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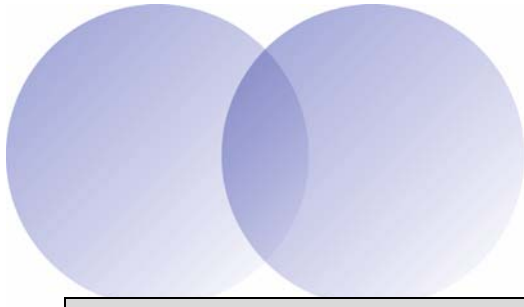
**REPORT – Strategic Risk Management Review – Blackburn  
with Darwen BC**

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<b>Blackburn with Darwen Borough Council</b>	<b>STRATEGIC RISK MANAGEMENT REVIEW</b>	<b>Version 1.0</b> <b>Issue Date: March 2012</b>
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## Section 1 – Executive Summary

Blackburn with Darwen Borough Council is working with its key partners through the Local Strategic Partnership to deliver the following **2030 Vision**:

- **Improving the prosperity of our towns**
- **Supporting the development of connected communities**
- **Maintain clean places**
- **Supporting people to live safe and healthy lives**

In addition the Council has a 2 year Corporate Plan (2011-2013) which outlines a number of key organisational priorities for the Council, these are:

- **Managing risk**
- **Delivering transformation**

As part of achieving the 2030 Vision and the Councils key priorities **risk management is fundamental** to ensure that any barriers to achieving the key priorities are managed.

Blackburn with Darwen Borough Council is committed to managing its strategic risks and significant improvements have been made over the last 12 months (driven by the Audit and Assurance Team) in terms of further strengthening and embedding risk management.

This is demonstrated through the following:

- Commitment from the Senior Management Team in terms of risk management.
- Senior Officer and Elected Member lead for risk management.
- Risk Champions in place across all departments to support the practical application of risk management.
- A sound and systematic approach in place to manage risks evidenced through a refreshed Risk Management Strategy and supporting Toolkit.
- Clear review and reporting structures in place to support the risk management framework e.g. Risk, Business Continuity and Governance Group, Strategic Risk and Resilience Forum, Chief Executive Strategy Group and the Audit Committee.
- A Corporate risk register in place which captures the key strategic risks facing the Council using a robust format.
- A Management Accountancy Framework (MAF) in place which supports good governance which feeds into the Programme Area Meetings (PAM's).
- Risk Management and Financial Management strongly interlinked.
- Risk Management training rolled out to key stakeholders e.g. Senior Managers, Risk Champions and Elected Members and further consideration being made that risk management is part of the corporate training programme.

- A **self aware** Council which recognises where further improvements need to be made.

To further strengthen the Council's approach to Risk Management there are a number of areas to further consider - **Please note that some of these areas have already been identified by the Council:**

- As part of any future training in risk management to re-inforce the message that opportunities can arise out of managing risks.
- To further clarify the role of the Risk Champion.
- To continue to work to clarify and streamline key processes adopting the concept 'report/update once and use many times'.
- To more explicitly identify the assessment of risk as part of the Annual Policy Review/Policy briefings.
- To implement the Partnerships Governance Framework to further strengthen governance arrangements within key partnerships.
- To support the MAF process by undertaking 'spot checks' to ensure compliance and accuracy of data.
- To ensure that 'single points of failure' identified through the Business Continuity Process are captured in strategic departmental risk registers.
- To consider at a future stage a more detailed assessment and formulisation of the Council's actual and desired Risk Appetite.
- To ensure operational risk registers are consistent in terms of approach in line with the revised risk register format containing SMART actions.
- To consider the introduction of target risk scores for those risks the Council has agreed to manage/put controls in place.
- To consider updating the risk register to include the 'source' of risk.
- To incorporate risk movement in reports to key stakeholders to demonstrate whether controls in place to manage risks are effective.
- To consider how scrutiny can be used to support the risk management process e.g. role to examine/scrutinise key risk areas.

### **Way Forward**

Following the publication of this report the findings will be discussed with the Council's Management Team.

## **Section 2 – Introduction**

Zurich was commissioned by Blackburn with Darwen Borough Council to undertake an independent review (health check) of risk management arrangements within the organisation.

The aim of the review was to establish the effectiveness of the current risk management arrangements, make recommendations for improvement and stimulate discussion within the organisation about how best to take risk management forward.

The review was in 3 parts:

- **Part 1** - Review of key documentation against industry best practice and guidance.
- **Part 2** – Stakeholder meetings with key managers/employees to ascertain the Council's current approach to risk management.
- **Part 3** – Production of a risk management health check report, identifying strengths and areas for improvement.

The report is a private and confidential document prepared exclusively for Blackburn with Darwen BC by Zurich Municipal. It has been distributed to the following:

- Elizabeth Hall (Director of Finance)
- Colin Ferguson (Audit & Assurance Manager)
- Jodene Bibby (Risk, Governance and Value for Money Co-ordinator)
- A copy has also been retained by Zurich Municipal

## **Section 3 – Purpose**

The application of risk management must be cost effective with clear benefits. It must be an intrinsic part of an organisations strategic planning, service delivery and project management. It must support positive risk taking and be responsive to the emerging risks an organisation, its employees, stakeholders and customers face.

This 'health check' report highlights the progress made by Blackburn with Darwen BC in developing and embedding its risk management arrangements. The report sets out a number of recommendations to further strengthen its risk management approach.

#### **Section 4 – The Assessment Process**

The strategic risk review assessment was based on the analysis of key documentation and interviews with a number of managers (both senior and operational) and the lead Elected Member for Risk Management (**See Appendix A**).

The criteria used is one of risk maturity, using the following graduated scale:

<b>Enabled</b>	Proactive governance/controls in place. Culture of positive and negative risk awareness, identification and application across the whole organisation. Emerging risks scanning in operation.
<b>Managed</b>	Organisation wide approach but reactive/managed rather than proactive.
<b>Defined</b>	Strategies, policies and appetite defined but not universally adopted / implemented.
<b>Aware</b>	Some awareness, probably due to an individual employee.
<b>Naïve</b>	No formal approach.

**Zurich would like to thank all involved in this review for their time and cooperation.**

## Section 5 – Recommendations

Based on the evidence gained the recommendations listed, which are shown in the order as they appear in the report rather than in priority order, which if implemented will further strengthen and add value to Blackburn with Darwen BC's application of risk management.

<b>Recommendation 1</b>	As part of any future training in Risk Management to re-inforce the message that opportunities can arise out of managing risks.
<b>Recommendation 2</b>	To further clarify the role of the Risk Champion and include in the roles and responsibilities section of the Risk Management Strategy.
<b>Recommendation 3</b>	To continue to work to clarify and streamline key processes adopting the concept 'update once and use many times'.
<b>Recommendation 4</b>	To more explicitly identify risks as part of the Annual Policy Review and 6 weekly Policy Report process to ensure that risks linked to policy changes and any associated decisions are clearly identified.
<b>Recommendation 5</b>	To implement the Partnerships Governance Framework to further strengthen governance arrangements within key partnerships.
<b>Recommendation 6</b>	To consider (random) 'spot checks' on the MAF to ensure compliance and accuracy of data.
<b>Recommendation 7</b>	To ensure that any 'single points of failure' identified through the Business Impact Analysis (part of Business Continuity Management) are captured in strategic departmental risk registers.
<b>Recommendation 8</b>	To <b>consider at a future stage</b> a more detailed assessment and formulation of the Councils actual and desired risk appetite to further support strategic risk management.
<b>Recommendation 9</b>	To ensure operational risk registers are consistent in terms of approach in line with the revised risk register format containing SMART actions.
<b>Recommendation 10</b>	To consider the introduction of target risk scores for those risks the Council has agreed to manage. This provides a measure in terms of testing whether the controls in place are having a desirable effect.
<b>Recommendation 11</b>	To consider updating the risk register format to incorporate the source of the risk (where the risk has come from). This helps in terms of understanding the risk.
<b>Recommendation 12</b>	To include in reports a summary showing movement of key risks to provide further evidence that effective controls are in place to manage the risks.
<b>Recommendation 13</b>	To consider the use of scrutiny to act as a resource to examine, challenge and review key areas of risk to further support the risk management approach.

## Section 6 – Review Findings

### A. Risk Management Approach – Strategy/Methodology

Risk Maturity Ranking	Enabled	<b>Managed</b>	Defined	Aware	Naïve
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#### Risk Management Strategy

**It is fundamental to have an agreed Risk Management approach or framework in place. This ensures that an organisation has a comprehensive and systematic process to manage any barriers which could stop it achieving its key objectives and priorities.**

The Council has a comprehensive approach in place to manage risk. This is demonstrated through a recently refreshed risk management strategy and supporting toolkit.

The **Risk Management Strategy** outlines the following areas:

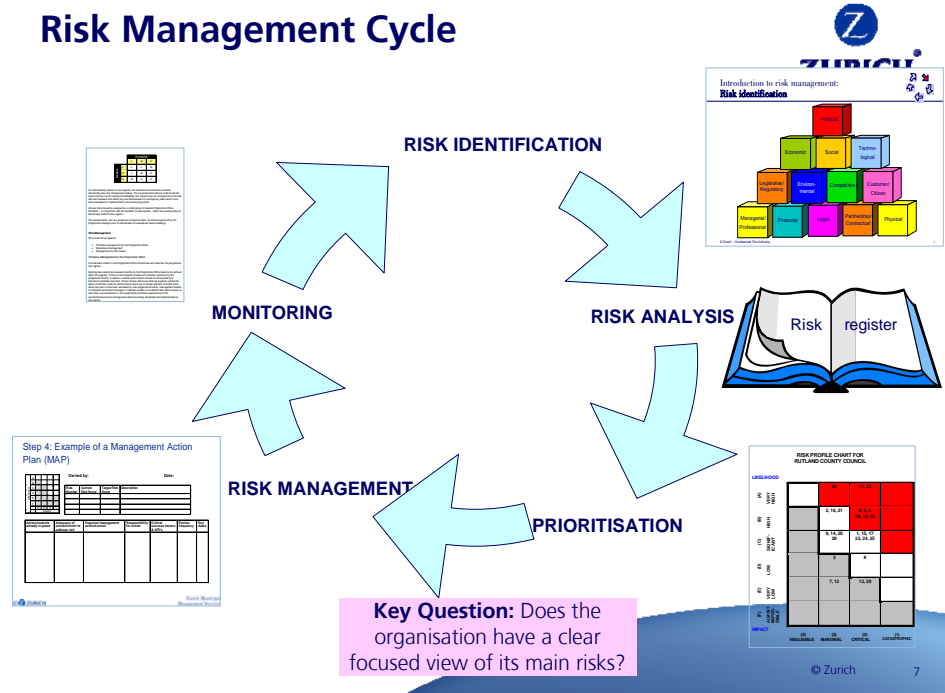
- risk management alignment (link to corporate objectives)
- risk management objectives
- corporate governance
- risk management policy statement
- risk records
- risk appetite
- risk tolerance
- risk management cycle and
- roles and responsibilities
- Categories of risk

The **Risk Management Toolkit** provides a simple, effective process to identify and manage risks as part of the overall risk management process. It is designed to give guidance on the risk management cycle, to assist in defining the type of risk, the scoring process and the completion of the risk register pro-forma, along with the process for escalating risks.

The toolkit covers in more detail the key steps in the risk management cycle e.g. engagement, identification, analysis, prioritisation and management.



The risk management cycle adopted within the Council is highlighted in the diagram below:



Both documents are comprehensive, easy to read and will be accessible on the Council's updated intranet site.

An interesting element of the risk management strategy and supporting toolkit is the inclusion of a risk opportunities matrix. The application of the risk opportunity matrix is not fully embedded within the council (at present only evidenced in financial reporting) however incorporating this within the risk management framework clearly demonstrates that risk and reward, or risk and opportunity go hand in hand.

Opportunities for working differently or more efficiently naturally arise when risks are discussed. Opportunities may arise out of discussions around a risk faced by the Council or how the Council responds to a specific risk. The latest budget report to full Council (5<sup>th</sup> March 2012) clearly shows how risks associated with budget cuts may present opportunities for re-shaping and improving how services are delivered.

It is important that managers and staff understand that managing risk also has a positive side and if opportunities are identified as part of the risk management process they are not forgotten about.

Risk Management training has been rolled out to elected members, the Senior Team and Risk Champions. The corporate team have identified the need to liaise with Human Resources to see if risk management can be part of the corporate training programme for key staff.

**Recommendation 1: As part of any future training in Risk Management to re-inforce the message that opportunities can arise out of managing risks.**

Within the Council there are Risk Champions within each of the departments. They provide a key role to promote and support risk management. These are key individuals who ensure that risk management is viewed as a practical and robust process which can be utilised across the whole organisation.

Further clarifying the role of the Risk Champion within the roles and responsibilities section of the Risk Management Strategy would further strengthen this key role.

**Recommendation 2: To further clarify the role of the Risk Champion within the roles and responsibilities section of the Council's Risk Management Strategy.**

To further embed risk management within the organisation a number of job descriptions have been updated (where appropriate) to reflect their specific roles and responsibilities with regard with risk management.

The Audit and Assurance team provide corporate support for risk management arrangements. A key element of their role is to develop and implement the corporate risk management strategy, provide advice and support, report corporate and high level departmental risks on a quarterly basis, share experience of risk and review the effectiveness of the strategy/approach.

There was a view that **significant improvements** have been made corporately over the last 12 months with regard to risk management in terms of support and attempts to simplify and streamline key processes. This was welcomed by all those interviewed however further streamlining and clarification of key processes e.g. Risk Management, MAF and Performance Management was still cited as an area to further progress.

**Recommendation 3: To continue to work to clarify and streamline key processes adopting the concept 'update once and use many times'.**

B. Risk Ownership					
Risk Maturity Ranking	Enabled	<b>Managed</b>	Defined	Aware	Naïve
<p><b>Risk Ownership</b></p> <p><b>It is important that Risk Management is owned from the top of the organisation.</b></p> <p>Within Blackburn with Darwen BC risk management is owned at a strategic level. The Finance Director acts as lead officer and an Executive Member is lead member.</p> <p>Senior managers clearly understand why risk management is important and the benefits of effectively managing risk. From those interviewed it is abundantly clear that the Senior Managers understand the need for and have the ability to management risk in a mature, consistent way.</p> <p>Within the risk management framework risk is owned at a number of levels</p> <ul style="list-style-type: none"> <li>➤ Elected Members</li> <li>➤ Member Champion</li> <li>➤ Executive Board</li> <li>➤ Audit Committee</li> <li>➤ Chief Executive Strategy Group</li> <li>➤ Specific Director responsibilities</li> <li>➤ Strategic Risk and Resilience Forum</li> <li>➤ Risk, Business Continuity and Governance group</li> <li>➤ Risk, Governance and VFM co-ordinator</li> <li>➤ Heads of Service and managers</li> <li>➤ Employees</li> </ul> <p>The roles and responsibilities for the above are clearly identified in the Risk Management Strategy.</p> <p>All risks on the corporate and strategic departmental risk registers have assigned risk owners.</p> <p>The risk owner has the responsibility for ensuring that the risk is effectively managed and monitored. The risk owner may not be the person who actually takes the action to address the risk but is accountable for ensuring appropriate action is taken.</p>					

**C. Risk Identification**

Risk Maturity Ranking	Enabled	<b>Managed</b>	Defined	Aware	Naïve
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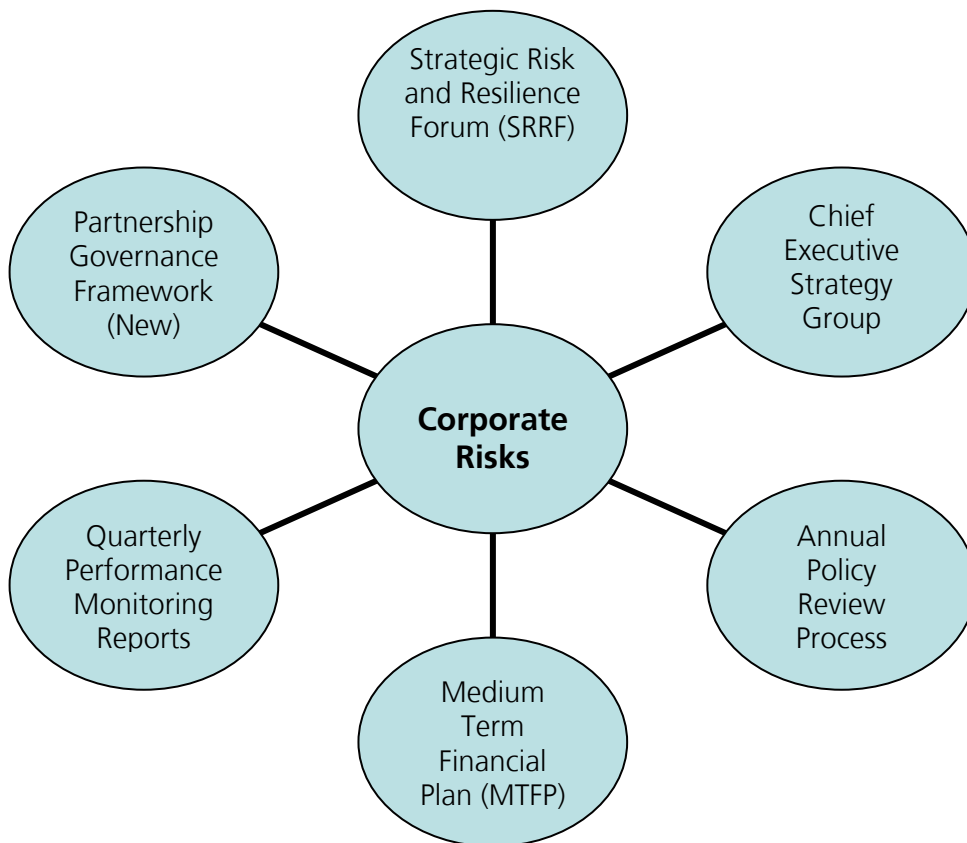
**Risk Identification**

The first stage of the risk management process is the identification of risks which could prevent the Council from achieving its objectives. It is vital that this stage is effective to ensure that future work is focussed on the right areas. If the most significant risks are not identified – and fully understood – then activity to manage the risk is likely to miss the point.

Risks are identified at **two** distinct levels.

- **Corporate** – those risks that may prevent the Council from achieving its strategic ambitions and priorities.
- **Strategic Departmental** – those risks that may prevent the individual department from meeting their objectives or from achieving their contribution to the corporate ambitions and priorities.

**Corporate Risks** are identified through the following processes:



**SRRF (Strategic Level)**

This group has recently been established to ensure the effective implementation and co-ordination of risk management (including the identification of new corporate risks), emergency planning, business continuity, governance and events management strategies and the establishment of these within the Council’s culture and business processes.

Senior managers from the Council represent the group supported by officers within Policy and Communications and Finance. The group meet on a quarterly basis and report to the Chief Executive Strategy Group and Audit Committee. Clear terms of reference are in place to support this group.

### **CE Strategy Group**

This group has a role to agree and sign off key corporate risks prior to being reported to the Audit Committee. This could include the identification of new corporate risks.

### **Annual Policy Review**

Every December the Policy Council meet to debate key issues around national policy decisions, national legislation, local context and local financial issues. The report identifies key implications for the Council. The meeting provides an opportunity to refresh the Council's priorities in response to the challenges being faced.

The approach could be further strengthened by making risk management more explicit in the process to ensure that elected members clearly understand the risks linked to policy changes and any associated decisions.

**Recommendation 4: To more explicitly identify risks and opportunities as part of the Annual Policy Review and 6 weekly Policy Report process to ensure that risks linked to policy changes and any associated decisions are clearly identified.**

### **MTFP**

The MTFP and associated financial monitoring reports are used to identify key corporate risks and opportunities. Financial management and risk management within the council is strongly inter-linked. This is clearly demonstrated in the budget monitoring reports and the annual budget report presented to full Council each year.

### **Quarterly Performance Monitoring Reports**

Every quarter a Performance Report is presented to the Executive Board for consideration. As part of the process performance and wider risks are debated with Directors as part of the challenge meeting. Key corporate risks are identified during this process.

### **The Partnership Governance Framework**

A new Partnership Governance Framework has recently been approved by the SRRF and a Partnership Register is now in place. The process will involve carrying out a self assessment on key partnerships to test governance arrangements including risk management. Any key risk identified as part of this process has the potential to feature in the corporate risk register.

**Recommendation 5: To implement the Partnerships Governance Framework to further strengthen governance arrangements within key partnerships.**

**Strategic Department Risks** are identified through the following processes:



### **The Risk, Business Continuity and Governance Group (Operational Level)**

The group has a clear role to ensure there are adequate and effective risk management, business continuity and governance arrangements in place and these are properly embedded within the Council to ensure key business objectives and Council services are delivered. The focus of this group is at an operational level however the group also has a responsibility for escalating significant risks to the SRRF for consideration for inclusion on the Corporate Risk Register.

### **Management Accountability Framework (MAF)**

The MAF is a corporate framework/template which supports effective governance arrangements. Each Head of Service is required to complete a MAF return and submit to their Director on a quarterly basis. The MAF covers the following areas:

- A summary of significant issues
- An update against operational plan priorities
- A checklist against key areas of work e.g. major capital projects, budgets, health and safety, business continuity, equality impact assessments, human resource issues
- Progress against local and national performance indicators

➤ Progress against any internal/external/inspection reports

The MAF is a well embedded framework within the Council and recent changes to streamline the process have been welcomed. The Audit and Assurance Team provide extensive support to this process and act as both support and challenge. The only view raised was the need to carry out 'spot checks' on the MAF's to ensure compliance and the accuracy of data.

**Recommendation 6: To consider (random) 'spot checks' on the MAF to ensure compliance and accuracy of data.**

### **The Business Planning process**

The annual Business Planning process incorporates risk management. As part of the process Heads of Service are required to identify key strategic departmental risks which could affect them from achieving their departmental objectives over the next 12 months. This information produces the Strategic Departmental risk register which is then regularly reviewed and updated.

### **Equality Impact Assessments**

The Council's approach to equality impact assessments includes risk management. Each Equality Impact Assessment requires risks to be identified as part of the process. If there has been a change to a service the equality implications and risks associated with them are clearly identified and have the potential to be captured in the Strategic Departmental risk register.

### **The Business Impact Analysis**

As part of the Business Continuity Management process a Business Impact Analysis is carried out. This requires departments to identify 'single points of failure' (risks) – this activity is currently taking place in the Council. Any single points of failure need to be captured in Strategic Departmental Risk Registers to ensure appropriate management action can be put in place to reduce the risk level.

**Recommendation 7: To ensure that any 'single points of failure' identified through the Business Impact Analysis (part of the Business Continuity Management process) are captured in strategic departmental risk registers.**

At present the Council is going through a period of transition moving away from Sharepoint to a risk register format based on an excel spreadsheet. The new and improved risk register contains all the necessary areas to ensure that risks are effectively recorded and subsequently managed. As part of this change departments are currently taking the opportunity to review their existing registers to ensure the right risks are included e.g. key operational risks 'v' business as usual.

Part of the risk identification process also involves 'thinking ahead' and considering key emerging risks e.g. new working practices such as information governance, change in policy, change in central government legislation. It was apparent from the interviews that the 6 weekly policy reports are a well used resource. In addition managers are actively thinking ahead in terms of new risks by using their professional networks, professional bodies, benchmarking and colleagues.

## **Risk Analysis and Prioritisation**

**Analysing or prioritising risks enables a shared understanding of what the most important risks are and allows resources to be focussed more effectively where they are needed.**

As part of the risk analysis process the root cause and consequence of the risk are identified. These are captured in the risk register. This helps in terms of understanding the risks and ensures that the root cause is being effectively managed to mitigate the risk.

The Risk Management Framework includes a 5 x 5 risk prioritisation and risk opportunity matrix. Both matrices are supported by clear criterion e.g. likelihood and impact score and likelihood and opportunity score.

The risk matrices are colour coded which provides some evidence that the Council has started to define its risk tolerance or appetite e.g. the higher the risk or opportunity then more immediate action and monitoring is required.

In the current turbulent climate where risks are higher organisations are starting to look at risk appetite in more detail. Defining risk appetite is crucial to how an organisation approaches risk. It is a key component in establishing tolerance and threshold levels, which if breached require the implementation of risk management controls. From an organisational perspective there are a number of benefits to be gained by defining risk appetite:

- Clarity over the risks that the organisation wishes to assume
- Explicit articulation of the attitudes to risk
- It ensures an enhanced view of risk expenditure
- It enables the Management to exercise appropriate oversight and corporate governance by defining the nature and level of risks it considers acceptable (and unacceptable) setting boundaries for business activities and behaviours

**Recommendation 8: To consider at a future stage a more detailed assessment and formulation of the Councils actual and desired risk appetite to further support strategic risk management.**



## D. Risk Management

Risk Maturity Ranking

Enabled

**Managed**

Defined

Aware

Naïve

### Risk Management

**Risk Management (or Risk Mitigation) is fundamentally about taking appropriate action to address the barriers to achieving objectives. Developing action plans which contain control procedures is an essential element of any risk management process. Most risks are capable of management, either by managing down the likelihood they will happen, the impact should they arise or both.**

### Action Plans

The adoption of a robust process for action planning demonstrates a mature and comprehensive approach to risk management and ensures it is a living process and not a one off exercise. This part is arguably the most important and it is essential that it is easy to understand and implement.

Within the Council risks are managed by either 'accepting' the risk or 'managing' the risk.

The level of detail, action and notes contained within Operational risk registers varies. Some risks contain up to date SMART actions and notes and others are vague. Ensuring that all operational risks registers contain the appropriate information will support the Directors in terms of managing their key risks as part of their Directorate Management Meetings.

**Recommendation 9: To ensure operational risk registers are consistent in terms of approach in line with the revised risk register format containing SMART actions.**

The Council may also want to consider introducing target risk scores. This will provide a measure to determine whether the actions put in place to manage key risks are proving effective e.g. reaching the target risk score within an agreed period of time.

**Recommendation 10: To consider the introduction of target risk scores for those risks the Council has agreed to manage. This provides a measure in terms of testing whether the controls in place are having a desirable effect.**

The annual audit plan also has a role in terms of risk management. The annual audit plan is formed by looking at the Corporate Risk Register and other key intelligence. Ongoing audits clearly take place aligned to the key risk areas facing the organisation.

## E. Monitoring, Reporting Mechanisms

Risk Maturity Ranking

**Enabled**

Managed

Defined

Aware

Naïve

### Risk Monitoring and Reporting

**Risk monitoring and reporting is simply about making sure the risk management process works and activity to identify risks and manage them is ongoing. It is through an ongoing commitment to identifying and addressing risks that organisational resilience is built.**

### Risk Registers

The corporate risk register is created and maintained using an excel spreadsheet. The design and format of the risk register includes the following:

- risk description
- link to objective
- risk score
- risk owner
- key dates
- sources of the risk
- consequences of the risk
- existing controls in place with an assessment
- agreed management action
- further actions required

As risks can be identified through a number of sources/processes there may be merit including in the Risk Register format the 'risk source'. This will further aid understanding of the risk knowing the source of risk.

**Recommendation 11: To consider updating the risk register format to incorporate the source of the risk (where the risk has come from). This helps in terms of understanding the risk.**

### Risk Monitoring

An excel spreadsheet has been designed to record, monitor and report on all risks facing the Council and progress against mitigation actions.

## Risk Reporting

**Corporate Risks** are reported to the SRRF, Chief Executive Strategy Group and Audit Committee on a quarterly basis.

The Audit Committee has the following risk management responsibilities:

- To provide independent assurance of the adequacy of the risk management framework, overall governance and the associated control environment
- Provide independent scrutiny of the Council's financial and non financial performance to the extent that it affects its exposure to risk and weakens the control environment
- Oversee the financial reporting progress

**Strategic Departmental issues and risks** are reported through the Performance Area Meetings (PAM's),

The Director will compile an exception report based on the information contained within the MAF's and present to the PAM or Resources Strategic Leadership Team. After the PAM or Resources Strategic Leadership Team a further exception report is compiled by the Audit and Assurance Team and is presented to the Chief Executive Strategy Group. Once the risks are agreed a summary of the key issues are reported to the Audit Committee as part of the regular audit and assurance progress report.

Strategic departmental risks are also reported and monitored through Directorate Management Teams. Officers from Audit and Assurance team support this process by acting as 'critical friend/challenge' ensuring that key information is contained in the reports and there is evidence of positive risk movement.

**Transformational Project risks** follow an agreed project management approach and key issues and risks are identified as part of the process and reported to the Transformation Programme Board or Business Change Board. There was a consensus view that governance arrangements to support key Council projects and the management of risks is effective.

To further strengthen the general risk reporting process showing movement of key risks will provide further evidence that the controls in place to manage the risks are effective.

**Recommendation 12: To include in reports a summary showing movement of key risks to provide further evidence that effective controls are in place to manage the risks.**

One area for the Council to consider is how scrutiny can be potentially used to support the risk management process. Scrutiny can provide a useful resource to examine/challenge and review key area of risk. This maybe an area where the Council wants to explore further.

**Recommendation 13: To consider the use of scrutiny to act as a resource to examine/challenge and review key areas of risk to further support the risk management approach.**

The Risk Management Policy is reviewed on an annual basis to incorporate lessons learned and to continually improve the Council's risk management arrangements.

**APPENDIX A – REFERENCE DOCUMENTS & STAKEHOLDER INTERVIEWS**

<b>REFERENCE DOCUMENTS</b>
<b>Document Title:</b>
Corporate Risk Management Strategy – 2011-12
Risk Management Toolkit – Version 9
MAF – Quarterly Update Reports (Examples)
Strategic Risk Register
Risk Management Review Report – April 2010
Risk Management Review Action Plan
Annual Report 201 on Risk and Safety to the Audit Committee
Internal Audit Report 2008/2009 – Governance of the Risk Management Group
Reports to the Executive Board (Quarterly reports on Strategic Risks)
Audit Committee Terms of Reference
Corporate Plan 2011-2012 with supporting performance measures
Partnership Governance Framework and supporting toolkit
Transformation Programme – project portfolio
Project Management Handbook
ISO International Standard 31000 Risk management - Guidelines on the principles of implementing risk management (2007)
BSI British Standards BS31100 - Risk management : Code of practice (2008)
The Institute of Risk Management – Risk Guidance Paper Appetite & Tolerance (September 2011)
The Institute of Risk Management – A risk management standard (2002)

<b>STAKEHOLDER INTERVIEWS</b>	
<b>Name</b>	<b>Role</b>
Val Forshaw – Families, Health and Wellbeing	Risk Champion
Jodene Bibby – Finance	Risk, Governance and Value for Money Co-ordinator
Colin Ferguson – Finance	Audit & Assurance Manager
Steven Mullineaux – ITM&G	Head of IT Service Delivery and Support
Elizabeth Hall – Finance	Director of Finance and Lead Officer for Risk Management
Chris Daniels – ITM&G	Risk Champion
Cllr Andy Kay	Elected Member
Janet Hill – Finance	Head of Audit and Assurance
Paul Cuter – Finance	Head of Financial Services
Jonathan Tew – Policy and Communications	Head of Policy
Marie Hart – Resources	Transformation Programme Manager
Steve Oldham – Regeneration, Housing and Neighbourhoods	Risk Champion
Tom Stannard – Policy and Communications	Director of Policy and Communications and Chair of the SRRF