

Strategic Risk Register

October 2018



Introduction

Risk management is the process of identifying, quantifying and managing the risks that we face in attempting to achieve our objectives.

The Council's [Risk Management Strategy](#) sets our approach to managing risks. The Strategy recognises that we will need to take risks in order to achieve our objectives, yet in doing so; we will ensure that the risks we take are well informed and that any negative consequences are managed to an acceptable level.

We manage risks at two levels:

Strategic level: These risks are directly linked to the delivery of the [Corporate Plan](#). Being more strategic in nature means they are inherently more risky, with impacts that could be felt Council wide. As such, these risks are closely monitored, updated and reported.

Operational level: These risks are more directly linked with the day to day operation of Council services, and are mainly identified and monitored through the service planning process. Operational risks are monitored and updated by our Managers and Officers, and escalated where appropriate through to the Risk Management Group.

The **Risk Management Group** is a working group made up of a cross section of Officers within the Council. The Group has oversight of the risk management process. The purpose of the Group is to ensure that we have effective risk management arrangements in place and that we continue to develop and improve them and keep up with good practice. In addition, the Group takes an active role to monitor and update the strategic risks, and identify actions needed to manage them to an acceptable level.

Purpose

This document sets out our strategic risks. The register (detailed below) shows the triggers for each risk, the impact to the Council if the risk materialises, and the internal controls we have in place to manage the risk. In response to these risks, we have also identified any further actions that we need to take to keep the risk to an acceptable level.

Strategic Risk Profile

We assess risks based on *impact and likelihood* to gain an overall view of whether the risk poses a significant threat to the achievement of objectives. Multiplying the impact and likelihood gives us an overall score which is used to inform our response to the risk:

Impact: This is the consideration of how severely the Council would be affected if the risk was to materialise.

Likelihood: This is the consideration of how likely it is that the risk will occur, also known as probability.

The strategic risk register includes 13 risks. The matrix below shows the *net* risk score (taking into consideration existing controls) for each risk:

Ref	Risk Title	Score
SR01	Finance	10 Medium
SR02	Property Investment Strategy	9 Medium
SR03	Asset management & maintenance	9 Medium
SR04	Knowledge, capacity & culture	8 Medium
SR05	Technology	9 Medium
SR06	Information & data management	8 Medium
SR07	Legal compliance, governance & ethics	6 Low
SR08	Capacity of community partners	6 Low
SR09	Customer Re-Design	8 Medium
SR10	Health & Safety (incl. Staff Wellbeing)	8 Medium
SR11	Emergency planning & severe weather events	6 Low
SR12	Safeguarding	4 Low
SR13	Local Plan	8 Medium

Likelihood	Very Likely (5)					
	Likely (4)					
	Possible (3)			SR02 SR03 SR05		
	Unlikely (2)			SR07 SR08 SR11	SR04, SR06 SR09, SR10 SR13	SR01
	Very Unlikely (1)				SR12	
		No Impact (1)	Minor (2)	Significant (3)	Serious (4)	Breakdown of Service (5)
Impact						

The summary below maps each of the strategic risks to the Council's Corporate Plan:

No.	Risk	Net Risk Rating	Value for Money	Keep the District Safe	Provide high quality services	Protect the Green Belt	Support and grow the local economy
01	Finance	10 Medium	✓	✓	✓	✓	✓
02	Property Investment Strategy	9 Medium	✓		✓		✓
03	Asset management & maintenance	9 Medium	✓		✓		✓
04	Knowledge, capacity & culture	8 Medium	✓	✓	✓	✓	✓
05	Technology	9 Medium	✓	✓	✓	✓	✓
06	Information & data management	8 Medium	✓	✓	✓	✓	✓
07	Legal compliance, governance & ethics	6 Low	✓	✓	✓	✓	✓
08	Capacity of community partners	6 Low	✓	✓	✓		✓
09	Customer Re-design	8 Medium	✓		✓		✓
10	Health & Safety (incl. Staff Wellbeing)	8 Medium	✓	✓	✓	✓	✓
11	Emergency planning & severe weather events	6 Low	✓	✓	✓	✓	✓
12	Safeguarding	4 Low		✓	✓		
13	Local Plan	8 Medium	✓		✓	✓	✓

Strategic Risk Register

The strategic risks are detailed below. Each risk has a lead officer who is best placed to co-ordinate the response to the risk. The impact and likelihood of each risk are first assessed gross (without existing controls in place) and then re-assessed following the identification of key controls (net). Actions have been identified to further enhance controls, and progress is updated quarterly through the Risk Management Group.

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR01: Finance - Failure deliver a balanced budget Lead Officer: Adrian Rowbotham								
<ul style="list-style-type: none"> Limited opportunity to generate income through the business rates retention scheme and New Homes Bonus Effect of council tax capping and referendum costs Low and decreasing level of government grant Potential for negative government funding (local authority to make payments to Government) Effect of cost of external borrowing on the Council's budgets Loss of external funding Accuracy of budget assumptions Failure to meet savings targets Poor financial plans and strategies Ineffective financial governance Lack of capacity and skilled professionals within the finance team Failure to maintain proper financial and budgetary controls Procurement 	<ul style="list-style-type: none"> Poor financial health Inability to maintain services and deliver Council Vision and Promises Reputational damage Negative impact on staff morale and potential recruitment and retention difficulties Poor outcome for the Audit of Accounts or Value for Money assessment - Potential for increased intervention 	4	5	20	<ul style="list-style-type: none"> Self-sufficient budget position; no reliance on direct government funding Long term 10 year budget framework Savings Plan Property Investment Strategy Strong financial and scenario planning over the short, medium and long term Effective budget setting and financial monitoring processes embedded Financial and budget risk management process in place Effective financial governance including reports to FAC, Cabinet, Audit Committee and Scrutiny Committee Restructured service with qualified and experienced officers in post development Annual Internal and External Audit reviews Contract and Financial Procedure Rules, Procurement Working Group and procurement training for officers. 	2	5	10

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR02: Property Investment Strategy - Failure to identify opportunities to meet the Property Investment Strategy Lead Officer: Adrian Rowbotham								
<ul style="list-style-type: none"> • Ability to seek appropriate investment opportunities • Appetite for risk within investment strategy to enable the Council to generate target returns • Ability to deliver sufficient funds to maximise the opportunities presented through the Property Investment Strategy • Appetite to prudentially borrow over the medium to long term • The cost of interest payments • Lack of capacity or skilled professionals to advise on investment and borrowing strategies • Ineffective governance processes that could result in opportunities being missed or being ineffectively scrutinised • Ineffective use of Quercus 7 to support the Council's investment strategy • Ability to borrow funds 	<ul style="list-style-type: none"> • Lack of diversity in investments • Cost of interest payments • Negative impact on budgets, reserves and the ability to deliver Council projects • Poor financial health • Unable to maintain low increases in council tax levels • Reputational damage • Poor outcome for the Audit of Accounts or Value for Money assessment and potential for increased intervention 	4	4	16	<ul style="list-style-type: none"> • Council approved Property Investment Strategy, with defined rates of return demonstrating risk appetite • Governance arrangements defined with appropriate delegations agreed • Qualified and experienced officers in post • Professional, external advisers engaged to support the development of strategies and fill skills gaps • Effective budget setting and financial monitoring processes embedded • Effective financial governance including reports to FAC, Cabinet, Audit Committee and Scrutiny Committee • Regular Quercus 7 Board and Trading Board meetings - including regular review of investment parameters to monitor market fluctuations 	3	3	9

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
<p>SR03: Asset Management & Maintenance - Losing the ability to:</p> <p><i>a) Dispose of surplus land;</i></p> <p><i>b) Maintain and develop assets and land holdings;</i></p> <p><i>c) Secure tenants for vacant or part-vacant assets</i></p> <p>Lead Officers: Lesley Bowles & Richard Wilson</p>								
<ul style="list-style-type: none"> Lack of finance to deliver asset management plans and maintenance programmes Lack of capacity to appropriately manage, maintain and invest in the council's assets Failure to maximise the benefit from asset disposals Lack of tenants to occupy vacant or part-vacant assets Lack of buyers for surplus Council land Failure to adopt effective governance procedures Project management skills to ensure cost effective and robust developments - Failure to identify partners to take forward projects and initiatives 	<ul style="list-style-type: none"> Decrease in asset values placing increased pressure on council budgets Failure to maximise the opportunity to raise income from investment in assets Increased insurance premiums Adverse impact on service delivery Loss of investment or income opportunities Reputational damage 	4	4	16	<ul style="list-style-type: none"> Property / Asset Register (record of land in Council ownership) Annual review of Asset Management Plan Asset maintenance budgets reviewed annually Ongoing strategic review of council owned property Inventory registers in place Financial procedure rules and disposal policy in place Economic Development & Property team in place Professional, external advisers engaged to support the development of strategies and fill skills and capacity gaps <p>Action:</p> <ul style="list-style-type: none"> In the process of reviewing the Asset Management Plan as part of the 19/10 budget Surveys commissioned for all Council buildings to assess planned maintenance requirements for estimated life of buildings 	3	3	9

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
<p>SR04: Knowledge, capacity & culture - Management of the Council's human resources fails to protect the Council's culture, making it difficult to address gaps in capacity and knowledge</p> <p>Lead Officer: Jim Carrington-West & Graham Taylor</p>								
<ul style="list-style-type: none"> Continuing reductions to Council budgets National and local pay constraint Employment and retention of high quality staff Amendments to the Local Government Pension Scheme Increased demand for services and high levels of work with reduced capacity and resources Requirement for new skills to deliver the Council's Corporate Plan promises Lack of capacity within the Human Resources team to develop policy and support the workforce Ineffective succession planning High staff turnover Loss of IIP Platinum status 	<ul style="list-style-type: none"> Lack of resources to employ, develop and support the wellbeing of staff Impact of poor mental health across the organisation Reduced morale and staff satisfaction Reduced productivity Reduced quality of staff and work / services Unable to recruit or retain high quality staff Increased absence levels Unable to continue to deliver the range and quality of services currently experienced Skills gaps that inhibit the ability to deliver Council projects Reputational damage as an employer and a service provider 	4	4	16	<ul style="list-style-type: none"> 10 year budget minimises the need for short notice changes to the workforce HR Strategy including workforce development plan, recruitment and retention policies Managing Attendance Policy supported by return to work and staff wellbeing initiatives Staff Appraisal Scheme and Personal Development Plans Regular Staff Surveys and Investors in People Assessments to benchmark effectiveness as an employer Management and Staff Development programmes to support staff and protect the organisational culture Ability to engage professional, external advisers to support the organisation and fill skills and capacity gaps Investors in People Platinum status demonstrates the Council is a high quality employer <p>Action:</p> <ul style="list-style-type: none"> IIP Working Group in place until January 2019 to support re-assessment of IIP Platinum 	2	4	8

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR05: Technology - The Council's Information Technology doesn't meet the needs of the Council, Members, Officers and the local community Lead Officer: Jim Carrington-West								
<ul style="list-style-type: none"> Lack of finance to effectively procure and develop IT infrastructure and solutions across the Council Lack of capacity and skilled professionals to procure, implement and develop IT infrastructure and solutions across the Council Failure to identify areas where IT solutions could improve service delivery and reduce costs Failure to implement robust IT security arrangements in existing and new infrastructure and software Failure to meet the demands of partnership working in the delivery of solutions and on-going IT support - Poor data management preventing the implementation of new services 	<ul style="list-style-type: none"> Failure to effectively deliver Council services and objectives Failure to benefit from the service efficiencies good use of IT would deliver e.g. channel shift, demand management, digital services Failure to maximise the cost savings and value for money efficient use of IT would deliver Security lapse could compromise the Council IT network and render systems inoperable Data loss Reputational damage Failure to deliver projects within required timescales - Failure to provide adequate day to day support to customers 	3	4	16	<ul style="list-style-type: none"> IT Strategy and Action Plan IT Security Policy Business Continuity Plan Disaster recovery plans in place Project Steering Groups meet regularly to ensure effective management of key projects Network security measures in place including firewall and access level controls Risk management and procurement best practice embedded across the Council Internal Audit review of IT Security Experienced staff in post Effective budget setting and financial monitoring processes embedded Officer groups in place to support progress of digital services 	3	3	9

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR06: Information & Data Management - Failure to properly protect, preserve and make best use of the data and information resources that the Council holds Lead Officer: Jim Carrington-West								
<ul style="list-style-type: none"> Lack of capacity or skills within the workforce to implement a knowledge management system Lack of IT capacity to support a knowledge and information management system Ensuring compliance with the requirements of the Code of Connection Ensuring security levels are appropriate to protect data and information without preventing effective and efficient service delivery Breach / non-compliance with General Data Protection Regulations (GDPR) 	<ul style="list-style-type: none"> Failure to meet the Council's objectives Failure to continue to deliver high quality services across the Council Increased costs from recruitment and staff training Negative impact on the organisations culture and on staff morale Reputational damage 	4	4	16	<ul style="list-style-type: none"> Data Protection policies in place and available to all staff Training for all staff on Data Protection IT Strategy, Plan and Steering Group in place Annual assessment against the Code of Compliance Disaster recovery plans in place Business Continuity Plan in place Information Governance Policy endorsed by SMT GDPR working group& regular reporting to Senior Management Planned Internal Audit Review of GDPR Compliance 	2	4	8

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
<p>SR07: Legal compliance, governance & ethics - Failure to recognise and adapt to changes in legislation and to deliver proper governance, scrutiny and internal control to protect the Council from poor practice and mismanagement</p> <p>Lead Officer: Jim Carrington-West</p>								
<ul style="list-style-type: none"> Lack of capacity in the workforce to identify and adhere to legislative changes Lack of finance to adjust to changes in legislation Lack of Member or Senior Management support to deliver service changes in response to new legislation Breakdown in relationships between Members and Officers Lack of capacity and skilled professionals within the Legal, Democratic and Internal Audit teams Lack of financial resources to deliver high quality governance arrangements Governance arrangements which may not provide effective oversight of shared service arrangements Lack of skills and resources to provide Anti-Fraud and Corruption service Ineffective support for Councillors in relation to governance, legal compliance and ethics Procurement undertaken outside of / in breach of the Rules 	<ul style="list-style-type: none"> Failure to fulfil statutory duties resulting in government intervention and an increase in legal liabilities Failure to continue to deliver high quality services Increase in customer complaints and falling satisfaction levels Increase in incidences of fraud and error Failure to maximise the opportunities changes to legislation may bring Ineffective political and management leadership Ineffective scrutiny of decision making and performance Failure to deliver statutory requirements including an up to date constitution, an effective Internal Audit function and an Annual Governance Statement Reputational damage 	3	4	12	<ul style="list-style-type: none"> Dedicated Lexcel accredited in house Legal team with qualified and experienced officers in place Professional managers within service areas Council's Constitution including Codes of Conduct, Officer / Member Protocol and Standards regime Cabinet and Committee Structure including Advisory, Governance, Audit, Scrutiny & Standards Committee's Monitoring Officer and Section 151 officers in post Internal Audit function complies with Public Sector Internal Audit Standards Risk Management processes embedded Effective budget setting and financial monitoring processes embedded Annual review of Committee Terms of Reference Members Handbook and Training Annual Governance Statement and action monitored and plan reported to Audit Committee <p>Action</p> <ul style="list-style-type: none"> Review effectiveness of Procurement Working Group 	2	3	6

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
<p>SR08: Capacity of Community Partners - <i>The impact of austerity and reduced public spending on the workloads and budgets of community partners and the voluntary sector</i></p> <p>Lead Officer: Lesley Bowles</p>								
<ul style="list-style-type: none"> • Reductions in Government funding of partners such as housing, health, leisure, Police and Fire & Rescue services • Changes to the way Government grant is distributed inhibiting the delivery of local priorities e.g. health funding • Reductions in Council grant constraining the funding available for community grants • Reduction in the number of voluntary sector organisations operating in the District as a result of funding difficulties or lack of willing volunteers 	<ul style="list-style-type: none"> • Unable to deliver the priorities and actions set out in the Community Plan, Community Safety Action Plan and Health Action Plan • Unable to deliver on the priorities and actions set out in the Council's health and housing strategies • Increased hardship in the District 	3	3	9	<ul style="list-style-type: none"> • Robust budget setting processes in place which considers the benefits of the Council's community grant scheme • Ability to attract external funding to sustain community projects • Strong relationships with local community and voluntary groups • Community Awards Scheme to celebrate the success of local residents and community projects and promote the benefits of volunteering • Robust monitoring 	2	3	6

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR09: Customer re-design project - Potential impact on staff, organisational culture and service performance that may arise through the Council's customer re-design project Lead Officer: Lee Banks								
<ul style="list-style-type: none"> Adequate project management in place for each phase of the customer re-design Adequacy of the communication plans for the customer re-design Level of engagement with managers and staff throughout the project Sufficient resource and skills to deliver the project effectively Sufficient budget to deliver the programme and the outcomes identified 	<ul style="list-style-type: none"> Increase in staff turnover Falling morale and satisfaction in the workplace Decline in service performance and customer satisfaction Project unsuccessful in delivering the desired outcomes 	3	4	12	<ul style="list-style-type: none"> Project management structure in place for the customer re-design project Communications plan in place for the customer re-design project Frequent briefings of Managers and Staff to keep them informed Project methodology developed in partnership with expert consultants Staff trained to deliver the programme by expert consultants Performance measures in place evaluate service performance Budget identified to support invest to save projects 	2	4	8

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR10: Health & Safety - Breach / non-compliance with Health & Safety legislation and practices resulting in harm to workforce Lead Officer: Richard Wilson								
<ul style="list-style-type: none"> Health and Safety Policy, guidance and training for staff Controls for the effective management of Health and Safety Effectiveness of health and safety risk assessments Awareness of health and safety controls and practices at work Capacity and skills to ensure continuous provision of high quality health and safety in the work place Property standards decline Non-compliance with statutory requirements 	<ul style="list-style-type: none"> Poor working practices Increased absence from work Work place accidents and near misses Health and Safety Executive inspections and fines Reputational damage as a service provider and as an employer Corporate Manslaughter Financial burden 	4	4	16	<ul style="list-style-type: none"> Health and Safety Policy regularly updated Health and Safety guidance Health and Safety risk assessments Health & Safety risks included within Operational Risk Registers Regular review and monitoring of risk assessments and safe working practices Health and Safety training Health monitoring Accident recording, monitoring and action planning CIEH qualified Officers to undertake risk assessments Occupational health service 	2	4	8

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR11: Emergency planning & severe weather events - Ability to respond effectively in the event of a prolonged major incident while maintaining the ability to keep services running								
Lead Officer: Richard Wilson								
<ul style="list-style-type: none"> Adequacy of emergency plan & business continuity plans Ability to appropriately implement emergency plans in response to any given event Capacity or specialist skills within the workforce to co-ordinate and respond to a major emergency Controls for major emergency hazards Security - responding to national threat levels (move to critical plans within the major) emergency plan) 	<ul style="list-style-type: none"> Disruption to the community and to community services Inability to maintain Council services Excessive non-recoverable expenditure on response Loss of Council information Reputational damage 	3	4	12	<ul style="list-style-type: none"> Emergency Planning Officer Group Expertise to formulate and co-ordinate the Council's emergency response Programme of training delivered to staff on Emergency Planning & business continuity District Major Emergency Plan (including the Business Continuity Plan) in place, regularly updated, enhanced and tested Community Risk Register IT Disaster Recovery Plan in place and tested Collaborative arrangements and plans agreed with other Category 1 and 2 responders, Town and Parish Councils, the voluntary sector and others Access to support resources from across the Council, including Direct Services Applied learning from experience of emergency and flooding incidents Council is a member of the Kent Resilience Forum which gives access to expertise and resources Business continuity impact assessments undertaken identifying priority services Mutual aid provision via Civil Contingencies Act 	2	3	6

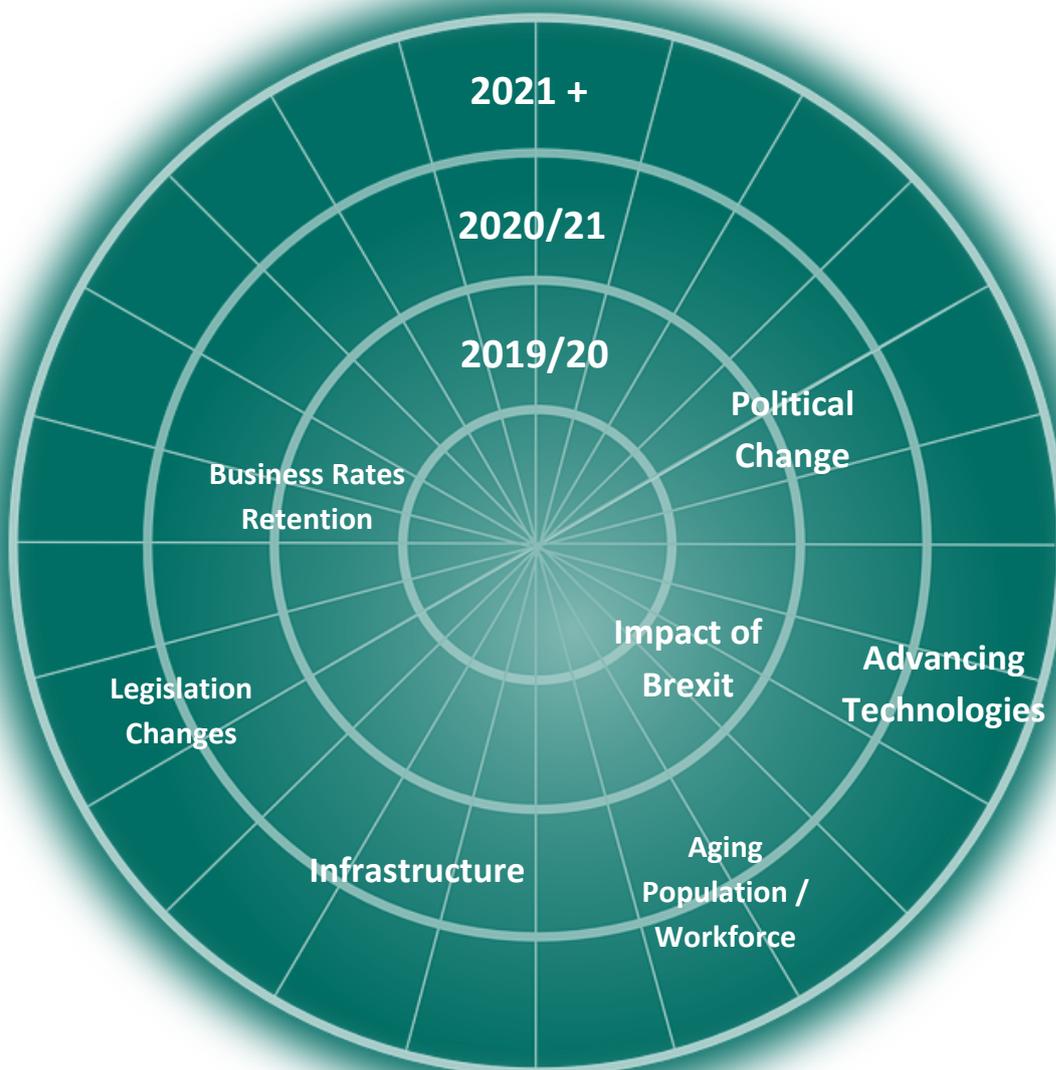
Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR11: Safeguarding - Failure to identify and act on a Safeguarding concern Lead Officer: Lesley Bowles								
<ul style="list-style-type: none"> Failure by the organisation or a member of staff to take action to refer a child or vulnerable adult to the appropriate agency when we become aware that they may be at risk Training and awareness of Safeguarding duties and processes Increased interaction with potentially vulnerable children and adults Reductions or loss of resources, capacity and knowledge / expertise 	<ul style="list-style-type: none"> Could result in domestic homicide, suicide or other death, injury or continuing neglect, continuing modern slavery, human trafficking, terrorism Damage to public confidence and Council reputation 	2	4	8	<ul style="list-style-type: none"> Safeguarding Policy, DBS checks in place for relevant staff, Training for staff, Promotion of safeguarding to all staff through posters, Safeguarding newsletters and Grapevine Simple reporting arrangements A corporate Safeguarding Group to continually review and update policy and processes Staff trained as trainers Trained Designated Safeguarding Officers. Lead Chief Officer reports regularly to SMT. Deputy Lead is also a Chief Officer Annual Section 11 Audits to provide external assurance Internal audit review and follow-up Good working relationship with KCC and the Kent Safeguarding Boards <p>ACION:</p> <ul style="list-style-type: none"> Further plans to have staff sign up to the policy online and complete online training as soon as they join the organisation. 	1	4	4

Risk Factors	Potential Effect	Gross Likelihood	Gross Impact	Gross Rating	Internal Controls	Net Likelihood	Net Impact	Net Rating
SR13: Local Plan - <i>The Local Plan is not found sound at examination</i>								
Lead Officer: Richard Morris								
<ul style="list-style-type: none"> The weight the Inspector attributes to material factors is inconsistent with examination examples A plan is submitted that doesn't align with the evidence base Government introduce new, or amend existing, plan making requirements 	<ul style="list-style-type: none"> Unplanned, unsuitable and unsustainable development could occur Housing growth could not deliver the identified infrastructure needs The appropriate balance of uses; housing; employment; retail; social and community facilities would not be delivered Cherished landscapes could not be protected Significant waste of public monies 	3	4	12	<ul style="list-style-type: none"> Full Member engagement on plan making and agreement on strategy and approach Officer membership of expert groups so knowledge is current External plan making and legal support to ensure compliance with the statutory process Robust evidence base and high standard stakeholder and community engagement Use of Counsel to advise on procedural and soundness issues Close liaison with key stakeholders such as PINS, and the CLG Monitoring of comparable DPDs and identify relevant lessons Staff training and good levels of awareness Peer review 	2	8	8

Strategic Risk Radar

Long-term horizon scanning allows us to be aware of key risks which are, as yet, too uncertain to assess or quantify. By keeping our eye on and tracking these issues we are able to draw them down into the strategic risk register when the timing is right.

Having a longer-term view of strategic risk also enables us to be aware of local, sector-wide and even global issues. The chart below shows some of issues we are keeping on our radar for potential future inclusion into the strategic risk register:



Monitoring

We keep a watching eye on our strategic risks, principally through the Council's Management Team on a quarterly basis, and through our Audit Committee annually.

However, risk management is an ongoing and living process. We operate in a volatile environment where risks are ever changing. It is therefore vital that we have an awareness of emerging risks, and ensure that we are in the best position to respond to those risks. As such, we have a Risk Management Group who maintains an overall responsibility to ensure that we are managing our strategic risks effectively.

A supporting work plan is in place to set out how we develop, maintain and monitor the risk management process and the management of our risks:

Meeting	Responsibilities					
	Risk Framework	Risk Management	Risk Issues	Risk Actions	Risk Culture	Training & Guidance
	To develop and maintain the Council's Risk Management Framework	To act as a sounding board for high level risks to ensure that actions are being taken to manage impact / likelihood	To maintain a broader view of the risk profile for the Council and highlight key risk themes and emerging risks	To develop and implement effective risk management responses and actions	To champion and advocate risk management across the Council	To provide risk management support, guidance and training
Spring (Q1)		✓	✓	✓	✓	
Summer (Q2)		✓	✓	✓	✓	✓
Autumn (Q3)		✓	✓	✓	✓	
Winter (Q4)	✓	✓	✓	✓	✓	✓
Key project	<i>Review and update of Risk Management Strategy</i>	<i>Refresh and update of Strategic & Operational Risks</i>	<i>Reporting of risk analysis & intelligence</i>	<i>Risk Action Plans</i>	<i>Communication of risk information on website</i>	<i>Update training programme & guidance</i>
Audit Committee	<i>16 October 2018</i>	<i>16 October 2018</i>				