WARDS AFFECTED

Resources and Equal Opportunities Scrutiny Committee   27 June 2005
Cabinet   11 July 2005

CORPORATE RISK MANAGEMENT POLICY & STRATEGY

Report of the Chief Finance Officer

1. PURPOSE OF REPORT

1.1. To review progress made towards implementing the Council's Corporate Risk Management Strategy.

1.2. To seek the agreement and support of the Scrutiny Committee/Cabinet to the revised Risk Management Policy and Strategy as contained within the supporting information.

2. Recommendations

2.1. The Resources and Equal Opportunities Scrutiny Committee is recommended to:

2.1.1. Consider the revised Risk Management Policy and Strategy as contained within the supporting information and to make such comments to the Cabinet, as the committee sees fit.

2.1.2. Note progress made in implementing the Risk Management Strategy since 2001 (see paragraph 5)

2.1.3. Note and endorse the action plan and Communication Strategy for 2005/06 (see Appendices 2 and 7).

2.2. Note the proposed changes to the terms of reference of this Committee, which will be referred to full Council for determination (as set out at Appendix 8)

3. The Cabinet is recommended to

3.1. Nominate the Cabinet member for Finance as the lead member for Risk Management and to approve the policy and strategy, endorse the work plan and approve the roles and responsibilities as set out in this report (see Appendices 2,3& 4).

3.2. Agree the proposed changes to the terms of reference of the Cabinet (as set out in Appendix 8).

4. Report

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4.1. The terms of reference for the Resources and Equal Opportunity Scrutiny Committee include "The Council's Risk Management policies".

4.2. A Risk Management Strategy was first approved in 2001 and updated in 2003 and 2004.

4.3. As part of its remit, the Scrutiny Committee is asked to note the progress made in implementing the strategy (as summarised in paragraph 5 below and detailed in Appendix 1) and the challenges to be faced over the coming year which are:-

➢ To build on existing Departmental Risk Registers, and the completion of a Corporate Risk Register, identifying the key corporate risks which will be regularly monitored by the Corporate Directors' Board.

➢ The establishment of effective and tested Business Continuity Plans for Council services in line with the requirements of the Civil Contingencies Act 2004.

➢ The new assessment criteria for the Comprehensive Performance Assessment to be introduced for 2005.

➢ The development of the role of Scrutiny Committees in relation to risk matrices and their use.

➢ The further development of Project Management methodologies to include assessment and management of risks.

➢ The exploration of alternative risk financing options.

4.4. The above challenges will need to be met if the Council wishes to be able to demonstrate that

➢ it has a commitment to risk management, recognising that the accountability for managing risk rests with every manager and employee in the organisation;

➢ there is a widespread culture that reinforces the value and importance of risk management through integration into service/business decision making processes;

➢ there is widespread use of a risk management toolkit to ensure a systematic approach to the assessment of risk when significant decisions are taken.

5. <u>Achievements to Date</u>

Achievements since the Risk Management Strategy was first approved are summarised below:-

2001/02
First Risk Management Strategy endorsed – establishing policy, roles and responsibilities and Corporate Risk Management Group.

2002/03
Risk Management framework developed
Risk Management Fund criteria established
Risk Profiling workshops with Service Directors & Chief Exec
Risk Awareness training for employees
Loss control risk audit of motor procedures and policies
Comprehensive Performance Assessment score - 2

2003/04

Risk Management Strategy revised

Risk Management included in Performance Management and project management Frameworks

Risk Profiling workshops for all departments

Risk Management included in Procurement Toolkit

Departmental Risk Officer roles funded and supported on temp basis

Risk Awareness training for employees

Risk Assessment Matrix used in reports requiring significant decisions

Loss control audit of Health & Safety

Membership of Corporate Risk Management Group revised

Comprehensive Performance Assessment score – 3

2004/05

Risk Management Strategy revised

Risk Management included in service planning training and guidance

Departmental risk registers developed

Risk Management role enhanced in Finance Procedure Rules

Business/Service Continuity Management framework established

Risk Management presentations to Scrutiny Committees

Cross-departmental risk profiling workshops linked to Corporate Plan

Loss control risk audits of asbestos and highways

Development of risk library resource

Development of a Fraud strategy

Establishment of protocols with Internal Audit and a contribution to the Internal Audit Annual Operational Plan

Motor Policy endorsed

Comprehensive Performance Assessment score – 3

This progress has provided a firm foundation for further development of the process of risk management throughout the Council, which in turn, will support compliance with Corporate Governance requirements (as set out in the Council's Local Code of Corporate Governance as approved by the Council in May 2002) and the aim of improving or at least maintaining the Council's CPA rating for this process, in the light of new assessment criteria to be introduced for 2005. To do this the council will have to provide evidence that its arrangements for managing key business risks are effective.

6. **Key Issues to be addressed during 2005/6**

Risk Registers

6.1. As previously reported, there has been progress in the development of departmental risk registers, albeit that there remains further work to be done before it can be claimed that complete registers exist.

6.2. The registers that currently exist however relate risks identified to respective departmental objectives. Whilst these departmental objectives are derived from the Corporate Plan, they do not necessarily relate to the risks facing the achievement of the Council's declared objectives as set out in its published Corporate Plan.

6.3. In order to address this, the Corporate Directors' Board has received a report on some further risk profiling workshops it commissioned. The report

identifies what are felt to be the top corporate risks and will essentially form the "Corporate Risk Register". The Board will need to subject this register to regular review.

Business Continuity Plans

6.4. Departmental progress has been slower than anticipated. Whilst a framework has been developed and agreed, and timescales established, the majority of departments have not met these.

6.5. The Civil Contingencies Act 2004 comes into force shortly and identifies roles and responsibilities for the authority externally as well as internally. One of these is to ensure the Council has a full Business Continuity Plan to ensure it can maintain continuity of service delivery as well as protect the authority's assets. This is/will be a requirement of insurance policies, legislation and regulations. Ad hoc departmental plans or strategies will no longer be adequate.

Comprehensive Performance Assessment

6.6. The CPA assessment in 2004 identified that whilst the Council had established a good framework for risk management, the development of a corporate risk register was still required, in addition to the completion of departmental risk registers and their monitoring on a quarterly basis.

6.7. The Audit Commission have now published the key criteria to be used for the assessment of council's use of resources for the forthcoming CPA assessment.

6.8. These criteria, as far as they relate to Risk Management are as follows:-

Level 2	Level 3	Level 4
* The council has adopted a risk management strategy/policy that has been approved by members.	*** The risk management process is reviewed and updated at least annually.**	A senior officer and member jointly champion and take overall responsibility for embedding risk management throughout the council.
* The risk management strategy/policy requires the council to: **identify corporate and operational risks** **assess the risks for likelihood and impact** **identify mitigating controls** **allocate responsibility for the mitigating controls.**	*** The risk management process specifically identifies risks in relation to partnerships and provides for assurances to be obtained about the management of those risks.**	The council can demonstrate that it has embedded risk management in its corporate business processes, including: - strategic planning - financial planning - policy making and review - performance management
* The council maintains and reviews a register of its corporate business risks linking them to strategic business	All staff have been given appropriate training and guidance to enable them to take responsibility for managing risk within their	All members have received risk management awareness training.

objectives and assigning ownership for each risk.	own working environment.	
* There is a member committee with specific responsibility included in its terms of reference to consider corporate risk management.	* The members with specific responsibility for risk management have received risk management awareness training.	The council considers positive risks (opportunities) as well as negative risks (threats).
* Reports to support strategic policy decisions, and project initiation documents, include a risk assessment.	* The member committee with responsibility for risk management receives reports at least quarterly and takes appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council at least annually.	

6.9. A review of these criteria identifies the need for the following steps to be taken
- A member committee with specific responsibility included in its terms of reference to consider corporate risk management needs to be identified.
- The members with specific responsibility for risk management need to receive risk management awareness training.
- The member committee with responsibility for risk management should receive reports at least quarterly and take appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council at least annually.

6.10. It is recommended that
- The Resources and Equal Opportunities Scrutiny Committee be the member body to assume specific responsibility for risk management and that its and the relevant Terms of Reference be amended to reflect this.
- That the Terms of reference of the Cabinet be amended to include responsibility to ensure that the Council has effective arrangements for the management of corporate business risks.
- That appropriate training be provided to members of the Scrutiny Committee to enable them to fulfil their specific responsibilities with regard to risk management
- That the Chief Finance Officer be required to report on a quarterly basis to this committee on the management of the top corporate risks as agreed by the Corporate Directors' Board.
- That the Chief Finance Officer be required to report to Council on an annual basis on the management of corporate business risks.

Risk Assessment Matrices in Reports

6.11. There has been steady progress in the use of risk assessment matrices and the need for these is largely accepted. Content has also gradually improved.

6.12. A key issue now for 2005/6 is to build on this progress and ensure that matrices are used appropriately and effectively in every relevant report to ensure that risks and their management or control are being actively considered.

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6.13. In this respect all Scrutiny Committees have an important role to play and should ensure that they are satisfied that reports being brought to their attention demonstrate that suitable risk identification and assessment has been carried out, with appropriate associated control options being shown clearly. To this end a revised form of matrix is proposed for adoption(see Appendix 5).

Alternative Risk Financing Projects

6.14. The Corporate Risk Manager is now involved with two projects whose objectives are to find an alternative means of financing insurance cover in place of the traditional insurance market. Choices for local authorities in recent years have been very limited and this has had a detrimental effect on premia for external insurance cover.

6.15. As an organisation the Council makes a significant investment in managing its risks and exposures, and it is believed that this commitment is not being adequately reflected in the premia being charged by the insurance market.

6.16. The projects are being carried out by Marsh and Charles Taylor Consulting and DfES and Capgemini, the latter focussing on special insurance needs of schools. They will research the benefits and potential hurdles of alternative risk financing options as well as comparing insurance data from various authorities.

6.17. The aim is to develop alternative and viable options for funding insurance exposures that reflect more fairly the investment being made by the Council in the management of its insurable risks. As the projects develop, the results will be reported back to Committee as part of future reviews of the Risk Management Strategy

6.18. 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. It is, however, still important to ensure that compliance with corporate risk management initiatives is consistent across all departments.

7. FINANCIAL 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 2005/06 this amounts to about £3.8m.
   ❖ 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. Differential charging of insurance premia, providing for reduced costs for departments who demonstrate good risk management practice, is to be introduced for financial year 2006/07. (Mark Noble)

8. 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. (Elaine Butterwor/Laurie Goldberg).

9. **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	-

10. **REPORT AUTHOR/OFFICER TO CONTACT**

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11. **APPENDICES**

Appendix 1	- Progress made during 2004/05
Appendix 2	- Action Plan for 2005/06
Appendix 3	- Corporate Risk Management Policy
Appendix 3a	- Corporate Risk Management Policy Map
Appendix 4	- Roles and Responsibilities
Appendix 5	- Risk Assessment Matrix
Appendix 6	- Completed Work Plan for CRMG for 2004/05
Appendix 7	- Corporate Risk Management Communication Strategy
Appendix 8	Changes to Terms of Reference for Resources & Equal Opportunities Scrutiny Committee and the Cabinet

DECISION STATUS

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

Risk Management Strategy
Progress Made during 2004/05

Risk Management Strategy 2004/05	What has been done	Specific Tasks	Achieved by
Integration of RM into Culture of Council	*RM Toolkit documented and training provided. *Finance procedures revised *Risk Strategy in line with RM standards *Communication Strategy introduced and training provided.	*Process documented & training provided *Finance Procedure Rules revised *Compliance with Risk Management standards *Develop communication strategy (see appendix 6)	**Feb 2005** **Agreed by FREOPS** **June 2004** **June 2004** **June 2004**
Risk Register	*Database structure/criteria standardised *Database populated from workshop output *Access to all departments and key officers (read only) guidance manual produced.	*Develop criteria *Populate database with risk profiling workshop output *Extend IT access to Depts *Produce guidance manual	**Sept 2004** **Jan 2005** **Jan 2005** **Feb 2005**
DMT Monitoring	*DMT monitoring taking place and monitoring reports set to RMS to update database.	*Planned in DMT diary quarterly *Copies of Risk Register sent to DMT for feedback * Copy of DMT monitoring reports to RMS *CRM to attend DMT's	**Ongoing** **Feb 2005** **Outstanding** **N/A**
Project Management	*No task group established. *Project information added to Risk Register added where notified.	*Liaise with Task Group *Ensure process involves RMS *Details added to risk register	**Ongoing** **Ongoing** **Where notified**
Risk Register contributing to Internal Audit Plan	*Improved liaison between IA and RMS. *IA have access to database.	* 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	**Mar 2005** **Jan/Feb 2005**
Engage Scrutiny Committee	*Presentations at each scrutiny group took place. *Monitoring use of matrix on communication reports. *RMS provided guidance on how they should be completed by officers.	*Arrange information event for members *Ensure risk matrix is used on all committee reports	**Nov 2004 – Jan 2005** **Ongoing**
Business Planning	*Achieved for 2005/06 which will be monitored for quality and quantity.	*Monitor Dept Business Plans and ensure risks are monitored	**Achieved for 2005/06**
Risk Library	*Library developed and access agreed.	*Develop a library of risk management information in RMS and on the intranet *Communicate availability	**Mar 2005** **Mar 2005**
Fraud Strategy	*Publicised in local paper, face and at RMS events. *Have altered RMS claims procedures. *Monitoring and training of staff has taken place	*Publicise internally/externally *Review/set up procedures *Provide training	**Sept 2004** **Dec 2004** **Nov 2004**

Risk Management Strategy
Progress Made during 2004/05

Loss Audits -asbestos -highway -education	*Insurers completed audits on asbestos, highways and some schools. *Recommendations and actions being monitored.	*Evaluation of risk *Provide Action priorities/advice	**March 2005**
Analysis of Claims Data	*Comprehensive claims data produced for depts. and trend analysis carried out.	*Evaluation of claims history *Engage with depts. to improve their understanding of the risks	**Mar 2005** **Mar 2005**
Property Asset Management	*Regular meetings with property to share information to ensure PAMIS is up to date.	*Sharing of information	**Mar 2005**
Dept Risk Management Officers	*DRMO supported and training provided. *Review of progress and funding to support initiatives.	*Develop and enhance cross dept relationships *Carry out annual reviews with H&S on Safety & Risk	**Mar 2005** **March 2005**

Risk Management Strategy
Action Plan for 2005/06

2005/06	Specific Tasks	Timescale Target	Who is responsible
Key Priorities (Strategy Map – Appendix 3a)			
Integration of RM into Culture of Council (Appendix 3a – priority B)	*Senior officers to attend 1 day training Risk Management as part of 2 year rolling programme.	**Mar 2007**	CRM/Service Directors
	*Access to risk register from intranet	**Dec 2005**	CRM/Dept. RMO
	*Links from dept homepages to risk management site	**Dec 2005**	CRM/ICT Staff
	*Develop communication strategy (see Appendix 6)	**April 2005**	CRM
	* Develop skills/experience of the Corporate Risk Management Group	**Mar 2006**	CRM/HdofAudit
	* Risk Forum and open days	**May 2005**	CRM/RMS Staff
Risk Register (Appendix 3a – priority A&C)	*All DMTs to diary review of departments risk register quarterly and return update to RMS	**Sept 2005**	DMT's
	*Copy of all risk register monitoring reports sent to RMS	**June 2005**	Dept RMO's
	*CRM to attend DMTs on request or at least once per annum.	**Mar 2006**	CRM/DMT's
	*DMTs to provide a signed statement regarding performance of RM against the CRM Strategy (RMS to provide template). Audited by RMS and IA	**Mar 2006**	CRM/DMT's
	*RMS to monitor control measures identified within risk registers annually and report the results to the Cabinet (through strategy report) & Internal Audit regularly to support risk based auditing	**Mar 2006**	CRM/Dept.RMO
Business/Service Continuity	*Engage departments to utilise framework	**September 2005**	CRM/Dept. RMO

Risk Management Strategy
Action Plan for 2005/06

2005/06	Specific Tasks	Timescale Target	Who is responsible
Management (Appendix 3a – priority C)	and develop comprehensive BCP from critical analysis of services. *Produce Corporate BCP consultation with Civil Contingencies Officer	**Mar 2006**	CRM/Civil Contingences Officer/Dept RMO
Performance Indicators	*Investigate a PI group on performance intranet site. *Identifying drops in performance as a potential risk to meeting objectives which can be monitored by RMS	**Mar 2006**	CRM DMT's
Engage Cabinet/ Scrutiny Committees (Appendix 3a – priority D)	*Ensure all Scrutiny Committee satisfy themselves that the risk assessment matrix is used where required and that it adequately addresses risks and their management. *Survey of members understanding of RM *CRM to produce, 6 monthly brief for lead member for RM.	**Oct 2005** **Mar 2006** **March 2006**	Cabinet/Scrutiny Committees CRM CRM/HdofAudit
Service/Business Planning (Appendix 3a – priority E)	*CRMG Monitor Service/Business Plans and ensure risks are identified and monitored	**Oct 2005**	CRMG Members
Project Management (Appendix 3a – priority F)	*Liaise with Task Group and ensure process involves RM *Project Risks details added to risk register *Use Risk matrix in new initiatives/projects	**June 2005** **July 2005** **July 2005**	CRM/Project Management Coordinator CRM/Project Management Team CRM/Project Management Team
Criminal Strategy	*Publicise fraud internally/externally *Provide training	**Sept 2005**	CRM/IA CRM/External Providers
Loss Audits -water hygiene (following Barrowin Furness Court Case) -motor -education/lone working	*Identification of risk and recommendations for control *Provide Action priorities/advice	**March 2006**	CRM/Insurers CRM/HdofAudit

Risk Management Strategy
Action Plan for 2005/06

2005/06	Specific Tasks	Timescale Target	Who is responsible
-violence at work (Appendix 3a – priority G)			
Analysis of Claims Data	*Evaluation of claims history *Introduce premium recharges weighted on claims numbers and costs for 2006/7	**March 2006** **Dec 2005**	CRM CRM/HdofAudit/CFO
Property Asset Management	*Sharing of information	**March 2006**	CRM/HdsofProperty
Dept Risk Management Officers	*Develop and enhance cross dept relationships *Support and advice as required	**March 2006**	CRM/Dept RMO CRM/Dept RMO
Research Alternative Risk Finance options	*Feasibility study with Marsh * Feasibility study with DfES relating to schools	**March 2006** **March 2006**	CRM CRM

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 can never be eliminated: they therefore 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 improve its ability to achieve its corporate objectives and enhance the value of services it provides to the community.

The Council's Risk Management 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 Service/Business 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

Corporate Risk Management Policy Map

Leicester City Council – Corporate Risk Management Policy Map

Overall Aim

A council-wide commitment driven from the top down, to drive and fund risk management, in recognition that the accountability for managing risk rests with every manager and employee in the organisation

Strategic Objectives

To ensure development of a council wide culture that reinforces the value and importance of Risk Management by integrating risk into service/business planning processes

To ensure council-wide use of the Risk Management toolkit to ensure a systematic approach to the assessment of risk when significant decisions are taken

Key priorities

A: Corporate Risk Register populated and monitored by Cabinet & Directors Board

B: Departmental Risk Register monitored and reviewed quarterly by Departmental Management Teams

C: Risk Management Communication Strategy implemented, Business Service Continuity Strategy(B/SCM) implemented and Corporate B/SCM established

D: Risk Assessment Matrix used and scrutinised in the decision making

E: Corporate Risk Management Group monitor how effective risk is monitored in Service Planning

F: Risk Management toolkit utilised and reviewed and included as part of project management

G: Risk Audits on process and policy actioned, supported and recommendations achieved

Finding solutions, making decisions and getting things done efficiently at all levels

Working with departments and external organisations to bring about a shared understanding of the principles of risk management

Listening to all individuals, stakeholders and employees to improve risk identification, evaluation and control

Using our influence to look after the interests of Leicester and its people

Encouraging & supporting employees and managers to improve the quality of risk registers

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

Corporate Directors Board

To ensure the Council approves effective risk management strategy.

To ensure risks are fully considered in making their decisions.

To ensure the Council has in place an effective Business/Service Continuity Plan.

To identify and monitor the most significant risks to the council.

Corporate Directors (Individuals)

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 identity and control the departments most significant operational risks.

To ensure their departments has an effective Business/Service Continuity Plan.

Service Directors

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

To identify, monitor and control the divisions most significant operational risks.

To ensure their service has an effective business/service continuity plan.

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

Risk Assessment Matrix

Organisation/department/function/project:_____

Business Objective:_____

Completed by: _____   **Date completed:** _____

No.	Risk	Uncontrolled Risk (without controls)		Risk Control Measures Control actions (if necessary or appropriate)	Controlled Risk		Responsibility
		Severity/ Impact	Likelihood/ Probability		Severity/ Impact	Likelihood/ Probability	

L- Low, M-Medium, H-High

Overall Rating
High
Medium
Low

Corporate Risk Management Group Completed Work Plan 2004/5

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

Corporate Risk Management Communication Strategy 2005/6

Target Date	Audience	Description/Message	Type
June 2005 – Mar 2006	LCC senior managers	Risk Management principles & corporate framework	Interactive workshop
April 2005 – Mar 2006	All Council staff	Newsletters Bulletins Lunchtime briefing sessions Intranet site	Printed Emailed Information sharing Access to site
Jun 2005-Mar 2006	DMT's	Corporate Risk Manager to attend	Good, Bad & Ugly risk and claims issues
May 2005	Risk Forum 2005	Workshops/lectures open to all employees, governors & members	Interactive lectures/training
June 2005 – Mar 2006	Members	Risk Management Awareness Monthly briefing – select attendance	Presentation Briefing
RM Audits - Water hygiene - Schools/education - stress - violence at work - motor	Selected areas	Rolling programme in consultation with departments	Information sharing and advice/recommendations provided
June-Dec 2005	Education-Schools	Risk Assessment of school- link to OFSTED, Internal Audit, Risk Based Audits and rank for Risk Management funding	Interactive visit to establish an Action Plan to prioritise risks/controls

**Proposed changes to Terms of Reference for the
Resources & Equal Opportunities Scrutiny Committee and The Cabinet**

Cabinet- Terms of Reference	
ADD	To ensure that the Council has effective arrangements for the management of corporate business risks
Resources & Equal Opportunities Scrutiny Committee	
ADD	All matters relating to the Council's management of risk