

## **RISK MANAGEMENT POLICY STATEMENT** **2012/13**

<b>Date of Approval:</b>	July 2012
<b>Approved by:</b>	Audit & Risk Committee
<b>Next review due:</b>	June 2013
<b>Version:</b>	3.0
<b>Changes:</b>	See below

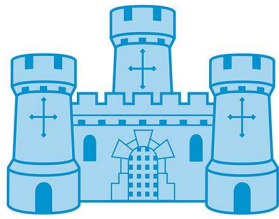
<b>Date of Approval:</b>	June 2011
<b>Approved by:</b>	Audit & Risk Committee
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<b>Changes:</b>	Compare with previous version 1.0 April 2010

<b>Previous Date of Approval:</b>	April 2010
<b>Approved by:</b>	Audit & Risk Committee
<b>Next review due:</b>	April 2011
<b>Version:</b>	1.0

<b>Changes</b>	<b>07/07/2011</b>	<b>1. Pg 6 – rating on matrix changed from Green 3 to Amber 3 – this is followed through on the Annexes as requested by Audit &amp; Risk Committee</b>
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<b>Changes</b>	<b>08/06/2012</b>	<b>1. Page 1 – Title date changed to 2012/13</b>
		<b>2. Page 2 para 2.2 – changed transformation to change</b>
		<b>3. Page 3 para 3 – full stop inserted after third bullet point</b>
		<b>4. Page 4 para 6 – full stop inserted at end of list</b>

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NEWCASTLE·UNDER·LYME  
BOROUGH COUNCIL

## **RISK MANAGEMENT POLICY STATEMENT 2012/13**

### **1. Purpose**

The purpose of this policy statement is to recognise and communicate the responsibility of Newcastle-under-Lyme Borough Council ('the council') in managing both external and internal risks through identified and endorsed best practice as described by the Association of Local Authority Risk Managers (ALARM), CIPFA and other relevant bodies connected to effective risk management. There is also an agreed responsibility on the council to identify, examine and cost effectively control risks to ensure they are eliminated or reduced to an acceptable level.

The overall policy, therefore, demonstrates the Council's ongoing commitment to maintain risk management as an important part of the daily operations of the council.

### **2. Commitment to Risk Management**

The Leader of the council, the council's Cabinet portfolio holders and the council's Executive Management Team (EMT) are committed, collectively, to:-

- Identifying and adopting best practice, where possible, in the identification, evaluation and cost effective control of risks:
- Ensuring risks are reduced to a level that sits within the council's appetite, and/or eliminated; and;
- Maximising opportunities to achieve the council's corporate priorities and to deliver core service provisions at all times

2.1 It is acknowledged that some risks will always exist and will never be eliminated. These risks, therefore, will be tolerated or mitigated by the council and the council will ensure that they are reviewed and reported on a regular basis to ensure they do not worsen.

2.2 All employees must understand the nature of any risk and accept responsibility for those risks associated with their area of work. In doing so they will receive necessary support, assistance and commitment from senior management and elected Members.

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- 2.3 The council's risk management objectives are an important part of good management and effective governance practices. These objectives need the full and continuing support of elected Members and the active participation of Executive Directors and Heads of Service in ensuring that they are realised and actioned where possible.

Risk management is one of the principal elements of Corporate Governance and is a key contributor to ensuring a sound internal control environment at any organisation. Through the implementation and embedding of an effective risk management framework, the council will ensure that it is better placed to positively manage its levels of performance, achieve its corporate priorities and provide an enhanced level of service to its stakeholders, including the citizens of the Borough.

- 2.4 This strategy, therefore, sets out and demonstrates how the council is discharging its responsibility to manage risk effectively and also how it is maximising opportunities to do so by using a structured and focused approach to risk management.

- 2.5 The council will continue to develop and maintain a systematic framework and process for managing strategic, operational, project and partnership risks and will review this framework annually. This will include assessing risks for impact and likelihood, identifying and allocating responsibility for their mitigation and receiving assurances about ongoing management of these risks.

- 2.6 The key benefits of this framework and a strong risk culture throughout the organisation are:-

- A consistent focus on what needs to be done to achieve our objectives.
- The encouragement of enhanced partnership working to identify, manage and mitigate the risks facing the community as a whole.
- Delivering improvements in meeting the needs of the community, minimising complaints and achieving improvements in service delivery.
- Supporting the use of innovative approaches to improving outcomes and achieving better value in the use of public money.
- Better management and delivery of change programmes.
- Greater control of insurance costs, including reductions/limitations in insurance premium costs.
- Protection and enhancement of the reputation of the council.
- To anticipate and respond proactively and reactively to the changing social, environmental, political, legislative, economic, technological context the council works within and also to deal with a whole range of competitive and citizen-based requirements.

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- 2.7 Newcastle-under-Lyme Borough Council is committed to genuinely embedding risk management and all its elected Members, employees, service providers, partners and stakeholders are encouraged and expected to commit to developing the culture, ethos and practice of risk management in every activity they undertake. The overall risk management approach for the organisation will therefore focus on pragmatic, meaningful assessment and treatment of risks and will discourage the capturing of generic, intangible corporate risks or non-relevant information where possible.
- 2.8 Risk is not restricted to potential threats but can be connected with opportunities. Good risk management can facilitate proactive, rather than merely reactive, defensive responses. Measures to manage adverse risks are likely to help with managing opportunities both in the short and the long terms.

This policy, therefore, provides a clear statement of direction for risk management as it is operated in the council and also by the council in dealings with other bodies.

3. **The council**, in providing a risk management function: -
- Recognises that good risk management practice is an integral part of management responsibilities if the highest quality services are to be delivered to the community in the most cost effective way.
  - Recognises that risk management can be used as a valuable tool at a corporate level as well as at operational/service/functional level.
  - Is committed to manage all of its activities in a way which minimises risks to people, property, services and its finances and to protect its assets through effective and efficient risk management.
  - Recognises that effective risk management is an integral part of robust performance management and good governance within the Council, as managing identified risks and controlling the potential negative consequences, whilst identifying opportunities, helps to ensure the delivery of objectives and priorities.

The council's key corporate priorities, as set out in the Corporate Plan, are:-

- (a) A Cleaner, Safer and Sustainable Borough.
- (b) Creating a Borough of Opportunity.
- (c) Creating a Healthy and Active Community.
- (d) Transforming our Council to Achieve Excellence.

Each of these priority areas has a number of objectives within them which the council works towards on an on-going basis as part of

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service planning and organisational development. Progress against these is measured and publicly reported through a number of different channels.

The council has a statutory responsibility to have in place arrangements for managing risks as stated in the Accounts and Audit Regulations:-

‘A local government body shall ensure that its financial management is adequate and effective and that it has a sound system of internal control which facilitates the effective exercise of its functions and includes arrangements for the management of risk.’

4. In order to manage risks the council has adopted an approach that is used across all services. The Council acknowledges that risks occur in the day to day delivery of services, the delivery of individual projects and initiatives and in relation to any important decisions facing the council and its key partners. We should do what is reasonable to prevent or minimise the impact of these risks and to maximise opportunities when they arise.
5. The rationale behind the risk management process is that the predictable risks are identified and managed, allowing the greatest level of control possible to be put in place. In this sense the risk management process then allows managers to free up capacity to deal with any as-yet unidentified risks as they emerge.
6. To meet the responsibilities above, the council will:-
  - Ensure that risk management retains a high profile in the culture of the council;
  - Ensure clarity as to what needs to be done to achieve objectives.
  - Manage risk in accordance with best practice in line with ALARM & CiPFA guidance and advice.
  - Anticipate and respond to changing social, environmental, legislative, political, economic, technological, competitive and citizen requirements.
  - Prevent injury, damage and losses and reduce the cost of risk where possible.
  - Protect the council’s assets.
  - Provide the best possible service to customers.
  - Maintain the reputation of the council.
  - Realise opportunities.
  - Promote innovation to achieve objectives.
  - Ensure that risk management arrangements with our partners are robust.
7. The above will be achieved by:-

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- Reporting risk to individual Executive Directors and Heads of Service; Departmental Management Teams (DMTs), Wider Management Team (WMT), EMT and the council's Audit & Risk Committee.
  - Implementing a Risk Management Strategy that establishes clear roles, responsibilities, escalation and reporting lines within the council for risk management.
  - Providing opportunities for shared learning around risk management across the council.
  - Offering a platform for identifying and prioritising risk areas.
  - Reinforcing the importance of effective risk management as part of everyday work of employees.
  - Incorporating risk management considerations into all aspects of the council's work including risk management capabilities in to policy and strategy making, service and financial plans and performance challenge of Heads of Service.
  - Monitoring arrangements on an ongoing basis.
  - Regularly reviewing its arrangements to ensure it is following best practice and will consult with stakeholders.
  - Engaging with stakeholders, including key partners and contractors, to develop their understanding of risk management and to ensure that they are engaged in effective risk management themselves.
8. The Chief Executive and Leader of the Council will be asked to sign off the policy and strategy as part of displaying both their commitment to risk management and also the organisation's commitment to these processes.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Councillor G Snell  
Leader of the Council

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Mr J Sellgren  
Chief Executive