



Leicester
City Council

WARDS AFFECTED

Directors Board

18 May 2004

Finance, Resources and Equal Opportunities Scrutiny Committee 14 June 2004

Cabinet

21 June 2004

RISK MANAGEMENT STRATEGY

Report of the Chief Finance Officer

1. PURPOSE OF REPORT

- 1.1. To review progress in implementing the Council's Risk Management Strategy
- 1.2. To seek the agreement Cabinet to the proposals set out within this report.

2 Recommendations

The Cabinet is recommended to consider the revised Risk Management Strategy, and to

- 2.1 Confirm that the existing policy statement remains appropriate (See Appendix 1) and the roles and responsibilities (Appendix 2) remain appropriate.
- 2.2 Support the use of a risk assessment matrix in all reports seeking significant decisions
- 2.3 Support the continued development of risk registers in each department.
- 2.4 Support the designation of specific officers in all departments to be departmental risk officers with responsibility for progressing risk management and maintaining risk registers, including regular review and update by each department's management team.
- 2.5 Agree that the Risk Management Fund be used as pump priming money for the Departmental Risk Officers, to be allocated to departments with reference to the amount of operational risk faced by each. The allocation of funds to be managed by the Corporate Risk Management Group.
- 2.6 Request that the Procedures Working Party considers and recommends to the Council the changes to the Finance Procedure Rules set out in Appendix 4.
- 2.7 Note the action plan for 2004/05 (see Appendix 5)
- 2.8 Note the Communication Strategy (see Appendix 6)

3 Report

- 3.1 The Council approved a Risk Management Strategy in September 2001 and an updated version in April 2003. In approving the updated strategy the key challenges identified were
 - to ensure that assessments of key risks are carried out in each department and control mechanisms established, with the results being recorded in a formal register;
 - the introduction of a systematic approach to the assessment of risk when significant decisions are taken

- 3.2 For the purposes of the strategy, risk is defined as 'The identification, analysis and economic control of those risks which can impact on the Council's ability to deliver its priorities and objectives'.
- 3.3 The strategy is a framework within which the Council will identify and assess risk in its many forms. Risks can be direct threats or opportunities which if exploited offer improved ways of meeting objectives.
- 3.4 Risk management covers all the processes involved in identifying assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them and monitoring and reviewing progress. It is about managing exposure to risks (in terms of the likelihood of them materialising and the potential impact should they materialise) to a level that is acceptable to the Council.
- 3.5 Managing risk is not the same as avoiding it. Every decision taken by the Council and its officers involves risks of varying degrees, and the objective of establishing a risk management culture is to ensure that all decisions are taken in the knowledge of both the risks and opportunities involved in following a particular course of action.
- 3.6 In short by integrating risk management into its decision making and planning processes it will become risk aware and thereby be in a better position to anticipate threats and identify opportunities that impact on the achieve of the Council's objectives.

4 Current Situation

4.1 Risk Identification and profiling

- 4.1.1 The CPA assessment from June 2002 identified that the Council needed to implement a structured approach to risk management, which included a need to introduce risk registers.
- 4.1.2 A process of risk profiling to identify key operational, strategic and financial risks on a departmental basis has been established. As at 28 February 2004, all departments had either completed the risk profiling exercise or were preparing to do so.
- 4.1.3 As a result of these initiatives, the CPA assessment carried out in the autumn of 2003 acknowledged that progress had been made but also noted that risk registers were still not in existence. Nevertheless, the assessment score improved from a 2 to a 3 (on a four point scale) because of progress made in identifying, and documenting risks in a number of departments.

4.2 Decision Making

- 4.2.1 A risk matrix was developed and introduced to support decision making major projects. This matrix is an integral part of reports to the Council and its Cabinet and Committees, and allows members to be appraised of the key risks that may impact on major projects and the steps being planned or taken to manage them.

4.3 Other

- 4.3.1 The designation of specific officers in departments to be Risk officers funded through the Risk Management Fund (£100,000) has allowed individual departments to direct attention to the risk management process as it impacts on their specific areas of responsibility.
- 4.3.2 A Driving Policy has been adopted and introduced. This specifies what needs to be done by departments to improve driving performance and reduce accidents, thereby reducing the costs of insurance. The policy remains to be implemented in all Departments.

5 Issues for future action

5.1 Risk Registers

- a) The first CPA assessment identified that whilst the Council had established a good framework for risk management, the development of risk registers was

needed and the improvement plan for 2003/4 included the following statement

“Significant development of formal risk assessment across the council by 31st July 2003”

- b) It was envisaged that a number of departments would have completed risk registers by that date. As at 28 February 2004, none has done so although the Resources Access and Diversity Department was very close to achieving this.

5.1.1 Table 1 below details the progress made in identifying and recording significant risks and collating them in a form that can be used to produce a corporate risk register.

Table 1

Department	Actions completed as at 14 th May 04	Actions in progress as at 14 th May 04	Comments
Regeneration and Culture	Risk profiling workshops held on 31/10/03, 2/12 & 3/12 Output provided to Department. Report was sent to Departmental Management team (DMT) on 13/3/04 highlighting the top 13 risks for their approval. Further work has been undertaken to review the list and this has been presented to DMT on 12/5/04 for them to review	Review of control measures and their effectiveness between 17/5-28/5 Report will then be sent to DMT on 16/6/04. Register to be updated 30/6/04 followed by monitoring and reviewing every quarter.	Risk Management Officer role has been taken on by Safety Advisor.
Education and Lifelong Learning	Risk profiling workshops held 6/2/04 Output provided.	Draft report has been produced and will be circulated to the DMT by end of June.	Risk Management Officer appointed Feb 2004.
Resources, Access and Diversity	Risk profiling workshops held (Jul 03) Output provided to Department. Key risks and controls identified by DMT Additional actions required identified Review process involving regular report to DMT agreed Data entered into risk register software	Top Level Risk register is being produced. Work to continue on all other risks identified over the coming months	Risk Management Officer role has been taken on by Security Advisor.
Social Care and Health	Risk profiling workshops held 25-26/09/03 Output provided to Department.	Collation of divisional output into agreed DMT report for input into register. Report to DMT planned for June 2004.	Risk Management Officer in post since July 2003. Significant progress expected.
Housing	Risk profiling workshop held 19 April 2004	Briefing notes have been circulated. CRM to attend DMT nearer the date.	Risk Management Officer role an appointment to be made shortly.

- c) Following the risk profiling sessions, departments need to identify their most significant risks, and determine
- i) The controls in place to manage those risks

- ii) The effectiveness of those controls
 - iii) Any additional controls that are needed to reduce the extent of risk to an acceptable level
 - iv) A process for monitoring and reviewing the identified risks
- 5.1.2 Software has been purchased by Risk Management Services to allow the outcome of the process to be documented in a standard way and to provide departments with a mechanism to allow them to monitor manage and review identified risks, when the system is networked at a later date.
- 5.1.3 By the time of the next CPA assessment it will be essential to be able to show significant progress towards the creation of a corporate risk register. To that end it can be seen that the Council remains some way from meeting that objective. Failure to show the expected progress is likely to jeopardise the current rating for Risk Management and thus may adversely affect the overall rating for the Council.
- 5.2 Risk Matrices
- 5.2.1 Whilst the risk matrix is not a mandatory inclusion in all reports, its introduction has been relatively successful and is now included as part of most reports where this would be expected e.g. reports on complex property disposals or acquisitions, major construction proposals, or projects with multiple interdependent funding streams, where failure of part of the stream may impact on the rest).
- 5.2.2 There are however a number of instances where
- The matrix appears to have been completed as an afterthought and the analysis is incomplete
 - The risks identified are not really risks at all, but statements of fact, often included to bolster the arguments, which the report author is trying to make.
 - A key issue for 2004/5 is to build on the progress made and ensure that the matrix is used appropriately and effectively on every report to ensure the risks are considered.

6 General Matters

- 6.1 There has been much by way of progress since this strategy was last reviewed especially in relation to the profile of Risk Management within the operational processes of the Council.
- 6.2 It is important to ensure that compliance with corporate risk management initiatives is consistent across all departments and Corporate Directors have a direct responsibility to make sure this happens.
- 6.3 The delays in conducting risk profiling workshops and thus to the preparation of a corporate risk register could have adverse consequences for the Council's CPA status and could thereby jeopardise the declared objective of attaining an "excellent" rating.
- 6.4 Other issues such as failure by the Housing Department to implement the Corporate Driving Policy, whilst not affecting the CPA rating could impact adversely on future insurance arrangements with increased costs to all departments, and increased accidents and all the associated uninsured costs that go with that.

7 FINANCIAL AND LEGAL IMPLICATIONS

- 7.1 The cost of risk falls into two categories:-
- The direct cost of paying premia to insurance companies, meeting insured claims and associated administration of the risk management function. For 2004/05 this amounts to about £3.6m.
 - The indirect cost of service disruption associated with incidents, which (evidence suggests) can amount to many times the direct cost.
- 7.2 Whilst it is never possible to eliminate such costs, they can be reduced by good practice in risk management: prevention of incidents arising in the first

place will undoubtedly save the Council money. Whilst our insurers would pay an unusually high level of claims in any given year, there is a knock-on impact on future years premia (the Council would pay in the end!).

- 7.3 The policy attached as Appendix 1 paves the way for future differential charging of insurance premia, with reduced costs accruing to departments demonstrating good risk management practice, for financial year 2005/06. A report proposing a process for this will be submitted to the Strategic Resources Group in June 2004.
- 7.4 In 1998, the Policy & Resources (Finance) Sub-Committee approved the creation of a Risk Management Fund of £100,000 p.a. top-sliced from premia to fund cost-effective measures to reduce claims. This fund is used annually to its full potential via the Corporate Risk Management Group. If this strategy is approved some of this funding could be used to contribute to the cost of Departmental Risk Officers for a second year to ensure Departments implement this strategy. The Corporate Risk Management Group will then review the situation.
- 7.5 The implementation of an effective risk management strategy is essential to enable the Council to limit its exposure to claims for damages or prosecution that arise from a variety of situations as a result of the Council discharging its statutory functions and in acting as a corporate body. The report seeks to ensure that implementation is effected successfully. (Guy Goodman, Assistant Head of Legal Services -ext 7054).

8 REPORT AUTHOR/OFFICER TO CONTACT

Elaine Butterworth, Corporate Risk Manager, Ext 7500
 Mark Noble, Chief Finance Officer, Ext 7401

DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	No
Executive or Council Decision	Executive (Cabinet)



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CORPORATE RISK MANAGEMENT STRATEGY

SUPPORTING INFORMATION

REPORT

1. **INTRODUCTION**

This document sets out the Risk Management Strategy of the Council. It defines the concept of risk management within Local Government and contains a proposed framework for continuing to implement a Corporate Risk Management Strategy across the Council.

2.1 **WHAT IS RISK MANAGEMENT?**

Risk Management is a concept that has gained increased focus and profile within the Public Sector. In a strategic context a useful definition to keep in mind is that it is:

‘The identification, analysis and economic control of those risks which can impact on the Council’s ability to deliver its priorities and objectives’.

The purpose of Risk Management is not to remove all risk, rather it is to make sure that losses are prevented or minimised and that ‘rewards are maximised’.

In a nutshell, Risk Management is a tool through which the Council can:

- Minimise the chances of things going wrong; and/or
- Reduce the consequences if things do go wrong

Risk Management is not about risk avoidance. It is about taking informed decisions about risk, and actively managing risks we decide to take.

Risk Management is part of the Council’s wider approach to corporate governance. The Council’s health and safety procedures are an

element of risk management, but are subject to their own processes for managing risk (which are unaffected by the recommendations in this report)

WHAT ARE WE TRYING TO ACHIEVE?

The current Risk Management Strategy was agreed by the Cabinet in April 2003 and identified as its key objectives to make risk management part of the culture of the organisation and as such an integral part of:

- Decision making processes
- Day to day operation of council services

This was to be achieved through

- Having a statement of policy formally endorsed by Members
- Clearly defining the roles and responsibilities of those responsible for managing risk at all levels
- Introducing new processes where appropriate
- Promoting awareness throughout the Council
- Training and Development
- Specific initiatives
- Appropriate provision of resources to support the above.

WHAT HAS BEEN ACHIEVED SO FAR.

The Council has so far achieved or partially achieved the following:

- Progress has been made towards the development of risk registers in all departments.
- Introduced a Risk Management Process and produced standard framework for identifying risks which would be utilised to progress the Risk Profiling as identified above.
- Implemented a Risk Profiling database and standardised structure for recording risks and associated controls.
- Delivered business continuity planning workshops and training provided for departmental representatives to complete the required documentation.
- Introduced a Driving Policy, which specifies what needs to be done by departments to improve driving performance and reduce accidents, thereby reducing the costs of insurance.
- Conducted risk audits in the following areas – Consortia Schools and specific buildings for fire safety, security survey at Neighbourhood Housing Offices to review security.
- Arranged Asbestos audits for compliance with new legislation for 1st May 2004.

2.2 WHAT PROBLEMS HAVE WE ENCOUNTERED?

- Progress with some departments regarding risk profiling workshops has been slower than anticipated. However, all departments will at least have attended workshops by mid April 2004.

- Business Continuity Planning- Departmental Progress has been slow due to local resource issues and a lack of knowledge and skills to complete the necessary documentation. Further training has been provided together with support.
- The risk matrix has been adopted and some report authors have used it very effectively. Others however have struggled with the concept. To address this, a guidance document is available on the Intranet and support is available on request from Risk Management Services.
- Attendance by some departments at meetings of the Corporate Risk Management Group has been poor, with, in some cases the responsibility delegated to managers who do not have the necessary authority to take the decisions at this high level group and ensure decisions made are implemented. Strategic Resources Group has now decided that this group should follow the pattern for “Heads of Profession Meetings”. SRG Members have been asked to ensure that nominated representatives attend meetings with accountability to SRG. It remains to be seen if this change improves the effectiveness of the Risk Management Group.

2.3 WHAT DO WE STILL WANT TO ACHIEVE

- To have embedded a uniform risk management process for the Council for prioritising different types of risk. Risk management to be firmly embedded in the business planning and processes of the Council.
- The subject of risk management included as a regular item on all Departmental Management Team agendas at least on a quarterly basis to monitor prioritised risks and controls.
- Common application of project management standards including the expectations relating to the management of risks.
- Improved communication and training on the subject of practice of risk management
- Development of the use Risk Registers to contribute towards and influence the content of the Annual Audit Plan and help align the plan to identified risks
- Engagement of members through formal links with Scrutiny Committees focusing on the management of risk and the relationship with Corporate Governance.
- Amendments to the Council's Finance Procedure Rules to clarify the Council's position on risk. (see appendix 4)
- Creation of a risk resource library available on the intranet.
- Development of a Fraud Strategy to create awareness of insurance claim fraud and provide fraud evidence including developing software to assist the identification of risk.
- Integration of the Post of Head of Health and Safety as an effective member of the Corporate Risk Management Group.

3. HOW ARE WE GOING TO ACHIEVE THIS?

3.1

	Specific Tasks	Timescale	Communication Audience
Integration of RM into Culture of Council	*Process documented & training provided *Financial Regs revised *Compliance with Risk Management standards *Develop communication strategy (see appendix 6)	Feb 2005	All LCC employees and managers
Risk Register	*Develop criteria *Populate database with risk profiling workshop output *Extend access to Depts *Produce guidance manual	Sept 2004	LCC
DMT Monitoring	*Planned in DMT diary quarterly *Copies of Risk Register sent to DMT for feedback * Copy of DMT report to RMS *CRM to attend DMT's	Sept 2004	DMT/RMS
Project Management	*Liaise with Task Group *Ensure process involves RMS *Details added to risk register	Sept 2004	RMS/Project Management Task group
Risk Register contributing to Audit Plan	* Internal Audit to provide RMS with Audit information * RMS to provide IA with updates from risk register – need to provide access to database long term	Aug 2004	IA/RMS
Engage Scrutiny Committee	*Arrange information event for members *Ensure risk matrix is used on all committee reports	Nov 2004	Members
Business Planning	*Monitor Dept Business Plans and ensure risks are monitored	Dec 2004	DMT
Risk Library	*Develop a library of risk management information in RMS and on the intranet *Communicate availability	Mar 2005	LCC
Fraud Strategy	*Publicise internally/externally *Review/set up procedures *Provide training	Sept 2004	LCC/Public
Loss Audits -asbestos -highway -education	*Evaluation of risk *Provide Action priorities/advice	March 2005	LCC
Analysis of Claims Data	*Evaluation of claims history *Engage with depts to improve their understanding of the risks	Mar 2005	LCC
Property Asset Management	*Sharing of information	Mar 2005	RMS/Property Services
Dept Risk Management Officers	*Develop and enhance cross dept relationships *Carry out annual reviews with H&S on Safety & Risk	Mar 2005	RMS/Dept RMO

3.2 An effective Corporate Risk Management Policy requires clear ownership of risk management. Respective roles and responsibilities need to be clearly stated, understood and accepted. Accountabilities for risk management were defined in the report endorsed by Cabinet in April 2003 (Appendix 2).

3.3. In order to help ensure effective communication. Some or all of the following will be used to promote awareness:

- Bulletins and newsletters on progress, legalisation and court cases
- Programme of risk audits
- The role of the Corporate Risk Management Group
- Publicising the Risk Management Strategy and Policy
- Seminars/workshops/briefing on various subjects
- Dissemination of good practice through Corporate Risk Management Group and other group forums
- Guidance material highlighting risk management issues and good practice
- Statistical analysis of claims/trends and providing risk management advice /recommendations
- Use of intranet for discussion updates and Risk Management issues
- Using the risk register to inform the Internal Audit operational plan, thus helping to direct audit resources to the key risks facing the Council and providing assurance to management of the effectiveness of controls.

3.4 The Council will also (where appropriate) include risk management responsibilities in job descriptions for specific persons assigned with responsibility.

3.5 Implementation of the Risk Management Strategy will require resources. In addition to the Corporate Risk Manager, it is essential that each department nominates a post as departmental risk officer with a supportive role in each department. The key initial task will be to support the development of departmental risk registers in each department. This has now been achieved in most departments.

4. There is a vast amount of work to be undertaken within the authority. However, it can be seen from the above that a great deal of progress has been made in a short space of time. Nevertheless, a lot more remains to be accomplished to ensure this is embedded within the organisation's culture.

5. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

5.1 FINANCIAL IMPLICATIONS

As mentioned in the covering report.

5.2 **LEGAL IMPLICATIONS**

Risk Management is a key practice aspect of both the Comprehensive Performance Assessment and the Corporate Governance agenda and Leicester City Council is required to give assurance as to the extent of compliance with their requirements.

5.3 **OTHER IMPLICATIONS**

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING INFORMATION
Equal Opportunities	N	
Policy	N	
Sustainable and Environmental	N	
Crime and Disorder	N	
Human Rights Act	N	
Elderly/People on Low Income	N	

6. **BACKGROUND PAPERS**

Risk Management Strategy September 2001.
Risk Management Strategy April 2003.

7. **CONSULTATIONS**

Corporate Risk Management Group, Service Directors, Corporate Directors' Board, Strategic Resources Group.

8. **REPORT AUTHOR**

Elaine Butterworth, Corporate Risk Manager, Ext 7500
Mark Noble, Chief Finance Officer, Ext 7401

CORPORATE RISK MANAGEMENT POLICY

The Council believes that risk is a feature of all business, and is a particular attribute of the more creative of the Council's strategic developments. Some risks will always exist and will never be eliminated: they need to be appropriately managed.

The Council recognises that it has a responsibility to manage hazards and risks and supports a structured and focused approach to managing them by approval each year of a Risk Management Strategy.

In this way the Council will better achieve its corporate objectives and enhance the value of services it provides to the community.

The Council's Risk Management Strategy's objectives are to:

- Embed risk management into the culture and operations of the Council.
- Adopt a systematic approach to risk management as an integral part of service planning and performance management.
- Manage risk in accordance with best practice.
- Anticipate and respond to changing social, environmental and legislative requirements.
- Ensure departments have clear responsibility for both the ownership and cost of risk and the tools to effectively reduce/control it.

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the Council for risk management.
- Incorporating risk management in the Council's decision making and operational management processes.
- Reinforcing the importance of effective risk management through training and providing opportunities for shared learning.
- Incorporating risk management considerations into Best Value Reviews and Business/Service Planning.
- Monitoring risk management arrangements on a regular basis
- Providing financial incentives to facilitate the proper management of risk

The benefits of Risk Management include:

- Safer environment for all;
- Improved public relations and reputation for the organisation;
- Improved efficiency within the organisation;
- Reduced drain on resources;
- Reduction in probability/size of uninsured or uninsurable losses;
- Reduced premia (as insurers recognise the Council as a "better risk");
- Improved labour relations

APPENDIX 2

ROLES AND RESPONSIBILITIES

The Cabinet

To oversee the effective management of risk by the Council by agreeing the overall policy and strategy and monitoring its implementation.

To ensure that risks are fully considered in Cabinet decision making processes

The Chief Executive

To develop an effective risk management strategy for the Council

To ensure risks are fully considered in all strategic decision making processes

Corporate Directors

To ensure there is an appropriate performance management framework by which service directors are held accountable for management of operational risks in their services

To ensure risks are fully considered in departmental decision making processes

Service Directors

To ensure that operational risks in their service portfolios are effectively assessed and managed

Operational Managers

To manage operational risks in their area of work

To ensure that Risk Management becomes incorporated into the culture of their activities and becomes an integral part of their decision making and business planning.

All Employees

To be aware of risks in their own area of work and to take appropriate care

To report any new or changing risks to their Manager

Those with Supporting Roles

Corporate Risk Management Group (CRMG)

This group consists of senior managers in each department. Its role is:-

To support the Council in the effective development, implementation and review of the Risk Management Strategy

To share experience on risk, risk management and strategy implementation across the Council

Corporate Risk Manager

To support the CRMG, Council, departments and departmental risk officers in the effective development and implementation of the Risk Management Strategy and share experiences on risk across the council.

To monitor and review the extent to which the strategy is implemented in practice, reporting to members, directors or operational managers as appropriate.

Corporate Head of Health and Safety

To support the CRMG, Council, departments and departmental Health & Safety Officers in the effective development and implementation of the Risk Management Strategy and share experiences on risk across the council.

Departmental Risk Officers

To support their department in ensuring that risk management becomes incorporated at all levels of the department and is an integral part of departmental decision-making and business planning.

APPENDIX 3

SUPPORTING STRATEGIC DECISIONS

The council will ensure that those responsible for strategic decision-making are made aware of the risk management implications of the decisions they are being asked to make. This means that Members and Directors' Board should be given full advice on risk management implications of decisions that include significant risk.

This will be accomplished by including a matrix, as indicated below, in reports where a decision is required. This would **only** apply to reports where there is a significant risk to the Council in terms of one or more of the following:

- Finances
- Reputation
- Strategic objectives
- Departmental objectives

Matrix

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1.			
2.			
3.			
4.			

L – Low
M – Medium
H – High

Finance Procedure Rules

3.14 Risk Management and Insurance

- 3.14.1** The Chief Finance Officer is responsible for ensuring that the Council's risks are adequately assessed, and for arranging external insurance cover or making alternative arrangements to provide for potential future liabilities and losses.
- 3.14.2** Directors shall advise the Chief Finance Officer of all risks, and changes to risks, in accordance with procedures specified by the Chief Finance Officer. Directors are not authorised to arrange insurance cover except via the Chief Finance Officer.
- 3.14.3** Formal identification of risks which could threaten identified service or Council objectives must be carried out using an approved Risk Management Process. Identified risks and any remediable actions are to be agreed as part of the process which will include costs and timescales for action. Directors shall ensure that departmental risk registers are kept up to date and monitored on a quarterly basis, reporting significant departmental risks/projects to the Chief Finance Officer.
- 3.14.4** The Chief Finance Officer shall seek the approval of the Cabinet each year to a strategy for the management of insurable risks; this strategy will also be considered by the Finance, Resources and Equal Opportunities Scrutiny committee. The Chief Finance Officer shall also report to the Cabinet Lead for Resources, and the Finance, Resources and Equal Opportunities Scrutiny Committee at the end of the year on the way the strategy was implemented. The latter report shall specifically identify the extent to which risks have been covered by external insurance and the adequacy of any other provision.
- 3.14.4** Any damage, loss or other event which may lead to an insurance claim shall be notified immediately to the Chief Finance Officer. No action should be taken or undertaking given by any officer which would prejudice the Council's position in making an insurance claim. Failure to inform the Chief Finance Officer of any charged circumstances could effect the validity of the insurance cover.

3.14.5 Directors are responsible for ensuring compliance with the terms of any relevant insurance policy and for implementing any other advice given by the Chief Finance Officer on the management of insured and uninsured risks.

APPENDIX 5

<u>Ref</u>	<u>Task/Action</u>	<u>Output</u>	<u>Target Date</u>	<u>Responsible</u>
1	Risk Register	High level register complete in all Departments	Jun-04	CRM/Depts/DMT's
2	Departmental premia	Review current charging bases and propose a risk based approach	Jun-04	CRM
3	Review All Directorates' performance in relation to progress on risk registers and management of identified risks	12 monthly review of each dept	Feb 04 Onwards	CRM
4	RM Funding (2004-5)	Review applications (subject to funds remaining)	Nov-04	CRM
5	Review of RM funding	Monitor feedback from applications 03/04	Sept.04-Nov.04	CRM
6	Communication of RM Strategy	Support for RM events, seminars & publications	Ongoing	CRM/PRO
7	Major claims/Claims History	Analysis of trends and lessons learned	Sep-04	CRM
8	Business Continuity Plans (BCPs)	Revised Authority Wide BCP's in place	Jun-04	CRM/DMT/RMO
9	Review of BCP's	Annual review	Sep-04	CRM
10	Insurance Renewals	Results of tender	Nov-05	CRM
11	Review RM Strategy	Annual review	Mar-05	CRM/HDofIA
12	Review of Insurance Fund	Annual review	Nov-04	CRM/HdofIA
13	Work Plan	Annual review	Mar-05	CRMG
14	New/Emerging Risk	Identify new, emerging or potential areas of risk and links to risk registers	Ongoing	CRM/PRO
15	Identifying Risk Initiatives	Identifying a series of Corporate Risk Initiatives for Group to promote and monitor.	Ongoing	CRMG/CRM
16	Loss Control Audit	Agree Programme of Loss Control Audits	June 2004	CRM

CRM – Corporate Risk Manager

PRO – Principle Risk Officer

Head of Internal Audit

RMO – Risk Management Officer

CRMG – Corporate Risk Management Group

Members of the CRMG: Laurie Goldberg, Elaine Butterworth, Dave Simms, Austin Roberts, Elaine Sherlock, Trevor Pringle, Dave Pate, Mark Noble

COMMUNICATION STRATEGY

APPENDIX 6

Target Date	Audience	Description/Message	Type
June 2004 – Mar 2005	LCC managers & supervisors	Risk Management awareness & framework	Interactive workshops
April 2004 – Mar 2005	All Council staff	Newsletters Bulletins Lunchtime briefing sessions Intranet site	Printed Emailed Information sharing Access to site
Jun 2004-Mar 2005	DMT's	Corporate Risk Manager to attend	Good, Bad & Ugly risk and claims issues
Sept 2004 Mar 2005	Risk Awareness Events	Workshops/lectures open to all staff	Interactive lectures/training
Nov 2005	Members	Risk Management Awareness	Interactive workshops
RM Audits - asbestos - schools - stress - highways - housing	Selected areas	Rolling programme in consultation with departments	Information sharing and advice provided