

TELFORD & WREKIN COUNCIL

RISK MANAGEMENT STRATEGY

1. Introduction

“Risk management”, the understanding, analysing and controlling of risk to enable the organisation to deliver its priorities, is an essential element of effective organisational management. The purpose of this strategy is to ensure the Council has a robust and consistent approach to risk and how the risk management responsibilities set out in the Council’s Constitution are delivered:

1. The governance of Risk Management as set out in the Council’s constitution
2. Assessing and managing risk – the process to ensure that manage risk consistently across the organisation
3. Risk owners and responsibilities

2. Risk Management Governance

The Council’s Constitution sets out the governance arrangements for risk management, including roles and responsibilities:

10 Risk Management

10.1 The Leader of the Council is the lead member for Governance for the Council, including risk management.

10.2 The Managing Director is the lead officer in respect to Governance which incorporates risk management. The Managing Director is responsible for the development, co-ordination and maintenance of the Council’s Risk management processes which form part of the Service Planning process.

However it is the responsibility of all employees and members to ensure that the Council’s risks are properly managed.

10.3 SMT will:

- (a) regularly review the Council’s strategic risks*
- (b) report to the Cabinet on an exception basis when significant risk management issues arise*
- (c) keep the Cabinet Member for Council Finance & Service Delivery updated on their reviews of strategic risks.*

10.4 The Leader and Cabinet Executive will:

- (a) receive the exception reports on significant risk management issues arising during the year; and*
- (b) agree the Annual Governance Statement.*

10.5 The Audit, IG & Insurance SDM will keep the Audit Committee informed of any issues arising from the risk management activities of the Council and exception reports presented to Cabinet. This will enable the

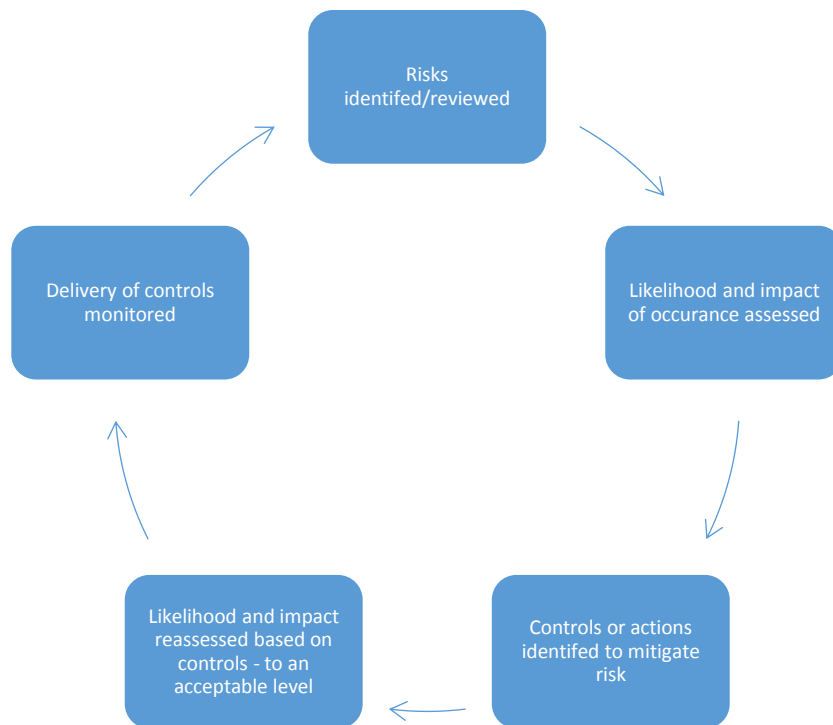
Audit Committee to independently review the Council's risk management processes as set out in their terms of reference.

10.6 SMT is responsible for the management of risks within the services, projects and priorities that they lead. Assistant Directors are also responsible for ensuring that a proper risk assessment is undertaken for all new activities, projects, changes to services or partnership arrangements and that where required controls are implemented or revised to manage these new/revised risks.

10.7 Each Assistant Director submitting a report to the Leader and Cabinet Executive, the Council or one of the Council's committees must ensure that any opportunities or risks arising from the proposed action or decision are clearly included in the impact assessment contained in the report.

3. Assessing and Mitigating Risk

3.1. To assess and mitigate or control risk, the following process is completed:



3.2. To ensure consistency, the following criteria for “Likelihood” and “Impact” should be used.

“Likelihood”

Occurrence	Description
Unlikely	Unlikely to ever occur
Rare	May occur only in exceptional circumstances
Likely	Will probably occur at some time
Almost certain	Is expected to occur in the foreseeable future

“Impact”

Descriptor	Financial	Reputation	Physical	Environmental	Service
Insignificant	Low	No damage	None	None/ insignificant	No loss of service
Minor	<£50K	Minimal/ minimal media/ social media	Minor	Minor locally	Internal disruption only, no loss of service
Moderate	£50K to £1m	Extensive local media/social media	Violence or threats of serious injury requiring medical treatment	Moderate locally	Disruption/ loss of service less than 48 hours
Significant	£1m to £5m	National media/social media	Extensive/ multiple injuries	Major local impact	Disruption/ loss of service less than 7 days
Major	>£5m	Extensive national media (lead item)/social media	Extensive multiple injuries/ death	Major national/inter national	Severe disruption/ loss of service more than 7 days.

3.3. The level of acceptable risk will vary from topic to topic which will need to be agreed with Cabinet/Cabinet members as appropriate, through for example Service & Financial Planning.

3.4. Example Risk Register

Risk	Without controls		Controls	With controls	
	Likelihood	Impact(s)		Likelihood	Impact(s)

4. Risk Ownership & Monitoring

4.1. Risk will be articulated through the following arrangements:

Corporate Strategic Risk Register

- Owned by SMT and focussed on risks to the delivery of the organisation’s priorities. These risks are typically cross-cutting and have “major” or “critical” impact against any of the following themes: financial; reputation; physical; environmental; service.
- This register is reviewed by SMT at least twice a year and then presented to Cabinet for agreement. It is also presented to Audit Committee annually for review.

Service Plans

- Each service area led by an Assistant Directors will include within their service plan an analysis of risk. This will focus on the risks that will impact primarily on the service’s ability to deliver its stated objectives.

Organisational Delivery & Development

December 2017

Review date December 2018