

## Risk Management Policy 2024

### Introduction:

The Council believes that risks need to be managed, rather than avoided and that a rigorous approach to all aspects of risk management is an integral part of good management and corporate governance.

Through having a sound risk management process, we will ensure:

- That the Council continues to achieve its objectives and outcomes and sustainable improvement in services and improvements in the district.
- That the Council is developing and maintaining a safe and healthy environment for the public, and for its employees.
- That the Council reduces the number and cost of insurance claims.
- That by mitigating risk, the Council will make processes safer and more effective which in turn will reduce costs and make the Council more efficient.
- That identifying and assessing risk will ensure that time and resources are focused and effectively deployed.

Risk management is linked to and informs all decision-making across the Council. This policy sets out how the Council; will identify, assess and manage risks; report risk and support risk management.

### Definition of risk:

Management of Risk (MoR) define risk as ***"an uncertain event or set of events that, should it occur, will have an effect on the achievement of objectives. A risk is measured by the combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives"***

Risk Management is defined as *"the culture processes and structures directed towards realising opportunities whilst managing adverse effects"*.

From these definitions, it's clear that risk management is focused on the risk to meeting objectives. The Council will use the MoR definition for the basis of its policy framework.

### Difference between a 'risk' and an 'issue':

People identifying risks need to understand the difference between a 'risk' and an 'issue'. The key difference is that an 'issue' has already occurred, and a 'risk' is a potential event that may or may not happen and can impact the project, service or activity, positively or negatively. A risk can become an issue, but an issue is not a risk as it has already happened.

## Risk Perspectives:

Types of risk can be broken into four perspectives, which are defined as:

1. **Strategic Risk** – defining where the organisation wants to go, how it plans to get there and how it can ensure survival.
2. **Operational Risk** – failure to achieve business or organisational objectives due to human error, system failures and/or inadequate procedures or controls.
3. **Programme Risk** – transforming high level strategy into new ways of working to deliver benefits to the organisation.
4. **Project Risk** – deciding if the project is worth progressing, or how risk is resolved to achieve the project objective and then enabling the successful completion of a project.

Risk can be both negative and positive, but it tends to be the negative side that is focused on and scored. This is because some things can be harmful, such as putting lives at risk or a cost to an individual or the organisation in financial terms.

Negative and opportunity risk can be defined as:

- **Negative risk** is represented by potential events that could harm what we are trying to achieve. In general, these risks are to be avoided and can be measured in terms of impact and likelihood.
- **Opportunity risk**, on the other hand, refers to risk that we initiate because we see a potential opportunity, along with a potential for failure.

There are two types of opportunity risks: the risk could either be a positive experience, or the reason for taking the risk has rewards that are well worth it.

For example: the risk could make the Council enhance its performance or reputation, or by taking a different option it could improve/exceed corporate objectives, improve efficiency, reduce costs or improve income by a greater amount than was originally identified.

Risk analysis is "*The activities required to identify and control exposure (negative risk) to uncertainty which may impact on the achievement of objectives*". Or/and "to use Positive risks to help us exceed our objectives". From these two definitions, we can see that risk management is focused on the risk to meeting our objectives.

## **Policy expectations and commitments:**

Everyone has a role to play in risk management. Combining shared leadership with a team approach will help contribute to the success of integrated risk management.

### Principles:

- The SRR will be aligned to the Council's Corporate Strategy and its priorities.
- All committee reports that require a decision should be accompanied by a risk assessment which should reflect risks on the operational or SRR risk registers.
- Any operational, strategic or project risk that has a score of 15 or more, or is bordering 15, will be referred to the SLT for consideration for the potential inclusion on the SRR.
- All risk registers will be in the corporate format as detailed in this policy and be created and managed via the corporate template.
- Partnership working is part of our risk management approach; with all partnerships identifying the risks to achieving their objectives and the Council will document the risks to working in partnerships.

### Roles:

- The Senior Leadership Team (SLT) will own and maintain the Significant Risk Register (SRR) which will be reviewed on a regular basis and updated as appropriate.
- CEO, DCX, CCD, Heads of Service and Managers will ensure that there is an operational risk register for each operational area which will be reviewed on a regular basis and updated as appropriate, through the service area plan (SAP) (or other software solutions).
- Heads of Service and Service Managers will document risks to meeting their team objectives and these will be included on the relevant SAP.
- All project and programme managers will assess the strategic and operational risks associated with the programme or project, incorporate these on a risk register which will be reviewed on a regular basis by the relevant project governance arrangements and updated as appropriate.

The aim of this policy is to set out the Council's approach to risk and the management of risk. It covers several themes:

- The approach to risk management.
- Outlines the process for risk management.
- Roles and responsibilities.

## **Approach to risk management:**

The Council believes that risk needs to be managed, rather than avoided and that a rigorous approach to all aspects of risk management is an integral part of good management practice and part of the underlying culture of how the Council does business.

Given the definitions, the Council will assess, monitor and manage risks to the achievement of its objectives, including:

- Our corporate objectives – as set out in the Corporate Strategy.
- Service plan objectives.
- Project and programme objectives.

## **Identifying, assessing and managing risks:**

The Council will take a rounded view on what constitutes a risk. The starting point is that a risk could be anything, from an internal or external source, that poses a threat or opportunity to the achievement of our objectives.

In terms of external sources, changing circumstances can have a significant impact on our ability to deliver our objectives. The environment local government operates in is not stable and is in constant flux.

Good risk management is about trying to anticipate these changes and put in place actions to respond to the resulting risks by minimising the likelihood and/or impact.

The source of external risks could include the following:

- Local and national political change.
- Local and national economic circumstance.
- Social change.
- Technological change.
- Climate change.
- Legislative change.
- Environment.
- Complying with equality considerations.
- Change in the organisational structure for local government.
- Changing expectations/needs from customer/citizens/residents.
- Change in how the Council is resourced.
- Recommendations from assessments or reviews.
- Cyber threats.

In terms of internal source of risks, the ability of the Council to continue to deliver its objectives is dependent on the following:

- Organisational operating environment in terms of organisation priorities, clear objectives and manageable level of complexity
- Finance - sufficient finances in place to deliver services.
- Human resource - enough appropriately skilled, competent, experienced, motivated staff in the right place at the right time to deliver the service.

- Premises - the most appropriate environment from which to deliver the service.
- Technology – the most appropriate form of technology to support service delivery.
- Procurement – the most appropriate service/resource provider in place to deliver the service objectives (if service out-sourced).
- Legal/Contractual – the most appropriate form of contract to guide service delivery.
- Partners – commitment from appropriate other partners (both internal and external) to deliver the service.
- Clear priorities – a stable environment in terms of organisation priorities, clear objectives and manageable level of complexity.
- Information – an exchange of reliable information (internal and external) that is accurate and timely on which decisions can be fairly and correctly based.
- Safety and security of assets.

It is worthwhile noting that the Council has some alternative delivery models, and these arrangements are included within the risk management processes. These risks should be included in the registers as appropriate.

When it is necessary to the achievement of an initiative or project to procure products and services, the risk(s) to the objective if the procurement process fails should also be identified and managed. When these ownership and management mechanisms have been defined, risk owners need to ensure that effective monitoring and governance controls are in place to protect Council assets.

When the delivery of a service or entering into a shared service/inter authority agreement is commissioned, providers are required to have risk management processes in place in accordance the Council's requirements. Should they identify a significant risk that may have an impact on the Council they must advise the Client Officer. The Client Officer will then decide on the best course of action e.g. raise with SLT and include the relevant risk register(s).

All programme and project managers will assess the strategic and operational risks associated with the programme or project objectives before the project is selected and approved. This assessment should ensure:

- An appropriate sign off process has been undertaken prior to commencement.
- The appropriate governance is in place to manage the project/programme.
- All roles including that of Project/Programme Manager, Senior Responsible Owner and other Project Team members are understood and fulfilled by individuals with the relevant technical skills.
- Everyone within the team understands the importance of raising/escalating risks as soon as they are identified.
- Risks are reviewed with the Programme/Project Board on a regular basis.
- Key Project/Programme Risks should be added to the Significant Risk Register as appropriate and reviewed by SLT on a regular basis.
- Operational and business as usual factors have been addressed.

All committee reports that require a decision should contain a description of the options available and a risk assessment. These risks must relate to the objectives of the report topic. Where appropriate, for more significant projects, programmes or decisions, risk registers should be included as an appendix to the report.

Risk management should not be seen as a separate management function; it is a core part of good management.

The Council acknowledges the importance of Health and Safety and the risks associated with safe working practices. There is a separate Health and Safety policy that provides advice about how these types of risks should be identified and managed and this can be found on the intranet.

Fraud is a key risk to public service organisations with financial and reputational consequences. The Council has a responsibility to manage any risks associated with fraud, bribery and corruption effectively and ensure mitigating controls are in place. The Council has a dedicated Corporate Counter Fraud resource (currently working in partnership with Oxford City Council).

The Council is defined as 'Category 1 Responder' having a statutory duty to prepare for and respond to emergencies, support the emergency services and provide assistance to those affected. Therefore, as part of its emergency planning obligations there is also a risk register held by the Emergency Planning Officer to assess and prepare for emergencies.

### **Risk appetite:**

Risk appetite is the amount of risk the Council is willing to take, or subset of it, it is willing to accept. When considering risk appetite, it should be considered against four perspectives:

<b>Perspective:</b>	<b>Definition</b>
Strategic	Concerned with overall business success, vitality and viability.
Programme	Concerned with transforming business strategy into new ways of working that deliver measurable benefits to WDC or the community.
Project	Concerned with delivering defined outputs to an appropriate level of quality within agreed scope, time and cost constraints.
Operational	Concerned with the maintaining appropriate levels of business services to existing and new customers.

It provides a framework which enables the Council to make informed decisions about risk, by clearly setting out the risk position it is willing to tolerate in the pursuit of its objectives.

The benefits of adopting a risk appetite include:

- Supporting informed decision-making
- Reducing uncertainty
- Improving consistency across governance mechanisms and decision-making
- Supporting performance improvement
- Focusing on priority areas within an organisation
- Informing spending review and resource prioritisation processes.

Risk appetite scales are defined as follows:

<b>Appetite</b>	<b>Definition</b>
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is a key objective. Activities undertaken will only be those considered to carry virtually no inherent risk
Minimalist	Preference for very safe delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

The Council's risk appetite levels will vary. In some areas risk tolerance will be cautious whilst, in others, it will be open/eager for risk and willing to carry risk in the pursuit of important objectives.

The Council will always aim to operate organisational activities at the levels defined below. Where activities are projected to exceed the defined levels, this must be highlighted through appropriate governance mechanisms.

## **How to identify and define risks:**

Identifying risks is about asking:

- What could happen that would impact on the objective?
- When and where could it happen?
- How and why could it happen?
- How can we prevent or minimise the impact or likelihood of this happening?

What risks are identified and who you involve in the process will depend on whether you are looking at a specific team area or at a more strategic, organisational level.

It is best practice to involve others in identifying risk as this gives you different perspectives on the same situation. Those involved must be clear about what objective is being risk assessed.

Approaches to identifying risks can include:

- Brainstorming on possible risks in a facilitated session;
- Mapping out the processes and procedures; asking staff to identify risks at each stage;
- Drawing up a checklist of risks and asking for feedback.

## **Risks should then be defined using the 'if ..... then ....' (or the cause and effect or likelihood and impact) approach.**

Risks should be specific and worded carefully and concisely and should not consist of a single word.

Risks should be outcome based and if one cause creates several impacts, each impact should be identified separately. This is because each might result in a different score and control.

## **Defining and scoring risk:**

Once risks have been identified they should be defined in a consistent way using the "cause and effect" approach. The Council has a matrix to help risk owners score the risk by assessing impact and likelihood (effect & cause).

**Impact** - To help assess the impact (effect), the Council has identified a scale of impact from 1 to 5;

### **1 - Negligible**

For example: An event that, if it occurred, would have no effect.

### **2 - Minor**

For example: An event that, if it occurred, would cause only a small cost and schedule increase. Requirements would still be achieved.

### **3 - Moderate**

For example: An event that, if it occurred, would cause moderate cost and schedule increases, but important requirements would still be met.

### **4 - Major**



For example: An event that, if it occurred, would cause major cost and schedule increases. Secondary requirements may not be achieved.

### 5 - Catastrophic

For example: An event that, if it occurred, would cause failure (inability to achieve minimum acceptable requirements).

Risks will be scored for impact and likelihood using the risk scorecard (The risk score is the multiplication of impact and likelihood). A 5 x 5 scoring matrix will be used to assess risk.

<b>Impact</b>	5	Catastrophic	5	10	15	20	25
	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5
<b>Score</b>			Rare	Unlikely	Possible	Likely	Very Likely
			1	2	3	4	5
			<b>Likelihood</b>				

To help the risk owner assess the likelihood score (cause), there are 5 categories of likelihood that the risk will occur during the lifetime of the objective. These are:

Score	Likelihood	Probability – guidance	
1	Rare	0-9%	Less than 10% chance of occurrence
2	Unlikely	10-34%	10% to 34% chance of occurrence
3	Possible	35-64%	35% to 64% chance of occurrence
4	Likely	65-89%	65% to 89% chance of occurrence
5	Very Likely	90-100%	90% or greater chance of occurrence Risk score

The risk score is a multiplication of impact and likelihood.

On occasion it is possible to have a risk that proposes more than one score of impact, e.g. a single cause that could have minimal cost implications, maximum cost implications or anywhere in between. In this instance the score and management of the risk will be based on the most likely scenario. Using the areas of tolerance may also help.

The initial score will be based on there being no controls in place and referred to as the 'raw' score. After controls have been actioned, the risk will be scored again. This score will be referred to as the 'current' score.

### Tolerance and response:

The scored risk can then be assessed against the Council's tolerance levels. The Council has three levels which set out the attitude to that particular risk. The three tolerance levels are coloured red, amber and green. Risks that are scored in the red and amber areas will require action.

Score	Colour	Action/need to apply control	Responsibility
1-6	Green	Acceptable, subject to monitoring.	Risk Owner
7-14	Amber	Needs active management	Risk Owner

15-25	<b>Red</b>	Requires close attention	SLT/Risk Owner
-------	------------	--------------------------	----------------

The decision on how to control the risk will be made by the risk owner or an appropriate senior officer depending on where the score falls in the tolerance areas and the costs associated with the control.

The Council then has eight options on how to respond to the risk:

Response	Description
<b>Reduce the risk.</b>	This option chooses definite action now to change the probability and/or impact of the risk. The term mitigate is relevant when discussing reduction.
<b>Accept the risk.</b>	The Accept option means that WDC 'takes a chance' that the risk will occur, with its full impact if it did
<b>Transfer the risk to a third party.</b>	Transfer the risk is an option that aims to pass part of the responsibility to a third party. Insurance is the classic form of transfer.
<b>Avoid the risk.</b>	Avoid a threat is about making the uncertain situation certain by removing the risk. This can be achieving by removing the cause of a threat.
<b>Prepare a contingent plan.</b>	This option involves preparing contingent plans now, but not taking action now. Accept but make a plan for what we will do if situation changes.
<b>Share the risk.</b>	Share is different to transfer as it seeks for multiple partners to share the risk on a pain /gain basis.
<b>Enhance the risk.</b>	Making the opportunity more likely to occur.
<b>Exploit the risk.</b>	Exploit an opportunity to gain positive impacts from the risk.

The decision on how to respond to the risk will be made by the risk owner or an appropriate senior officer depending on where the score falls in the tolerance areas and the costs associated with the control. Depending on the risk it may be a decision for Council or Cabinet with an officer recommendation.

When considering the response to any given risk, the risk owner must also be mindful of the Council's defined risk appetite framework in relation to the category of risk. For example, if the appetite for a particular type of risk is Cautious, yet the residual risk score is Red or Amber, accepting the risk would not be an appropriate choice. Instead, the response must be avoid, mitigate, transfer, share, or prepare a contingent option to bring the residual risk, in time, to within a tolerable level.

**Monitoring and managing risk:**

As risk management is an integral part of good management all identified risks should be recorded and managed through the appropriate risk register.

Any risks that have a score of 15 or greater and those approaching 15 will be referred to SLT for consideration for inclusion on the SRR. SLT will consider the significance of the risk to determine its inclusion.

The SRR is available to all elected Members and employees through MS Teams site and is collectively monitored and managed by SLT.

## **Recording risk:**

Risk registers should be used to inform decision making, resource allocation and to assist in performance management. They should be updated if the risk changes and as required to meet agreed monitoring arrangements.

Service Area Plan (SAP) Risk Registers are the responsibility of Heads of Service with the individual risks being assigned to officers within departments where appropriate.

Any member of staff identifying a risk should report it to their SLT lead to consider for inclusion in the relevant risk register(s), but any high scoring risks should be added and discussed with the relevant Service Manager and/or Head of Service immediately to ensure relevant controls can be put in place.

## **Reporting risks:**

### **The SRR, SAP and project/programme risks:**

- SLT will own and maintain the SRR and associated actions which will be considered on a regular basis (at least every quarter) and updated by them as appropriate.
- A copy of the updated SRR risk register will be provided informally to Cabinet Members following review by SLT so that they can discuss the risks with the risk owners or managers.
- A report on SRR will go to Audit and Standards Committee and Cabinet quarterly.
- Overview and Scrutiny committee will have access to the SRR as required. The committee will have the opportunity to select risks for a 'deep dive'.
- Any confidential risks will be recorded on the confidential section of the SRR.
- The SRR will provide the necessary assurance for the annual governance statement.
- Each Service Area and Team will take a proactive approach to risk management making sure that it is embedded as a part of the good management of the area, compiling and maintaining an SAP risk register that captures the risks to the delivery of its objectives and services. These risk registers should be reviewed regularly by teams.
- Each Project/programme will have a risk register, which capture risks to their respective objectives. These risks should be formally reported to the project/programme governance structure on a regular basis.

## **Supporting risk management:**

### **Risk management co-ordination:**

The risk management policy, including any guidance notes, will be reviewed at least every three years by the Lead Officer for Risk at the Council (Audit and Risk Manager), SLT and the Audit and Standards Committee. This will be updated to incorporate further development in risk management processes and/or organisational change. Where the Council has established groups who have responsibility for risk, they should include detail about their role in the terms of reference for the group.

### **Training:**

The requirement for risk management training (which will ensure that elected Members and officers have the skills required to identify, evaluate, control and monitor the risks associated with the services they provide or govern) should be identified through the appraisal process and through Member induction.

Risk Management training for staff and elected Members will be delivered through a number of tools including specialist training, eLearning, induction and teams meetings.

Where required, training in corporate governance, of which risk management is a part, should be identified through the induction process for all new employees and members.

### **Communication:**

The risk management culture within the Council must support open and frank discussion on risks to the Council. Risk Owners and Risk Control Owners must provide opportunities to employees and members not normally involved with risk management with the opportunity for comment and challenge.

Risk should be considered on a regular basis by SLT and all team meetings as part of good management practice. When necessary, new and emerging risks, significant change and where control actions are significantly succeeding or failing should be discussed.

It is the responsibility of the risk owners to communicate and discuss risk and control actions with other relevant officers, including those from other departments.

If the cause of a risk or the failure of an objective or activity has the potential to impact on another objective or activity, it is the duty of the responsible officer to communicate that cause or failure to the owner of the effected objective or action.

Information and guidance on risk management will be available to all employees with computer access via the intranet and shared drive. Employees without computer access should speak to their manager for a printed copy.

Employees will be kept up to date on risk management progress and good practice through appropriate communication channels including, training, team meetings and briefings, news updates to all staff and the intranet.

## Monitoring and managing risk:

As risk management is an integral part of good management, so all risks should be reviewed by SLT and revised as and when actions prove to be successful or unsuccessful and when new information becomes available.

Progress of action	Further action
High	Current action successful – redirect resources
Medium	Current action not as effective as first hoped make changes or think of new action.
Low	Current action unsuccessful need new action

The identification of risk may raise the question not to pursue a course of action. If this decision is made, it must be clearly documented.

The identification of risk may raise a success or positive learning point. This should be communicated to those who may benefit.

Actions to mitigate the risk need to be identified early and the monitoring must consider if they are being effective. If they are not, then it is imperative to identify new mitigating actions.

## Risk registers:

Significant risks to the achievement of the Council's objectives will be recorded on the SRR. Other risks will be recorded on service area plans or project / programme risk registers.

A risk register will record:

- Risks identified - to an objective, including a reference code and specified using "if...& then...";
- Original risk assessment and score based on impact and likelihood;
- Risk owner;
- Date raised;
- Controls & actions to control the risk;
- The officer responsible for the controls and actions;
- An indication as to whether the mitigating actions are on target
- The action status including progress notes;
- Current risk assessment and score once the action has been implemented.
- The date the risk was last reviewed

## Confidential Risks:

Advice on the wording and inclusion of any confidential risks within the SRR can be sought from the Monitoring Officer or Deputy CEO.

## **Roles and Responsibilities**

Everyone has a role to play in our risk management process. Combining shared leadership with a team approach will help contribute to the success of integrated risk management.

### **Elected members:**

All elected members have risk management responsibility; they promote the desired culture essential for successful risk management, acknowledging risk management as a strategic and operational tool to further the Council's objectives. All should feel secure that, by identifying risk in their area, they are doing so within a corporate framework that is robust and easily understood.

The risk assessment included in all reports, that require a decision, that are brought to Council, Cabinet and committees should be used to inform decision making and should be revisited to ensure the risks are being managed. They will also participate in training workshops to maintain an up-to-date understanding of how WDC manages risk.

### **Audit and Standards Committee:**

Audit and Standards Committee will endorse the Council's risk management policy, and at least annually as part of its function to "Consider the effectiveness of the authority's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements", monitor and review the effectiveness of risk management systems and its contribution to corporate governance arrangements. Audit and Standards Committee will also seek assurance from the Internal Audit team that risks are being managed in an appropriate manner and by the terms of this policy.

### **Overview and Scrutiny:**

The Overview and Scrutiny Committee may request to review the SRR at any time and scrutiny task groups may want to examine any risks relating to a particular project or risk. Any recommendations from scrutiny would be made to the Audit and Risk Manager, SLT, Cabinet or Council as appropriate.

### **Cabinet and Council:**

Cabinet and Council, as decision-making bodies, will be made aware of risks associated with any decision taken to them. They will have the responsibility to ensure that any risks to a report or project they sign off are managed and should request a revision of previously identified risks as and when necessary.

The SRR is provided informally to Cabinet Members so that they can monitor the risks included and the progress of mitigating action.

The Cabinet Member for Resources has risk management identified as part of their portfolio. They have responsibility to ensure that their Cabinet colleagues consider risk when setting policy and making decisions. These risks should be revisited to identify how they are being managed.

Individual Cabinet members should seek assurance that the risk management process is being met in reference to their respective portfolios through discussions with Heads of Service on a regular basis.

Cabinet Members can suggest new risks and discuss the management of any risk with the appropriate CEO, DCX, CCD, Audit & Risk Manager, Head of Service or Risk Owner.

## **Officer responsibilities**

### **CEO & SLT**

The Chief Executive and SLT have strategic responsibility for the risk management policy and collectively oversee the Council's effective management of risk. In their role as 'coach', they will advise and support Managers and Programme and Project Managers to ensure that risk is managed consistently and in line with this policy. SLT are collectively responsible for the management of risks recorded on the SRR.

SLT are responsible for setting tolerance levels. The risk owner is empowered by SLT to make decisions about the control of the risk, depending on the risk score and what tolerance area it falls within. They will consider corporate risk as part of developing and implementing the Council business plan and corporate strategies, projects and programmes.

Heads of Service are responsible for managing risks to the delivery of the objectives of their own department, jointly with their service managers. These risks will be managed in accordance with this policy, using the risk register template in the SAP.

The Chief Executive is responsible for monitoring the implementation and effectiveness of this risk management policy and for reviewing compliance with controls introduced by all other Heads of Service to collectively manage risks through SLT. Any responsibilities delegated to Internal Audit will be covered in the annual internal audit programme.

SLT is consulted on proposed amendments to the Risk Management Policy and the SRR. SLT can review and challenge any risk or group of risks to ensure that they are being recorded, scored and monitored correctly. This additional review process, which can be found on the intranet, relates to confidential risks and is designed to provide additional assurance to Leadership Team and the risk owners that they are being managed correctly.

### **Audit and Risk Manager**

The Audit and Risk manager is to support the Council and its departments and services in the effective development, implementation, and review of the risk management approach. Their role is to provide advice, guidance and challenge. Working with SLT they have the responsibility to maintain and update the SRR.

The Audit and Risk Manager is responsible for ensuring that where corporate risks are identified in the Annual Audit Plan they are cross referenced to the risk registers.

## **Client Officers**

The Client Officer will ensure that any external organisation's risk management process will include the process for that organisation to inform the Council of any risk that either impacts or could impact on the Council.

The Client Officer will make the appropriate SLT member aware of any risk that would have a significant risk to WDC's finances or reputation.

The Client officer for Shared or Commissioned Service(s) will be responsible for ensuring that any external organisation that provides a service(s) for the Council will have a documented Risks Management Process that is appropriate for the size and complexity of that organisation.

## **Risk Champion**

The Risk champion is to champion the cause of risk management within the Council, particularly at the strategic level; to take personal responsibility for ensuring that the risk management objectives as set out in the policy are achieved. The Risk Champion is the Deputy CEO.

## **Counter Fraud Service**

The Counter Fraud Service (currently provided by Oxford City Council) is responsible for the prevention, detection and deterrence of fraud, bribery and corruption across the Council.

## **Programme and Project Managers**

Programme and Project Managers ensure there is a process for identifying, managing and communicating risks to programme and project objectives and benefits and will ensure that programme and project teams carry out regular risk assessment. They are also responsible for ensuring that any significant risks are escalated to SLT and are considered for inclusion on the SRR. Project or Programme Managers have the discretion to bring to the attention of their Head of Service, Sponsor or Risk Owner any risk if they consider that there is a need for SLT to be made aware of it.

## **Service Managers**

Service managers are responsible for identifying and managing risks to the objectives of their service team in line with this policy. The Council encourages managers to identify, understand and manage risk, and learn how to accept risk within the applicable tolerance level. They should ensure that their teams carry out risk assessments, where appropriate, as a routine part of service planning and project management, including reporting to Members.

The are also responsible for ensuring that any risks where appropriate are escalated to SLT to be considered for inclusion on the SRR. Managers have the discretion to bring to the attention of their Head of Service or Risk Owner any risk if they consider that there is a need for SLT to be made aware of it.



## Risk Owners

A Risk Owner is the owner of a risk and will manage that risk accordingly. This will involve maintaining awareness of how control actions are progressing. All actions identified to control a risk will be assigned to an individual officer who will be called the 'Risk Control Owner'.

## Document Control:

<b>Version:</b>	6
<b>Author:</b>	Deputy Chief Executive
<b>Consultees:</b> <ul style="list-style-type: none"><li>• Monitoring Officer</li><li>• CEO</li><li>• S151 Officer</li><li>• Internal Audit Manager</li><li>• Audit &amp; Standards</li><li>• SLT</li><li>• CoPMP</li><li>• Portfolio Holder</li><li>• LCG</li></ul>	Changes made following feedback from consultees
<b>Date approved by Cabinet:</b>	
<b>Policy Status:</b>	<b>Draft</b>
<b>Review date:</b>	
<b>Policy owner:</b>	Deputy CEO and Audit & Risk Manager