage risks.
Corporate Risk Team	<ul style="list-style-type: none"> • To lead on the development of the Enterprise Risk Management Policy and associated processes • To lead on a review of the Enterprise Risk Management Policy initially after the first year then every three years • To support officers at all levels of the organisation and councillors in the effective implementation of the Enterprise Risk Management Policy and to keep under review, develop and document both the Policy and associated risk management procedures, processes and framework in conjunction with relevant senior officers • To facilitate the update of the Enterprise and Corporate level risks lead by Corporate Directors and Corporate Management Board and report to Audit and Governance Committee • To report Director level risk register information to Corporate Management Board quarterly • To support the enforcement and compliance with this policy by intervention and escalation as necessary.
All Employees including Managers	<ul style="list-style-type: none"> • To manage risk effectively in their job and report any new or changed risks to their line manager.
Head of Audit & Management Assurance	<ul style="list-style-type: none"> • To ensure that internal audit's work is risk-based and aligned to the organisation's strategic objectives and will support the annual internal audit opinion • To report annually to the Audit and Governance Committee on the appropriateness and effectiveness of the risk management framework in support of the Annual Governance Statement • To ensure sufficient resources, expertise and knowledge within the risk management team to provide advice and support to various levels of the organisation • To support the enforcement and compliance with this policy by intervention and escalation as necessary.
Internal Audit	<ul style="list-style-type: none"> • To audit the risk processes across the organisation and make recommendations as to how these can be improved • To provide assurance on the management of risk • Report on compliance with this policy.

ROLE	RESPONSIBILITY
Risk Representatives	<ul style="list-style-type: none"> • To champion and facilitate risk management within their areas including helping to identify and if necessary escalate emerging risks • To keep the Director Level Risk Register up to date by quarterly review with the Director and Senior Management Team • To be a point of contact within their area for risk management matters • To have regular meetings with the Corporate Risk Officer to receive guidance and support and advise on the development of the Director Level risk management arrangements • To be aware that Director level risk register will be reviewed by Corporate Management Board on a quarterly basis