



**Risk
Management
Strategy 2016**

FOREWORD

Welcome to the Council's Strategic & Operational Risk Management Strategy, refreshed in June 2015. The aim of the Strategy is to improve strategic and operational risk management throughout the Council. Effective risk management allows the Council to:

- have increased confidence in achieving its corporate priorities
- mitigate threats to acceptable levels
- take informed decisions about exploiting opportunities
- ensure that it gets the right balance between rewards and risks
- improve its partnership working arrangements and corporate governance

Effective risk management will help to ensure the Council maximises its opportunities and minimises the impact of the risks it faces, thereby improving its ability to deliver its core priorities and improve outcomes for its residents.

This strategy explains Fylde Council's approach to strategic and operational risk management, and the framework that it will operate to ensure that it arranges its risks effectively.

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Chief Executive
Fylde Council



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Information Box

Title	Risk Management Strategy version 3.8 Revised May 2016
Description	Fylde Borough Council's Risk Management Strategy
Primary audience	Members, Chief Executive, Corporate Management Team, Heads of Service and all Fylde Borough Council staff
Contact	Corporate Improvement Manager Office of the Chief Executive Tel. No: 01253 658543
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1. Introduction

This document forms Fylde Council's Risk Management Strategy. It sets out:

- What is meant by risk management
- Why we need a risk management strategy
- The philosophy of our risk management
- An overview of the methodology to be adopted and its links with existing processes
- A summary of the implementation timetable
- An outline of the associated roles and responsibilities of members, chief officers and other employees.
- A summary of future monitoring and reporting lines for risk management

Aim:

The aim of this strategy is to improve the Council's ability to deliver its core priorities by managing its threats, enhancing its opportunities and creating an environment that adds value to ongoing operational activities.

Council's Priorities:

The Council has adopted a Corporate Plan that sets out the Council's Vision and identifies five key corporate priorities required to achieve it. As the council faces the changes ahead, our [Corporate Plan 2016-20](#) reiterates a continuing commitment to ensuring the effective actions are in place to deliver our five priorities.

- VALUE FOR MONEY - Spending your money in the most efficient way to achieve excellent services
- CLEAN & GREEN - Delivering the services that customers expect of an excellent council
- A VIBRANT ECONOMY - Working with all partners
- A GREAT PLACE TO LIVE - To make sure Fylde continues to be one of the most desirable places to live
- A GREAT PLACE TO VISIT - Promoting Fylde as a great destination to visit

Risk Strategy Priorities:

- fully integrate strategic and operational risk management into the culture of the Council and into the Council's strategic planning processes
- ensure that the framework for identifying, analysing, prioritising, action planning, monitoring and monitoring and reviewing risks across the Council is implemented and understood by all relevant staff
- communicate the Council's approach to risk management to its stakeholders and partners
- promote the co-ordination of risk management activities across the Council
- ensure that the Executive, Corporate Management Team (CMT) and external regulators can obtain the necessary assurance that the Council is mitigating the risks of not achieving its priorities, and thus complying with good corporate governance practice.
- ensure consistency throughout the Council in the management of risk

This strategy outlines how Fylde Council is taking on its responsibility to manage risks and opportunities using a structured and focused approach.

A policy statement is attached at [Appendix A](#).

2. What is Risk Management?

Risk Management can be defined as:

“The management of integrated or holistic business risk in a manner consistent with the virtues of economy, efficiency and effectiveness. In essence it is about making the most of opportunities (making the right decisions) and about achieving priorities once those decisions are made. The latter is achieved through controlling, transferring and living with risks” ZMMS/SOLACE, *Chance or choice?* July 2000.

Risk management is a strategic tool and is an essential part of effective and efficient management and planning.

Fylde Council delivers a diversity of services that provides a vast potential for personal injury and loss or damage. Risk management will allow us to reduce that potential and in respect of strategic risk it will allow us to effectively manage the barriers to achievement of the Council’s priorities.

3. Why do we need a Risk Management Strategy?

Risk management will strengthen the ability of the Council to achieve its priorities against the [Corporate Plan 2016-20](#) and enhance the value of services provided.

Strategic risk management is also an integral requirement of demonstrating continuous improvement.

Risk management is also an essential part of the CIPFA/SOLACE framework on Corporate Governance that was to be adopted by all Authorities in 2006. The CIPFA/SOLACE framework requires Fylde Council to ensure that risk management is embedded into the culture of the authority, with members and managers at all levels recognising that risk management is part of their jobs. As part of this the Council makes a public assurance statement annually, on the Council’s risk management strategy, process and framework. The Framework requires the Council to establish an effective risk management system that identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective. The assurance statement is disclosed in the Annual Governance Statement, which is signed by the Leader of the Council and the Chief Executive.

4. What is our philosophy?

The Council will seek to embed risk management into its culture, processes and structure to ensure that opportunities are maximised. The council will seek to encourage managers to identify, understand and manage risks, and learn how to accept the right risks. Adoption of this strategy must result in a real difference in the Council's behaviour.

Risk management is something that everyone within Fylde Council undertakes almost daily to varying degrees. Risk Management cuts across all areas of management and it is, therefore, difficult to draw clear boundaries around risk management. However, at Fylde Council risk management falls within the following main areas:

- ✓ Health & Safety
- ✓ Emergency Planning
- ✓ Business Continuity Planning
- ✓ Projects
- ✓ Business Risks i.e. risks identified in the Corporate & Operational Risk Registers
- ✓ Partnerships/Shared Services

The risk management process contained in this strategy applies primarily to the Strategic Business and Project risk areas, however, the principle of the strategy can be applied to operational risk areas.

The main areas of risk identified above are managed by the following Directorates:

Risk Area	Service Area with Lead Responsibility
Health & Safety Risks	Chief Executive, Corporate Services(Client) Blackpool Council Health & Safety (Contractor)
Emergency Planning	Chief Executive, Corporate Services
Business Continuity	Chief Executive, Corporate Services
Project Risks	Chief Executive, Corporate Services
Business Risks	Chief Executive, Corporate Services
Partnership Risks	Chief Executive, Corporate Services

Health & Safety and Emergency Planning

The Council has long established and effective processes for the management of risks falling within the Health & Safety and Emergency Planning areas of operation. The arrangements in place for these processes are not superseded by this strategy.

Business Continuity Management

Although there are clear inter-dependences between Business Continuity Planning and Strategic Risk Management, the Council's Business Continuity Planning arrangements are dealt with separately to this Strategy (Business Continuity Plan).

Project Risks

Projects risks can be managed using one, or a combination of the following risk management processes:

- Risk management techniques associated with the project management methodology used

➤ The Council's Strategic Risk Management Process

The size and scope of the project is likely to dictate the process best suited to managing the risks. However, all projects must undertake full risk assessments.

Business Risks

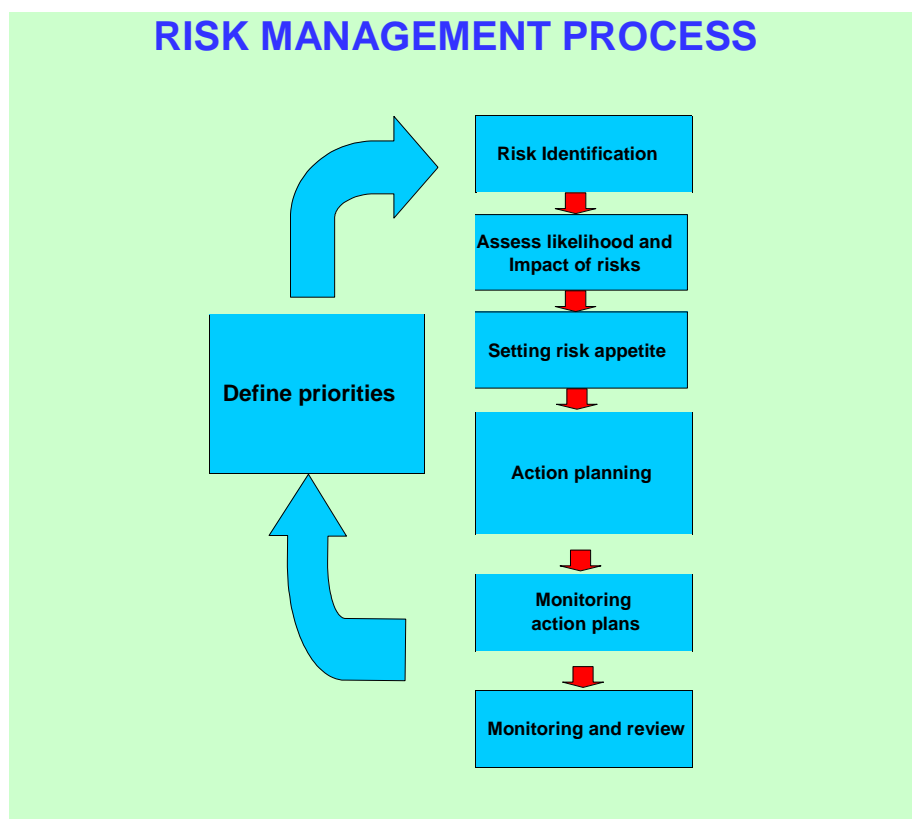
The risk management process outlined within this strategy should be used to identify and manage all risks to the Council's ability to deliver its priorities. This should cover both strategic priorities (delivery of the Council's core priorities and corporate plans) and operational activities (delivery of actions identified in directorate service plans)

Partnership Risks

Although there are clear inter-dependencies between Partnership Risks and Strategic Risk Management, the Council's partnership working arrangements are dealt with separately to this Strategy. (Partnership Protocol)

5. What is the Risk Management Process?

Implementing the strategy involves identifying, analysing, managing and monitoring risks.



The identification of risks is derived from both a 'top down' (corporate) and a 'bottom up' (operational) process of risk assessment and analysis resulting in coverage of the whole Council. The process then prioritises the risks

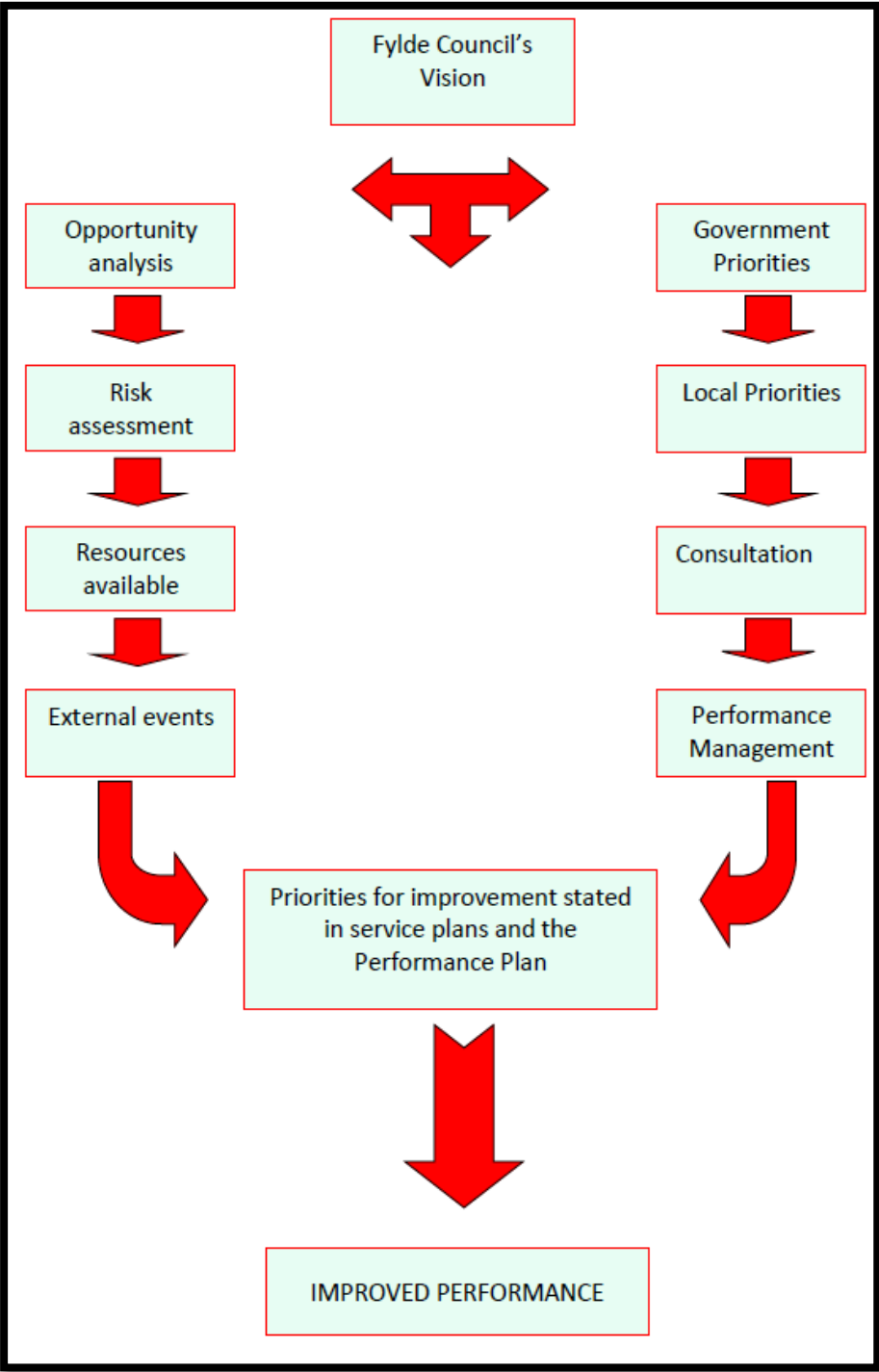
resulting in a focus on the key risks and priorities. The risks are then managed through the development of appropriate action plans and fed into overall service plans and the Corporate Plan. Relevant PI's are identified and then monitored through the developing performance management framework ensuring that the focus remains on achieving Fylde Council's priorities.

Step	Element	Activity Description
1	Risk Identification	Individual interviews are requested in Dec / Jan each year with the Chief Executive, Directors, and Chairman / Vice Chairman of the Audit Committee to identify strategic risks facing the Council over the next 12 months. Specific consideration is given to risks and opportunities associated with the Council's core objectives and priorities.
2	Risk Analysis	The risks identified in step 1 are analysed and clustered around common areas. These are then written into scenarios by the Risk & Emergency Planning Officer and Chief Internal Auditor that show the vulnerability, trigger and consequences of each risk type.
3	Risk Priority	The risk scenarios are presented to a Corporate Management Team workshop to decide if the risk presented is in fact valid, if it is it is prioritised on a 5x4 matrix measuring Likelihood against Impact. Once all the risks are plotted on the matrix the risk appetite line is added. All risks above the line are then actioned planned.
4	Action Planning	Each risk identified above the line is action planned. This process shows what action is already taken to mitigate the risk and identifies what further actions should be taken to reduce the risk to a more acceptable level by reducing the likelihood of the risk occurring or the impact if it does. Each risk is assigned to a Champion who oversees the implementation of the action plan

Step	Element	Activity Description
5	Monitoring	The strategic risk management group monitors progress on the implementation of the agreed action plans throughout the year to ensure that all actions are completed. If necessary it will recommend to the CMT that new risk are added to the Risk Register should the need arise during the year.
6	Monitoring & Review	The whole process is monitored and reviewed on an annual basis. Once the outcomes of the current years activities are known the cycle starts over with interviews to Identify the risks for the next years risks register
7	Operational Risk	The managing of operational risks is conducted using the same framework but within each directorate. Operational Risks Registers are set up in each directorate and they are monitored by the directorate Risk Champion. Reports on the progress of the individual directorate risk registers will be made to the operational risk management group twice yearly by the directorate risk champions

6. How will it feed into our existing processes?

The information resulting from the process acts as one of eight key pieces of information that will be incorporated into the development of the service plans. Risk management will become an essential element to establishing policy, developing plans and enhancing operational management.



Effective risk management may also be integrated into the existing VFM guidance. It can help to narrow down the options for future service delivery. It can also be used as mechanism of identifying areas of service improvement.

The risk management methodology can also be adopted for individual projects and can be used to strengthen all decision-making processes.

Links to Corporate Governance

Risk Management is part of the Council's overall Corporate Governance arrangements:

Governance is the system by which the Council directs and controls its functions and relates to the Community. In other words, the way in which it manages its business, determines its strategy and priorities and how it goes about achieving its priorities. The fundamental principles are openness, integrity and accountability. The risk management strategy forms part of Fylde Council's corporate governance arrangements. The other main elements are Internal Control, Performance Management, Health & Safety and Internal Audit.

Internal Controls are those elements of an organisation (including systems, resources, processes, culture, structure and tasks) that, taken together support people in the achievement of the Council's priorities. Internal financial control systems form part of the wider system of internal controls. The Council's internal controls forms part of its risk management process and have a key role to play in the management of significant risks to the fulfilment of its business priorities. For example all reports to non-regulatory committees where a decision is being recommended must have a risk assessment completed with the significant findings of the risk assessment included in the report. The report should also identify the risk register in which the risks and required risk mitigation actions will be entered and monitored. If it is considered that a risk assessment is not appropriate this information must be reported.

Performance Management and risk management are closely aligned. The Council's Performance Management process closely mirrors the Risk Management process.

The **Health & Safety** policy of the Council is a key component of the Council's structure of controls contributing to the management and effective control of risks affecting staff, contractors, volunteers, service users and the general public.

Internal Audit is a major component of the Council's system of controls protecting its financial and other physical assets. The risk management process in turn serves the Internal Audit function by enabling it to identify areas of high risk, and so target its resources more effectively.

7. How will this be implemented?

A detailed implementation plan has been developed to support the strategy. The following is a summary of the overall timetable:

Action	Timescale	Responsibility of
Corporate assessment and prioritisation of risks	Feb/Mar each year	Corporate Management Team
Develop strategy, report to CMT and recommend for approval by members. Report % achievement of previous years Risk Actions	End of June each year	Risk & Emergency Planning Officer
Raise awareness of risk management as an effective management tool	ongoing	Risk & Emergency Planning Officer
Directorate service plans - assessment and prioritisation of risks	Feb/Mar each year	Directorate Risk Teams
Report to Audit Committee on progress on the current years Risk Actions contained in the Risk Register	Jan each year	Risk & Emergency Planning Officer

8. What are the different roles and responsibilities?

The following describes the roles and responsibilities that members and officers will play in introducing, embedding and owning the risk management process: -

Role	Responsibilities
The Audit and Standards Committee	<ul style="list-style-type: none">➤ Overseeing effective risk management across the Council➤ Agreeing Fylde Council's Risk Management Strategy➤ Ensuring that risk management is delivered by the Director of Resources on behalf of the Council➤ Ensuring that a Strategic Risk Register, including details of actions taken to mitigate the risks identified, is established and regularly monitored➤ Ensuring that the Risk Management Strategy and Strategic Risk Register are reviewed at least annually➤ Seeking assurances that action is being taken on risk related issues identified➤ Facilitating a risk management culture across the Council
Chief Executive & Corporate Management Team	<ul style="list-style-type: none">➤ Leading risk management across the Council, with the Director Resources as the designated CMT lead on Risk➤ Advising members on effective risk management and ensuring that they receive regular monitoring reports➤ Recommending a Risk Management Strategy to Members of the Audit and Standards Committee➤ Identifying and managing the business risks and opportunities facing the Council➤ Co-ordinating risk management across the Council➤ Being responsible for ensuring that the Council fully complies with all corporate governance requirements, including the Annual Governance Statement

Role	Responsibilities
Directors	<p>Directors will demonstrate their commitment to risk management through: -</p> <ul style="list-style-type: none"> ➤ Ensuring that risk management within their directorate is implemented in line with the Council's Risk Management Strategy and the Minimum Standard for Performance Management ➤ Ensuring partnerships initiated by their directorates are constituted in accordance with the Partnerships Protocol ➤ Appoint a risk champion who is authorised to progress effective risk management throughout their directorate that adheres to corporate guidelines ➤ Identifying, analysing, prioritising, and action planning risks arising from their business area. Identified risks to be recorder in a Directorate Operational Risk Register. DORR's to be kept up to date and reported on as required. ➤ Balancing an acceptable level of operational risk against programme and project priorities and business opportunity ➤ Reporting systematically and promptly to the Corporate Management Team any perceived new risk or failures of existing control measurers ➤ Attending the Strategic Risk Management Group
Risk Champions	<ul style="list-style-type: none"> ➤ Acting as the main contact for their directorate on risk matters, and ensuring that corporate information and requirements are communicated to the directorate ➤ Progressing across their directorate effective risk management that adheres to corporate guidelines, including ensuring that all reporting requirements are met ➤ Representing their directorate at the Operational Risk Management Group when required and at the Strategic Risk Management Group in the absence of the Director ➤ Provide the ORMG with twice yearly reports on the status of their directorate's Risk Register and progress made on implementing the DORR risk action plan. ➤ Providing support on risk management to Directors and middle managers within their directorate ➤ Promoting the benefits of risk management across the directorate

- Maintaining, on behalf of Director an up to date DORR that complies with corporate guidelines.

Role	Responsibilities
Heads of Service / Service Managers	<ul style="list-style-type: none"> ➤ Communicating to staff the corporate approach to risk management ➤ Identifying the risk management training needed by staff, and reporting this to the directorate Risk Champion ➤ Ensuring that they and their staff are aware of corporate requirements, seeking clarification from the risk champion when required
Staff	<ul style="list-style-type: none"> ➤ Understanding their accountability for individual risks ➤ Reporting systematically and promptly to their managers any perceived new risks or failures of existing controls
Internal Audit	<ul style="list-style-type: none"> ➤ Auditing the key elements of the Council's Risk Management Process ➤ Using the results of the Council's Risk Management Process to focus and inform the overall internal audit plan ➤ Ensuring that internal controls are robust and operating correctly
Risk Management Groups	<p>The purpose of the risk management groups is to promote good practice on risk management across the Authority and act as a "Champion" on risk management issues. The Groups will also:</p> <ul style="list-style-type: none"> ➤ Promote the "positive" effects that good risk management can have when embedded into all Council policies and procedures ➤ Ensure that risk management is seen as a tool to "make things happen" in a safe and beneficial way, not a process used to "stop things from progressing". ➤ Investigate issues referred to it by the Corporate Management Team and report back in a timely manner ➤ Standardise procedures and practices to reduce property and liability losses and claims ➤ Advise Corporate Management Team on risk management issues referred to it by individual directorates. ➤ Receive reports from the Risk & Emergency Planning Officer and Directorate Risk Champions on the status of the various Risk Registers and progress made on implementing the associated action plans.

Role	Responsibilities
Risk Management Groups	<ul style="list-style-type: none"> ➤ Adopt SMART reporting techniques for all issues sent to the group from whatever source ➤ Introduce more sophisticated systems to analyse and forecast losses ➤ Investigate the feasibility of allocating risk costs in line with the risk features of each budget holder ➤ Use deductibles or self-insurance where financially beneficial to provide a vested interest in loss control. Dependence on insurance will be reduced and cover sought on a 'value for money' basis, seeking cover where financially prudent ➤ Wherever possible, improve risk management information and investigative procedures within the authority <p>The terms of reference for the risk management group is attached at appendix B</p>
Risk & Emergency Planning Officer	<ul style="list-style-type: none"> ➤ Provide advice and guidance on insurable risks ➤ Provide strategic direction on the Council's approach to risk management ➤ Ensure effective liaison between risk areas (see table on page 6) ➤ Co-ordinating the Council's approach to risk management ➤ Provide advice to the Council on risks arising from partnership working, and possible mitigation actions such as use of Service Level Agreements ➤ Report on the status of the Council's Corporate Risk Register and the implementation of the associated action plans

9. How will the monitoring & reporting of risk management happen?

A framework of monitoring and reporting will be established that will allow: -

- An annual review of the risk management strategy by CMT approved by the Audit and Standards Committee
- Monitoring of the effective management of risks through developing performance management mechanisms including regular reporting on service and corporate performance indicators to CMT and members.
- An annual review of the overall process and a report to CMT and members on the effectiveness of risk management and internal control by Internal Audit.

An annual report to the Audit and Standards Committee outlining the effectiveness of the strategic and operational risk management actions undertaken as part of the Corporate and individual Directorate Risk Registers. The ultimate measure of effective risk management is that the Council:

- has resilience to deliver its services and core priorities
- is protected from the possibility of being impacted by an unforeseen risk
- is protected from the possibility of a foreseen risk having significantly greater impact than anticipated
- is able to take cost-effective measures to reduce or eliminate the effects of negative risk
- is able to identify, and take maximum advantage of, the occurrence of positive risk.

10. Conclusion

The adoption of a sound risk management approach should achieve many benefits for the Council. It will assist in demonstrating that the Council is continuously improving and will go a long way to demonstrating effective corporate governance.

The challenge is to implement a comprehensive risk management process without significantly increasing workloads. This should be achieved in part by making risk management part of existing processes and reviews rather than treating it as a separate function.

Risk Management Policy Statement

The diversity of services offered by the Council presents a vast potential for personal injury, loss and damage. It is essential for the Council to develop Risk Management programmes which ensure that, in discharging its responsibilities to the citizens, the likelihood of personal injury and loss or damage to physical assets is minimised by means of anticipating and controlling our exposure to risk.

Accordingly it is the responsibility of every member of staff to identify, analyse, eliminate and control exposure to risk and to minimise such losses as they may occur. The purpose of the risk management policy is to achieve the following:

1. To support operating units in their efforts to appraise the risks to which they are exposed.
2. To provide advice through networks of specialists.
3. To provide guidance on best practice in loss control.
4. To motivate managers and others to manage risk effectively.
5. To provide incentives in order to increase the level of risk management.
6. To ensure that adequate risk financing is available.

The Council's Strategic and Operational Risk Management Groups are fundamental to this process. Elected Members, the Chief Executive, Directors and staff of all directorates must be fully supportive of the initiative.

It is the responsibility of every directorate to implement a sound Risk Management strategy. Management at directorate and cost centre level has the responsibility and accountability for managing the risks to which their area is exposed.

This philosophy has the support of the Council which recognises that any reduction in injury, illness or damage benefits the whole community.

Appendix B

Strategic & Operational Risk Management Groups – Terms of Reference

Meetings

The risk management groups will meet on a regular basis (minimum of 4 meetings per year); however the Chairman of either group may call extra meetings as necessary.

Chairmanship

The Chairmen of the Groups will normally appointed by the CMT.

Secretary

The Secretary of the Groups will normally be the Risk & Emergency Planning Officer.

Membership of the Groups

Every directorate will be represented on the each Group. Each directorate will nominate a senior member of the directorate to represent the directorate on the group. Directorate membership should, where possible, be rotated over a cycle of a number of meetings so that risk management is promoted to as many senior officers as possible. Additional staff members may attend the meeting where it is considered beneficial to have their input on matters being discussed.

Purpose, Focus and Scope of the Risk Management Group

- The purpose of the risk management group is to promote good practice on risk management across the Authority and act as a “Champion” on risk management issues.
- The group should promote the “positive” effects that good risk management can have when embedded into all Council policies and procedures.
- The risk management group should investigate issues referred to it by the Corporate Management Team and report back in a timely manner.
- The group should also advise Corporate Management Team on risk management issues referred to it by directorates.
- The group should adopt SMART reporting techniques for all issues sent to the group from whatever source.
- The Strategic Risk Management Group manages corporate risks which affect the Council’s ability to fulfil its Corporate Priorities and is concerned with major Business risk.
- The Strategic Risk Management Group will also monitor the Council’s Emergency Planning, Business Continuity and Disaster Recovery Plans, as well as Information Security/Risk and Data Protection
- The Operational Risk Management Group will manage Operational risks which affect the Council’s ability to run its day to day services.

Minutes and Reports

Minutes of meetings should be kept and the Chairman of each Group should present these to the Corporate Management Team at the next available meeting. All reports issued by the groups should also be reported to CMT. Once minutes and reports are approved by the CMT they should be posted onto the risk management page of the Intranet.

Operational Staff H&S Committee – Terms of Reference

Meetings

The operational staff H&S committee will meet on a regular basis (minimum of 4 meetings per year); however the Chairman of the committee may call extra meetings as necessary.

Chairmanship

The Chairmen of the committee will normally appointed by the CEO.

Secretary

The Secretary of the committee will normally be the Risk & Emergency Planning Officer.

Membership of the Committee

The committee will be made up as follows: Supervisors from all the operational units of the Council, union representatives (Unison/GMB/Unite), a representative of H&S (Blackpool), plus 2 members of staff each the larger works areas such as Waste & Grounds Maintenance and 1 each from smaller work areas including Fleet, Leisure and the Cemetery. Staff members should, where possible, be rotated over a cycle of a number of meetings so that operational H&S is promoted to as many members of staff as possible.

Additional staff members may attend the meeting where it is considered beneficial to have their input on matters being discussed.

Purpose, Focus and Scope of the Risk Management Group

- The purpose of the Operational Staff H&S Committee is to promote good H&S practice across the Authority and act as a “Champion” on H&S issues.
- The committee should promote the “positive” effects that good H&S can have when embedded into all operational activities.
- H&S procedures should be seen as an aid to ensure we work in a safe and beneficial way, not a way of making work more difficult.
- The Operational Staff H&S Committee should investigate issues referred to it by the Operational Risk Management Group, along with accidents and near misses involving operational staff, motor accidents and any operational breaches of health and safety investigated under the council disciplinary policy so that refresher/additional training needs can be identified. The committee’s findings on all these issues will be reported to the ORMG in a timely manner.
- The committee should also advise the Operational Risk Management Group on H&S issues referred to it by other parties.
- The Operational Risk Management Group will manage Operational risks which affect the Council’s ability to run its day to day services.
- The Operational Staff H&S Committee will manage operational H&S issues which affect the operational staff in their day to day work carrying out the Council’s operational services.

Minutes and Reports

Minutes of meetings should be kept and the Chairman of the Committee should present these to the Operational Risk Management Group at the next available meeting. Once minutes and reports are approved by the ORMG they should be posted onto the risk management page of the Intranet.