



CHIPPENHAM
TOWN COUNCIL
Improving the quality of town life

Risk Management Strategy

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Responsibility: Strategy and Resources Committee

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1.0 Strategy Outline

- 1.1 This strategy sets out how Chippenham Town Council manages risk, to protect its employees, assets, liabilities, reputation and community against potential losses. Chippenham Town Council recognises that it has a responsibility to manage risk, both internal and external, and is committed to the implementation of the risk management strategy.

2.0 Strategy Objective

- 2.1 The purpose of the Risk Management Strategy is to ensure that Chippenham Town Council provides a structured, systematic and focussed approach to managing risk through anticipation and control.

Specifically, it is designed to:

- Integrate risk management into the culture of the Council
 - Identify risks
 - Manage risk in accordance with best practice
 - Consider and respond to changing social environmental and legislative requirements
 - Put controls in place to minimise risk
- 2.2 The Town Council's attitude to risk strives to achieve a balance between being innovative and facilitative whilst not exposing the council to unnecessary risk.

3.0 Review Statement

- 3.1 This strategy has been prepared considering prevailing legislation and recognised good practice. New legislation requirements or changes in current legislation may necessitate the review of this policy document. The Council will continue to review and amend all/part of this strategy on an annual basis. It is the employee's responsibility to ensure that the copy of the policy being referred to is the most up-to-date version.

4.0 Equality

- 4.1 In putting the strategy into practice, no aspect will discriminate on the grounds of race, sex, sexual orientation, gender reassignment, age, religion, politics, marital status, disability, union membership or any other grounds likely to place any particular employee at a disadvantage.

5.0 Governance

- 5.1 Chippenham Town Council will implement its Risk Management Strategy in accordance with the current legislation governing local authorities and the associated codes of practice. The strategy is managed by the Strategy and Resources Committee and will be reviewed on an annual basis, in line with the Council's corporate governance responsibilities. This review will form part of the year-end financial process and is part of the checks and balances that

ensure that the council is managed in an effective, efficient, transparent and safe manner.

6.0 Roles and Responsibilities

- 6.1 It is important that risk management becomes embedded into the everyday culture and performance management process of the Council. The roles and responsibilities set out below are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.

6.2 Councillors

Risk management is seen as a key part of the Councillors' stewardship role and there is an expectation that Councillors will lead and monitor the approach adopted, including:

- (a) Approval of the Risk Management Strategy
- (b) Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed
- (c) Consideration, and if appropriate, endorsement of the Annual Governance Statement
- (d) Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

6.3 Employees

All employees will undertake their job within risk management guidelines, ensuring that their skills and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed data into the formal process. They will work to control risks or threats within their jobs, monitor progress and report on job related risks to the Chief Executive.

6.4 Corporate Management Team

The Director of Democratic Services & Governance will act as the Lead Officer on Risk Management and be responsible for overseeing the implementation of the Risk Management Strategy, supported by the Chief Executive and assisted by the Corporate Management Team.

The Corporate Management Team will:

- (a) provide advice as to the legality of policy and service delivery choices
- (b) provide advice on the implications for service areas of the Council's corporate objectives
- (c) update the Council on the implications of new or revised legislation
- (d) assist in handling any litigation claims

- (e) advise on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work related illness or injury
- (f) advise on any health and safety implications of the chosen or proposed arrangements for service delivery.
- (g) maintain the Council's Risk Register

6.5 Responsible Financial Officer

As the Council's Section 151 Officer the RFO will:

- (a) assess and implement the Council's insurance requirements;
- (b) assess the financial implications of strategic policy options
- (c) provide assistance and advice on budgetary planning and control
- (d) ensure that the Financial Information System allows effective budgetary control
- (e) effectively manage the Council's investment and loan portfolio.

6.6 Role of Internal Audit

The Internal Audit provides an important scrutiny role by:

- (a) carrying out audits to provide independent assurance to the Council that the necessary risk management systems are in place and all significant business risks are being managed effectively
- (b) assisting the Council in identifying both its financial and operational risks and assisting the Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

7.0 Definition of Risk

- 7.1 The Audit Commission (2001) defined "risk" as an event or action which will adversely affect an organisation's ability to achieve its objectives, project plans and processes and to successfully execute its strategies. Therefore "risk management" is the process by which risks are identified, evaluated and controlled.

8.0 Definition of Risk Management

- 8.1 Risk Management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Council's work.
- 8.2 Risk Management is the process by which risks are identified, evaluated and controlled, which includes the following approaches:
 - a. Elimination - the circumstances from which the risk arises are removed so that the risk no longer exists
 - b. Reduction - loss control measures are implemented to reduce the impact/likelihood of the risk occurring

- c. Transfer - the financial impact is passed to others e.g. by revising contractual terms
- d. Sharing - the risk is shared with another party
- e. Insuring - insurance is in place to cover some or all of the risk to mitigate financial impact
- f. Acceptance - documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk.

9.0 Types of Risk

9.1 Risks can be broken down into the following categories and are managed through the Council's Risk Management Strategy in conjunction with the Risk Register and Medium Term Financial Plan.

a. Strategic Risk

Strategic Risks are those that need to be taken into account in any judgement about the medium and long-term goals and objectives of the Council. These may be:

- i. Competitiveness: The competitiveness of the service and the ability to deliver best value
- ii. Customer: Failure to recognise the changing needs and expectations of the community
- iii. Economic: The Council's ability to meet its financial commitments
- iv. Environmental: The environmental consequences of service delivery (in terms of energy efficiency, pollution, recycling, landfill needs, emissions etc)
- v. Legislative: Current or potential changes in national or International law
- vi. Social: The effects in changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives
- vii. Technological: The Council's ability and capacity to deal with technological changes or changing demands.

b. Operational Risks

These are risks that affect the day to day management of the Council. These may be:

- i. Contractual: Those associated with the failure of contractors to deliver services or products to the agreed cost and specification
- ii. Environmental: Relating to pollution, energy efficiency of ongoing service operations
- iii. Financial: Financial planning and control and the adequacy of insurance cover
- iv. Legal: Possible breaches of legislation
- v. Physical: Security of buildings and equipment, accident prevention and health and safety, fire risk etc
- vi. Technological: Relating to a reliance on operational equipment, such as IT systems etc.

10.0 Purpose of a Risk Management Strategy

- 10.1 Risk Management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided.
- 10.2 The Risk Management Strategy will help to ensure that all Committees and service areas have an understanding of risk and that the Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.
- 10.3 Strategic Risk Management is also an important element in demonstrating continuous service improvement.
- 10.4 There is a requirement under the Accounts and Audit Regulations 2011 to establish and maintain a systematic strategy, framework and process for managing risk.

11.0 Implementing the Strategy via the Risk Assessment Matrix

- 11.1 A risk assessment matrix has been developed, and individual risks can be evaluated using the Risk Assessment Matrix below. The evaluation exercise will result in a risk score from which significant risks can be established. This will be based on likelihood and impact. Identified risks, using this scoring matrix, will be added to the Risk Register.
- 11.2 Details of the matrix in respect of scoring is indicated below:

Scoring Matrix: Likelihood

High: A daily activity, is out of Town Council control or there is a history of events. The eventuality of this happening is highly likely.

Medium: Takes place on a regular basis.

Low: A rare event or the hazard is secure with little to no danger.

Scoring Matrix: Impact

High: Could cause serious injury or death, cause financial loss over £10,000, break the law, is fraudulent or would cease Town Council functions.

Medium: Could cause delay or disruption to services with increased complaints or impact on Town Council reputation.

Low: The dangers are low or it would have little to no effect on Council services.

RISK ASSESSMENT MATRIX					
Likelihood of Risk	3	High	3	6	9
	2	Medium	2	4	6
	1	Low	1	2	3
			1 Low	2 Medium	3 High
			Impact of Risk Happening		
Immediate Action required					
Consider action and have a contingency plan					
Consider action or keep under review					

12.0 Risk Analysis Form

- 12.1 A Risk Analysis Form has been developed to allow individual risk owners (i.e. Section Heads) to develop scores for risks in their respective service area. This data will form the basis of the Risk Register.

Risk Analysis Form

Proposal		Responsibility:
Risk		
Likelihood	Example	
High	Is a daily activity, is out of Town Council control or there is a history	
Medium	Takes place on a regular basis	
Low	A rare event or the hazard is secure with little to no danger	

Impact	Example
High	Could cause serious injury or death, cause financial loss over £10,000, break the law, is fraudulent or would cease Town Council functions
Medium	Could cause delay or disruption to services with increased complaints or impact on Town Council reputation
Low	The dangers are low or it would have little to no effect on Council services

	Assessment criteria	Yes	No	Impact	Likelihood	Actions or comments to minimise the risk
	Does the proposal:					
1	Present a potential risk to the Council's finances?					
2	Present a potential risk to staff health and safety?					
3	Present a potential risk to the public?					
4	Present a potential risk to the Council's reputation?					
5	Create adverse publicity?					
6	Leave the Council open to claims?					
7	Have a negative impact on service quality/complaints or audit reports?					
8	Create a potential risk that the Council may fail to comply with any duty?					

Overall assessment of the proposal/situation or risk: HIGH/MEDIUM/LOW

Risk Assessor

Reviewed by.....

13.0 Methods to Control Risks

13.1 Indicated below are various methods to control risks. There are a number of options available that can be used as mitigation or measures to control the risks.

- a. Control and Reduction: Introduce new internal systems/practices, physical risk improvements, staff training, continued assessments and monitoring.

- b. Avoid or Eliminate: Take away the risk by implementing alternative systems/practices or discontinuing the operation.
- c. Acceptance: Taking an informed strategic decision to accept and tolerate the risk but continue to monitor.
- d. Transfer: Pass on to others through outsourcing, insurance cover or alternative contractual arrangements.
- e. Sharing: Share the risk with another party if possible.
- f. Inspection Regimes: Ensure that the Council has adequate inspection regimes in place to serve as a statutory defence.

14.0 Monitoring of the Risk Register

- 14.1 The Risk Management Strategy is an evolving and ongoing process. The effectiveness of controlling risk must be reviewed and monitored.
- 14.2 The information generated from applying the Risk Management Strategy will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover.
- 14.3 Councillors are ultimately responsible for Risk Management because risks threaten the achievement of policy objectives and the reputation of the Council. Therefore Councillors will approve the approach to be adopted and the Strategy and Resources Committee will review the Risk Register on a six-monthly basis. The Corporate Management Team will manage Operational Risks when issues arise.

Activity	Approving Mechanism	Monitoring and Evaluation
Risk Management Strategy	Strategy and Resources	Strategy and Resources (<i>Annually</i>)
Risk Register	Corporate Management Team	Strategy and Resources Committee (<i>Six Monthly</i>)
Operational Risks	Section Heads <i>Ongoing</i>	Corporate Management Team (Quarterly)