FLINTSHIRE COUNTY COUNCIL

RISK MANAGEMENT POLICY & STRATEGY

VERSION 5

LATEST REVISION: MARCH 2018

Table of Contents

Policy and Strategy owner for review	Chief Executive
Date implemented	1 February 2016
Date approved – Audit Committee	27 January 2016
Date last reviewed	March 2018
Date of last amendment	13 March 2018
Details of last amendment	Review of escalation procedures, operational risk and risk matrix.
Date of next review	March 2020

The Authority's Council Plan supported by its other key strategies sets out the Council's vision, values and strategic priorities. The Council recognises it's duties to its stakeholders including having high standards of governance. As a key component of the Council's Council Plan the Council seeks to manage risks effectively so that it can positively contribute to the achievement of its priorities and maximise the opportunities toward achieving its vision, whilst obtaining assurances about the management of those risks.

Effective risk management is essential for both an organisation and its partners to achieve strategic objectives and improve outcomes for local people. The Council promotes the principles of effective risk management throughout the organisation and with its partner organisations. It is committed to the proactive management of key external and internal risks. Effective partnership risk management allows the Council to demonstrate a positive risk culture and improved outcomes, whilst improving its ability to deliver innovative and challenging projects.

The Council's Risk Management Strategy and framework seeks to apply best practice to the identification, assessment and control of key risks, through:
- Adoption of an effective and transparent corporate approach to proactive Risk Management by the Council and the work of key external partners;
- Integration of risk management into the operational and management practices and procedures of the Council to promote a culture of risk awareness; and
- Provision of information to support the Council's Annual Governance Statement (AGS), relating to the effectiveness of the arrangements for risk management and internal control mechanisms in place.

This is achieved by implementing the Risk Management Strategy and supporting framework. The policy statement and strategy will be reviewed periodically as required, to ensure their continued relevance and as part of the Council's ongoing governance programme. This improves and strengthens both governance and public facing services throughout the Council.

The Council undertakes to promote and ensure that:
- The management of risk supports (i) the achievement of its strategic and service priorities and (ii) improvement in service delivery and performance.
- There is a commitment to embedding risk management into the Council's culture and organisational processes at all levels including corporate/strategic, programme/project, and operational.
- The Chief Officer Team and Members own, lead and support risk management and that ownership and accountability are clearly assigned for the management of risks at all levels throughout the Council.
- All Members and officers recognise the importance of and adopt risk management as a process, by which key risks and opportunities are identified, evaluated, managed and

contribute towards good governance. This is reinforced through the delivery of on-going training programmes.

- Effective and transparent monitoring and reporting mechanisms are in place to continuously review the Council's exposure to, and management of, risks and opportunities. The effectiveness of these mechanisms are continually reviewed, updated and improved where opportunities arise.
- Good practice systems for managing risk are used throughout the Council, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
- Accountability to stakeholders is demonstrated through periodic progress reports, internal and external inspections and the Annual Governance Statement.
- The Risk Management Strategy is reviewed and updated in line with the Council's developing needs and requirements.

1.0 **INTRODUCTION**

1.1 Flintshire County Council recognises the importance of effective identification, evaluation and management of all key corporate/strategic, programme/project, and operational risks. This is endorsed by the increased focus on the importance of Corporate Governance to public sector bodies.

1.2 This document (and the related Policy Statement) should be used as a basis to permanently establish and embed risk management as part of the management toolkit, which supports the delivery of quality customer focused services within a robust and transparent framework of corporate governance. All elected Members and each employee of the Council has both a responsibility for and a contribution to make in terms of risk management.

1.3 This document also provides guidance to all employees on the management of risk and aims to:

- set out the respective responsibilities for risk management throughout the organisation; and
- describes the framework to be followed in identifying, assessing and managing risks.

1.4 **What is Risk?** It can be a threat (negative) or an opportunity (positive). A threat is an event or action that will adversely affect an organisation's ability to achieve its stated objectives and to successfully deliver approved strategies. An opportunity is an event or action that will enhance the organisation's ability to achieve its objectives and deliver approved strategies, whether these be short term or long term. This will include both external and internal risks and opportunities.

1.5 **Risk Management** is the process of **identifying** risks, **evaluating** their potential consequences (impact) and **managing** them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.

1.6 Risk management covers the whole spectrum of risks and not just those associated with finance, health & safety, business continuity and insurance. It also includes risks associated with: service provision, effectiveness and continuity; public image (reputation); compliance with legislation; and environment.

1.7 Not all risk can be eliminated but it is vital that risks are recognised and recorded and that their potential to cause loss is fully understood. Based on this information, action can be taken to direct appropriate levels of resource at controlling the risk or minimising the effect of potential loss.

1.8   Risk management is not about being 'risk averse', it is about being 'risk aware'. Many people see risk management as an inherently negative process. Risk management should be seen as a process that allows us to take risk but in a calculated and controlled manner; it is about being in a better position to avoid threats and making the most of opportunities to achieve objectives.

2.0   RISK AS PART OF THE GOVERNANCE FRAMEWORK

2.1   Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. It is founded on the principles of openness and inclusiveness, integrity and accountability together with the overarching concept of leadership. It is an interrelated system that brings together the underlying set of legislative requirements, governance principles and management processes.

2.2   Risk Management is an integral part of the Council's governance framework and is evident within its key strategies and plans. It aids informed and transparent decision making by ensuring that risk management is embedded into the culture of the Council, with Members and officers at all levels recognising that risk management is integral to service delivery and good governance. Managing risks effectively makes a positive contribution towards enabling the achievement of the Council's priorities and maximising the opportunities to achieve its objectives.
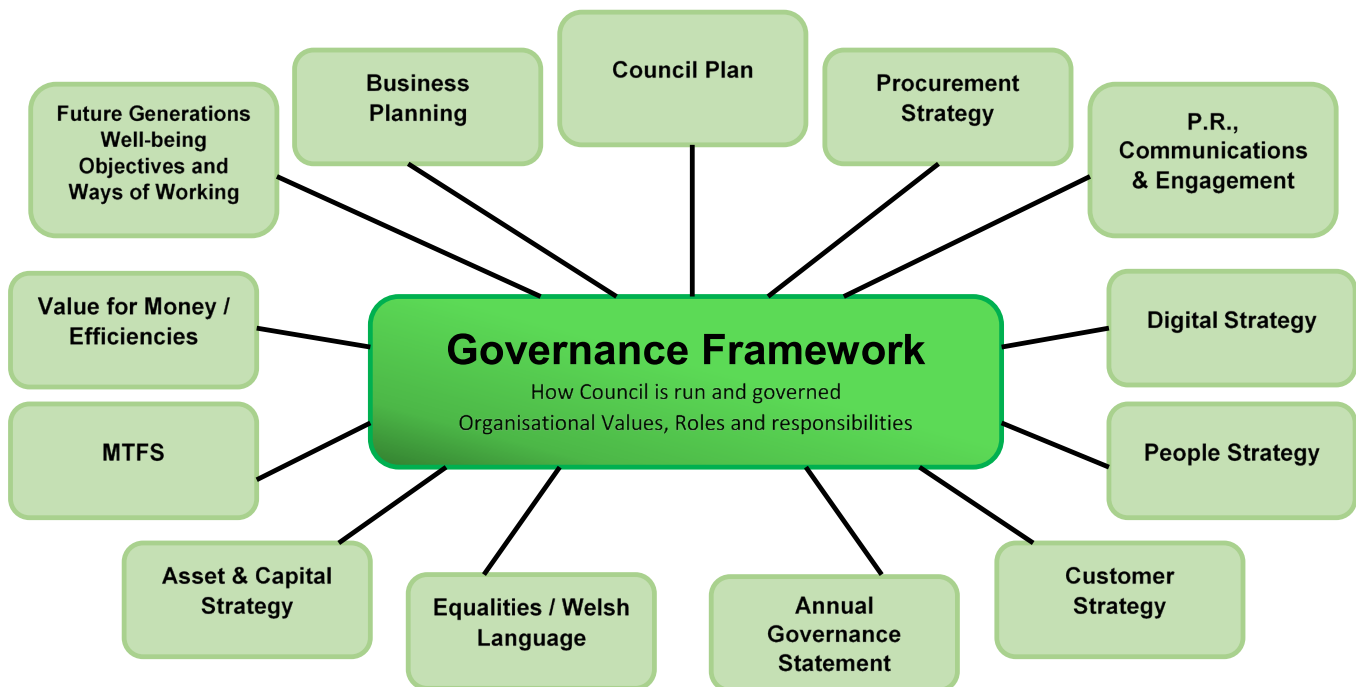
2.3   Risk management is part of the Council's system of internal control assisting in the management and achievement of its priorities.

3.0   <u>**WHY MANAGE RISKS – THE BENEFITS**</u>

3.1   Effective Risk Management delivers a number of benefits to individual services and to the Council as a whole. These can vary in their nature and extent from service to service. However, they are important to the Council's reputation and to its ability to remain resilient in the achievement of its priorities and objectives.

3.2   Benefits of managing risk effectively are both tangible and intangible and include:
- Improved strategic, operational and financial management
- Improved business planning
- Prioritisation of resources
- Increased support and justification for the decision making process
- Effective performance and achievement of priorities
- Improved corporate governance and control systems
- Improved customer service
- Enhanced reputation and public confidence

3.3   The Risk Management Strategy assists in linking risk management, service planning (including business continuity planning), performance management, prioritisation and resource allocation.

4.0   <u>**HOW RISK FITS – AS PART OF BUSINESS PLANNING**</u>

4.1   The Council's Council Plan identifies the in-year priorities for focus and delivery. These priorities are referenced within relevant strategies (e.g. Medium Term Financial Strategy, School Improvement and Modernisation Strategy) and plans e.g. (e.g. Business Plans[1], Portfolio/Service Plans) which are reviewed and refreshed periodically and to inform on-going budget planning.

4.2   The priorities within the Council Plan are clearly described as are the strategic risks associated with each priority. The detail relating to each risk is held within the performance management system (CAMMS). See example at Appendix A. The CAMMS system is also used to record mitigating actions and progress made against them as well as periodic re-assessment to determine the current level of risk and establish if the mitigation is working as expected.

4.3   Predominately the focus is what needs to be achieved in-year, however plans increasingly have longer term considerations such as financial impacts, sustainability of services, and longer term commitments and projects.

---

[1] See Glossary of Terms at Appendix F for more detail

4.4 The core components of business planning are:

- **Customers** – Who are they and what are their expectations?

- **Priorities & Planning** – What are the priorities for the service and how will they be delivered?

- **Risk** – What are the risks organisation / service and how will these be mitigated?

- **Performance** – How has the organisation / service performed in the last year? Where should improvements be concentrated?

- **Resources and Efficiencies** – What resources are available to the organisation / service and how are these best deployed to deliver the priorities? What efficiencies can the organisation / service deploy?

- **Regulatory Findings** – What have regulators / inspections revealed about the organisation / service and how are improvement recommendations to be remedied?

- **Business Continuity** – Which elements of the service are critical and must be continued in the event of an emergency?

5.0 <u>TYPES OF RISK</u>

5.1 There are various types of risk but it is important to recognise that, for all categories, the direct financial losses may have less impact than the indirect costs consequences such as the impact on the Council's ability to deliver its priorities, the disruption of normal working and adverse staff morale.

The main risk types are identified as:
- Strategic / Corporate Risk
- Operational Risk
- Programme / Project Risk
- Business Continuity Risk (predominantly operational risks)
- Partnership Risk (for partnership risks all the aforementioned types of risk are applicable.

5.2 **Strategic / Corporate Risk -** are those that have the potential to impact the ambitions and priorities of the Council. The Council has identified and evaluated its strategic risks and these are evident within the Council's Council Plan.

5.3 As part of the Council Plan monitoring arrangements all risks are reviewed in accordance with the escalation and review matrix (Appendix D) to reflect changing circumstances and progress with mitigation, taking into account:

- Progress made towards mitigation of the risk

- RAG Status (initial and current assessments)

- Risk Status (remaining open or closed)

- Emerging / new risks
- External threats and opportunities
- Changing circumstances / environment

5.4 An example of a strategic risk from the Council Plan is attached at Appendix A.

5.5 **Operational Risk -** are risks that affect the successful delivery of individual service objectives. They are in effect 'business as usual' priorities and can include for example; malfunctioning equipment, hazards to service users, the general public or employees, damage to property etc. Operational risk also includes insurance claims and higher insurance premiums.

5.6 Operational risks are to be identified in relevant plans, especially Service Plans and monitored in accordance with the escalation process (Appendix D). Operational risks may also be recorded in CAMMS recording the same detail as in the example strategic risk at Appendix A.

5.7 **Business Continuity** - The Civil Contingencies Act requires Category 1 responders, to maintain plans to ensure that they can continue to perform their functions in the event of an emergency. Flintshire County Council is a category 1 responder.

5.8 Business Continuity Management (BCM) is a planned process aimed at managing the many varied operational risks inherent in the day to day activities involved in the delivery of service.

5.9 It should be noted that some risk is unavoidable and it is not within the ability of the organisation to completely mitigate it – for example a risk arising from the actions of other agencies or weather events. In such cases the organisation needs to make contingency plans for business continuity.

5.10 The Council has in place Portfolio Business Continuity plans to ensure critical services can still be delivered in the event of an emergency. They have been developed to complement the overall risk arrangements, help maintain critical services during and after any major emergency and promote recovery.

5.11 Corporate Business Continuity Plans (such as for assets and ICT) provide an overall framework within which the Business Continuity Plans operate. Overall strategic responsibility for ensuring that services are maintained is the responsibility of the Council's Chief Officer Team.

5.12 Continuity risks that are identified in risk assessments are incorporated into relevant Business Continuity Plans and managed within the business continuity process.

5.13 The Business Continuity programme includes periodic testing and revision of the Corporate Business Continuity Plans and/or the Portfolio Business Continuity Plans on a periodic basis.

When any of the plans are invoked; for example during severe weather, debriefs to determine lessons learned and plan revisions are held as good practice.

5.14 **Programme / Project Risk -** Some amount of risk taking is inevitable if a programme / project is to achieve its objectives. The aim is to manage that exposure by taking action to keep exposure to an acceptable level in a cost effective way, whilst maximising any opportunities presented.

5.15 All programmes / projects are subject to constant change within the Council and wider environment. The priorities of programmes / projects can shift and change and as they do the relative importance of risks will also change. Assumptions about risk are to be regularly revisited and reconsidered. See the Escalation process at Appendix D.

5.16 The Council has adopted a standard project management approach. This approach incorporates the identification and monitoring of risk. The Project Manager is responsible for ensuring that risks are identified, recorded and regularly reviewed and should modify plans to include agreed actions to avoid or reduce the impact of risk. Risk is reported to the Project Board who in turn present this information to the Chief Officer Team, Programme Board (by exception) or Cabinet as appropriate.

5.17 **Partnership Risk -** The Council has many different types of partnership arrangements to which risk management needs to be applied but the main two types are strategic partnerships and collaborative partnerships.

5.18 Our **strategic partnerships** relate to the Public Services Board[2]. As a partnership organisation it is responsible for the risks within its Well-being Plan which is managed by the priority lead groups. A Governance Framework for Strategic Partnerships has been developed which incorporates a risk and governance review undertaken by each priority lead group bi-annually and reported to the Public Services Board.

5.19 Partnership boards ensure that effective risk assessment is undertaken in all key decision making processes, and where necessary, the partnership implements risk management plans to alleviate these identified risks, setting clear deadlines and allocating responsible individuals for particular tasks.

5.20 Other partnerships result from **collaborative activity**. Flintshire is committed to working in collaboration on a number of projects and service areas not only with local authorities but across public sector organisations. There are a number of significant collaboration projects underway in the region e.g. North Wales Residual Waste Treatment and all those led by Flintshire County Council have risk management processes in place as part of their governance arrangements.

6.0   THE RISK PROCESS & PROCEDURE

---

[2] Public Services Boards became statutory on 1 April 2016 as a requirement of the 'Future Generations Act (Wales) 2015.

6.1   **Identification** – Risks can be identified in a number of ways ranging from undertaking business and project planning activities through to identification during day to day operational activities.

6.2   A checklist for identification of possible risks is included with examples at Appendix B, it should however be noted that this list is not exhaustive and should be used to promote discussion and to aid risk identification.

6.3   Identified risks are captured through service and strategic planning and may be entered onto the CAMMS system as a strategic, operational or project risk (see screenshots at Appendix A), including:

- Risk Title – the area of uncertainty in terms of the threat or opportunity i.e. "As a result of …. *trigger…*, there is a threat/opportunity of ….*event/area of uncertainty…* which could lead to….. *effect/impact…*"

- Risk Trigger – the event or situation that will give rise to the risk but in a little more detail than in the title to give context

- Potential Effects – the impact the risk will have should it materialise, again this should be in a little more detail than in the title to give context

- Management Controls – the management controls already in place that will help to mitigate / control the risk

- Risk Category – any of the following, selecting one as 'primary' and if applicable any others as 'secondary':

Risk Category	Primary	Secondary
Collaboration	○	☐
Community Support	○	☐
Democratic Governance	○	☐
Legislative Policy Change	○	☐
Organisational Resilience	○	☐
Resources	○	☐
Service Demands	○	☐
Technology	○	☐

6.4   Having identified the risk the next phase is to evaluate it. **Evaluation** is measured using '**Likelihood'** and '**Impact'** to identify the 'level' of risk (initial assessment). A 4 x 6 matrix is used to plot the impact score against the likelihood score to provide a 'level' of risk (see matrix overleaf). Use of the matrix will determine the level of risk within one of five bandings, ranging from severe (black), major (red), moderate (amber), minor (yellow) and insignificant (green). Criteria for assessing likelihood and impact are included at Appendix C to help promote consistent risk evaluation across the Council.

Risk Likelihood and Impact Matrix						
Impact Severity	**Catastrophic**	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	G	Y	A	A	R
	Negligible	G	G	G	Y	Y	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
		Likelihood & percentage of risk happening					

6.5 Where impact and likelihood cross determines the risk level. For example, a risk assessed with critical impact and a significant likelihood equates to a major (red) risk. A risk assessed with marginal impact and a low likelihood equates to a minor (yellow) risk etc.

6.6 Using the risk "RAG" rating, risks and issues can be ranked so that the most severe are addressed first. Decisions can then be made as to what mitigating action can be taken to alleviate the risk.

6.7 The following details are also recorded:
   - Type – Strength, Weakness, Opportunity or Treat (predominantly it will be 'opportunity' or 'threat').
   - Date the risk was identified
   - Risk identifier

6.8 **Managing -** Most risks cannot be eliminated altogether and risk management involves making judgements about what level of risk is acceptable. In addition, not all risks can be mitigated to an insignificant (green) level and may be tolerated at a moderate (amber) or minor (yellow) level. At this point the risk may be 'closed'.

6.9 Actions determined to mitigate the risk to at least a tolerable level are determined and recorded (in the CAMMS system where appropriate), assigning responsibility and planned start and end dates.

6.10 **Risk Escalation and De-escalation** – Progress of the actions and risk level is periodically monitored in accordance with the Risk Escalation process (Appendix D). The frequency of review of risks and level at which they are reviewed depends on the type and level of the risk.

6.11 As part of the regular review the risk owner/updater will undertake a new assessment of the risk level considering the 'Likelihood' and 'Impact' given progress made with mitigating actions and changes in the internal or external environments (e.g. legislative changes). As part of the review the owner/updater provides commentary to give context to the current assessment and state whether the risk is still 'open' or if its been 'closed' (no longer a risk). Where the risk is still open the 'trend' will also be identified:

- **Risk Level is Increasing** - mitigating actions have not been completed to timescale and/or the predictive amber/green RAG status has not been achieved by the notified date, or is an increased risk as a result of a change in risk circumstance.

- **Risk Level remains the same** – mitigating actions are being progressed but no change has been effected to the overall risk.

- **Risk Level is Decreasing** - mitigating actions have been completed in advance or to timescale and/or the predictive amber/green RAG status has been achieved, or a decreased risk as a result of a change in risk circumstance.

6.12 **Risk Registers** are used to capture and maintain information on all identified risks (threats and opportunities). They provide an ongoing log, capture emerging risks and record the closure or escalation of risks. Within the CAMMS system the four risk registers are:

- **Strategic** – used to capture strategic risks (example at Appendix E)
- **Operational** – used to capture operations and most business continuity risks
- **Project** – captures both programme and project risks
- **Corporate** – captures whole organisation, mainly governance risks.

7.0 <u>ACCOUNTABILITY FOR RISK</u>

7.1 The basic requirements of the Risk Management structure are:
- Chief Officer Team leading the process.
- Ownership at every level and by every employee.
- Defined allocation of responsibilities and strong reporting lines.
- Risk identification evaluation and assessment.
- Mechanism for prioritisation.
- Active involvement by elected members.

- A monitoring role.

7.2 **Chief Officer Team** is responsible for:
- Setting strategic risk management initiatives/projects
- Discussing the appropriate level of risk for the Council
- Challenging the outcomes of risk management
- Monitoring and reviewing the Council Plan
- Assurance of Business Continuity Planning
- Assessing significant levels of Project risks

7.3 **Role of Elected Members**
- **Audit Committee** is responsible for reviewing the effectiveness of the Council's Risk Management processes and systems.
- **Scrutiny Committees** are responsible for challenging the detail of individual risks related to priorities or service/functions.

7.4 **Role of Officers**
It is the responsibility of Chief Officers and Performance Leads to ensure that Risk Management is implemented effectively in their areas.

Specific responsibilities are:
- Implementation of Risk Management Strategy and related policies.
- Ensuring that continuous risk identification, evaluation and escalation takes place and that action plans are developed, implemented and subjected to regular monitoring and review.
- Ensuring that all risks are updated in line with the Council's business planning and risk management arrangements.

7.5 **Service Managers** are responsible for:
- Informing Chief Officers and completing relevant risk assessments.
- Sharing relevant information with colleagues in other service areas.
- Providing feedback on their experience of strategy implementation and perceptions of strategy effectiveness to the senior management team.

7.6 **All employees** have a responsibility to:
- Maintain an awareness of risk factors in their workplace.
- Comply with Council policies and procedures.

- Notify their line manager of identified risk and suggested solutions.
- Report all incidents to their manager/supervisor.

8.0   INTERNAL AUDIT

8.1   It is the responsibility of Internal Audit to:

- Develop an annual risk based plan.
- Assess the effectiveness of Risk Management/Business Continuity within the Council with a view to delivering reasonable assurance as to the adequacy of the design of the internal control system and its application in practice.

Strategic Risk Register Example - Initial Assessment

Integrated Risk Manager | A CAMMS SOLUTION

WORKSPACE | FRAMEWORK | RISK MANAGEMENT | AUDIT MANAGEMENT | QUICK SEARCH | REPORTS | ADMINISTRATION

Strategic Risk

Initial Risk Assessment | Current Risk Assessment | Risk Review | Documents | Links

Risk Reference : IP6.1.1R2   **Apply Template**   ☑ Active

Risk Title : Debt levels will rise if tenants are unable to afford to pay their rent

Responsibility Centre : **Select**

Lead Officer : Clare Budden - Chief Officer - Community and Enterprise

Supporting Officers

Katie Clubb

Paul Neave

-- Please Select --

Risk Trigger : There may be diminished capability to manage FCC rent arrears levels downwards if FCC tenants needing advice exceeds the caseload capacity (225 cases pa) of the Neighbourhood Housing Service income maximisation caseworker.

Potential Effects : Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Management Controls : Continue the proactive response to FCC tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.

Legislation : Housing (Wales) Act 2014

Risk Category	Primary	Secondary
Collaboration	○	☐
Community Support	◉	☐
Democratic Governance	○	☐
Legislative Policy Change	○	☐
Organisational Resilience	○	☑
Resources	○	☑
Service Demands	○	☑
Technology	○	☐

Initial Assessment

Criteria	Selection	
Likelihood L	Significant	
Impact C	Marginal	Community Support

Type : Threat

Risk Rating: **Amber**

Moderate (3)

Strategic Risk Register Example - Current Assessment

Integrated Risk Manager
A CAMMS SOLUTION

WORKSPACE | FRAMEWORK | RISK MANAGEMENT | AUDIT MANAGEMENT | QUICK SEARCH | REPORTS | ADMINISTRATION

Strategic Risk

Initial Risk Assessment | Current Risk Assessment | Risk Review | Documents | Links

Risk Title : Debt levels will rise if tenants are unable to afford to pay their rent

Potential Effects : Rent arrears levels amongst FCC tenants will increase if they are not able to implement strategies to manage the impact generated by the reduction in their Housing Benefit award. Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.
Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory

Management Controls : Continue the proactive response to FCC tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, lessening the negative impact on the Housing Revenue Account and the risk of homelessness.
FCC funding a personal budgeting support service (delivered by the CAB) for Universal Credit claimants who experience problems managing their single monthly UC payment, including their housing costs.
FCC continuing to provide advice and support services helping Flintshire households maximise their income through accessing social security benefits & better managing their financial commitments.

Current Assessment

Criteria	Selection	
* Likelihood L	Significant	
* Impact C	Marginal	Community Support
* Risk Status RS	Open	
* Risk Trend RT	Risk Level remains the same	

Risk Rating:

Amber

Moderate (3)

Actions	Lead Officer	Service	Start Date	End Date	Reporting Frequency	Action Status	% Completed
	-- Please Select --	-- Please Select --			-- Please Select --	-- Please Select --	%

Links to Strategic/Business Plans
6 Poverty
6.1 Protecting people from poverty
6.1.1 Maximising Income

Strategic Risk Register Example – Risk Review

Integrated Risk Manager
A CAMMS SOLUTION

WORKSPACE | FRAMEWORK | RISK MANAGEMENT | AUDIT MANAGEMENT | QUICK SEARCH | REPORTS | ADMINISTRATION

Strategic Risk

Initial Risk Assessment | Current Risk Assessment | Risk Review | Documents | Links

Risk Review Info

Review Frequency : Quarter

Last Reviewed By : Paul Neave - Manager - Advice and Homelessness Service
Last Reviewed Date : 29/10/2015
Next Review Date : 29/01/2016

Lead / Supporting Officer Comments

B I U abe | ≡ ≡ ≡ ≡ ≡ | Real... ▾ | ABC

The progressive rollout of Universal Credit is restricting claims to single people who tend not to be responsible for housing costs. Therefore, the personal budgeting service funded by FCC is coping with the demand for support from UC claimants, who are householders, and do need advice and support to manage their monthly UC payment, including having their rent paid directly to their landlord.
Due to the continued safe and secure implementation of Universal Credit (UC) by the DWP the number of tenants within Flintshire who are claiming UC remains low and the personal budgeting service, delivered

Design | HTML | Preview   Words: 168 Characters: 1035

Notes

B I U abe | ≡ ≡ ≡ ≡ ≡ | Real... ▾ | ABC

Design | HTML | Preview   Words: 0 Characters: 0

Complete | Add to Improvement / Service Plan

		Examples	
P	**P**olitical	-	Member support
		-	Local/General election changes
		-	Community Leadership
		-	Democratic Governance/Management
		-	National Policy change
E	**E**nvironmental	-	Recycling / Green issues
		-	Energy efficiency, Pollution, Carbon emissions
		-	Climate Change; flooding and adaptation
		-	Land use
		-	Waste Strategy
R	**R**egulatory / Legislative	-	Non-compliance with legislation
		-	Data Protection/Freedom of Information Acts/ Human rights,
		-	TUPE regulations
		-	Health & Safety
		-	Legal challenges
		-	Corporate Governance
F	**F**inancial	-	Financial performance and management
		-	Efficiencies
		-	Financial procedural rules
		-	Ability to meet financial commitments, including internal budgetary pressures
		-	Insurance cover/claims
		-	Procurement
		-	Contract standing orders
O	**O**bjectives	-	Council priorities for change and improvement
R	**R**eputational	-	Negative publicity
		-	Legal challenges
		-	Project failure
		-	External regulatory reports
M	**M**anagement	-	Strategic – Corporate and resource management
		-	Operational – Management skills to include Performance, Risk, Finance HR etc
		-	Collaborative working/partnerships
		-	Emergency Planning
A	**A**ssets	-	Land, property, equipment, technology, information, employees
N	**N**ot covered elsewhere	-	Risks that do not fit into any other defined category

C	**C**ustomer and Communities	- Impact on customer - Consultation/engagement/communication - Customer Feedback - Current and changing needs and expectations of customers and citizens - Demographics; Migration and immigration - Community cohesion - Community Strategy - Business Continuity Management (including disaster recovery arrangements)
E	**E**qualities	- Welsh Language - Social Justice - Disability Discrimination Act - Race Relations - Age and Gender - Equality Impact assessments
S	**S**ustainability	- Maintaining and improving Flintshire as a place to live, work and visit now and in the future.

RISK CRITERIA

Criteria for assessing likelihood

Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening					

Criteria for assessing Impact

Description	Examples
Catastrophic	• No confidence in Senior Management / Leadership • Formal WG intervention/exercise of their powers • Multiple fatalities • Complete/critical service failure • Exceedingly negative *national* publicity • Serious impact on workforce across more than one Portfolio • Legal action almost certain, unable to defend • Serious financial impact to budget, not manageable within existing funds and may impact on reserves • Non-compliance with law resulting in imprisonment
Critical	• Limited confidence in Senior Management/Leadership • Significant service failure • Negative *national* publicity • Impact on workforce across more than one Portfolio • Legal action almost certain and difficult to defend • Serious financial impact to budget, manageable across the authority • Negative external regulatory reports impacting on Corporate Governance • Single fatality
Marginal	• Significant service under-performance • Negative *local* publicity • Expected impact on workforce, but manageable within Portfolio contingency arrangements • Legal action expected • Expected financial impact to budget, manageable within Portfolio • Non-compliance with law resulting in fines • Negative external regulatory reports

Negligible	• Some risk to normal service delivery but manageable within contingency arrangements • Legal action possible but unlikely and defendable • Possible financial impact to budget, manageable within service • Non-compliance with regulations / standards or local procedures resulting in disciplinary action • Previous risk mitigated by completed action plan

Risk Escalation and de-escalation process for Operational Risks

Identifying and recording operational risks

- Services have the appetite and openness for risk identification (financial, HR, legal, performance or reputational)
- Service plans to include risk monitoring and mitigation
- Record operational risks – can use CAMMS
- Within the portfolio – take action to mitigate
- Share with colleagues – there may be a solution

However, when does a risk need to be escalated/ de-escalated?

- When it can't be resolved within the portfolio and especially if:
    - it affects a council priority
    - it indicates significant downturn in performance or inability to meet target
    - it affects the Council's financial, legal or reputational position
    - it affects significant capacity issues for delivery
    - there may be a compound affect across the Council
- There's any doubt as to its mitigation
- De-escalation occurs when the risk has been mitigated to its fullest extent i.e. closed

What is the process for dealing with escalation?

- Initially – as a standing item on all DMT agendas
- 1:1s Chief Officers/line reports with Chief Executive
- Chief Executive to determine if aggregate risk needs to be referred to COT

How will this protocol be maintained?

- Within the revised Risk Management Policy and Strategy (March 2018)
- Annual review
- Periodic snapshots of portfolio operational risks

Screenshot from the Strategic Risk Register

Integrated Risk Manager — A CAMMS SOLUTION

WORKSPACE | FRAMEWORK | RISK MANAGEMENT | AUDIT MANAGEMENT | QUICK SEARCH | REPORTS | A...

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

My Quick Update | Risk Register | Executive Intelligence

Risk Analysis | Audit | My Settings

Welcome Vicki Robarts
Performance Team Leader

Strategic Risk Register | Operational Risk Register | Project Risk Register

Drag a column header and drop it here to group by that column

Risk Reference	Risk Title	Lead Officer	Responsibility Centre	Reporting Period	Next Review Date	Initial Risk	Current Risk	Status
IP1.1.1R1	Homelessness will remain a growing area of demand due to the current economic climate	Clare Budden - Chief Officer - Community and Enterprise	N/A	Quarter	26/02/2016	Amber Moderate (3)	Amber Moderate (3)	Active
IP1.1.1R2	Demand and aspirations for independent living will not be met	Craig Macleod - Development & Resources Manager	[SS] Development and Resources	Quarter	1/03/2016	Amber Moderate (3)	Amber Moderate (3)	Active
IP1.1.1R3	The supply of affordable housing will continue to be insufficient to meet community need	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	[CE] Housing Services	Quarter	1/03/2016	Red Major (4)	Red Major (4)	Active
IP1.1.2R1	The increased work programme to deliver the WHQS will not be met due to the scale of the programme	Clare Budden - Chief Officer - Community and Enterprise	N/A	Quarter	13/04/2016	Yellow Minor (2)	Amber Moderate (3)	Active
IP1.1.2R2	Council funding for adaptations and home loans will not be sufficient to meet demand	Clare Budden - Chief Officer - Community and Enterprise	N/A	Half Year	30/04/2016	Yellow Minor (2)	Yellow Minor (2)	Active
IP1.1.2R3	Financial assistance available to repair residents' homes is not taken up by residents	Clare Budden - Chief Officer - Community and Enterprise	N/A	Quarter	31/12/2015	Amber Moderate (3)	Amber Moderate (3)	Active
IP1.1.2R4	Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	Quarter	31/12/2015	Amber Moderate (3)	Amber Moderate (3)	Active
IP2.1.1R1	Service users and carers do not take advantage of community and universal opportunities that would encourage greater independence.	Neil Ayling - Chief Officer - Social Services	N/A	Half Year	1/04/2016	Amber Moderate (3)	Yellow Minor (2)	Active
IP2.1.1R2	The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	N/A	Quarter	12/04/2016	Amber Moderate (3)	Amber Moderate (3)	Active
IP2.1.1R3	Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Neil Ayling - Chief Officer - Social Services	N/A	Annual	31/03/2016	Green Insignificant (1)	Green Insignificant (1)	Active

Glossary of Terms

Stakeholders - residents, employees, Members and partners etc..

Corporate Governance – "The system by which organisations are directed and controlled". Definition from the UK Code of Corporate Governance.

Governance Framework – Brings together the systems and processes, employees, other resources, culture and values by which the Council is managed and controlled and the activities through which if account to, engages with and leads the community. The framework enables the Council to monitor achievement against strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

Annual Governance Statement - a statutory document which explains the processes and procedures in place to enable the council to carry out its functions effectively.

Business Plans – Three year business efficiency plans have been developed as part of the Council's Planning Framework. They are one of the three elements within the Council's Medium Term Financial Strategy contributing towards reducing the funding gap up to 2017/18. The business plans are reviewed through a common governance structure of Programme Boards with officer and member involvement, including efficiency trackers and risk logs.

Risk - Can be a threat (negative) or an opportunity (positive). A threat is an event or action that will adversely affect an organisations ability to achieve its stated objectives and to successfully deliver approved strategies. An opportunity is an event or action that will enhance the organisations ability to achieve its objectives and deliver approved strategies, whether these be short term, long term or indeed planned. This will include both external and internal risks and opportunities.

Risk Management - the process of **identifying** risks, **evaluating** their potential consequences (impact) and **managing** them. The aim is to reduce the frequency (likelihood) of risk events occurring (wherever this is possible) and minimise the severity of their consequences (impact) if they occur. Threats are managed by a process of controlling, transferring or retaining the risk. Opportunities are managed by identifying strategies to maximise the opportunity or reward for the organisation.

Risk Register – Used to capture and maintain information on all identified threats and opportunities relating to a specific organisational activity.

Business Continuity Management (BCM) - a planned process aimed at managing the many varied operational risks inherent in the day to day activities involved in the delivery of service.