

Appendix 1

Central Bedfordshire Council
Corporate Risk Management Strategy
2009/10

Our Risk Management Vision

Central Bedfordshire Council is responsible for providing services to the people and communities of Bedfordshire. As such, it is responsible for the continuance and maintenance of these services. As a public sector body, we have a duty of care to our customers, especially those in vulnerable situations.

The Council recognises that we live in an uncertain world, where the people, environment and communities of Bedfordshire may be at risk: Risk Management is a framework by which the Council can view, manage and respond to risk, both threats and opportunities, in a robust, systematic and documented way.

Our vision for Central Bedfordshire is to underpin our self-confidence and pride in Central Bedfordshire Council by ensuring that management of risk is inherent in its culture to help successfully deliver its corporate and future objectives

The benefits gained in managing risk are:

- improved strategic operational and financial management,
- continuity of knowledge and information management processes,
- improved statutory compliance,
- meeting best practice
- improving the services we deliver.

This Corporate Risk Management strategy also sets out the Council's:

Corporate Health and safety policy statement and arrangements for managing health and safety throughout the organisation in accordance with the Health and Safety at Work Act 1974.

Introduction

Risk Management is an integral part of the Corporate Governance framework.

This Corporate Risk Management Strategy for 2009/10 will assist the Council in practicing good corporate governance by reducing risk, stimulating performance throughout the council, improving access to capital, enhancing the services and improving leadership, transparency and social accountability.

How successful we are in dealing with the risks we face can have a major impact on the achievement of our key objectives and service delivery to the Community. The Corporate Risk Management Strategy will help support the Council's agenda and underpin the Council's vision and priorities for 2009-2011:

“Our vision is to improve the quality of life of all in Central Bedfordshire, and enhance the unique character of our communities and our environment”

Our priorities:

- **Supporting and caring for an ageing population.**
- **Educating, protecting and providing opportunities for children and young people.**
- **Managing growth effectively.**
- **Creating safer communities.**
- **Promoting healthier lifestyles.**

The Strategic Risk Management Framework

Insert Strategic Risk Management Framework 'bullseye' graphic here, removing Resilience band and Changing BCC reference to Central Bedfordshire Council Services

At the heart of the service is a focus on the following:

- A Customer Focus – One stop shop for advice & guidance**
- B Communications – Internet, Intranet, Newsletter, Guidance documents, Bulletins**
- C Competence – Qualified & Trained staff**
- D Compliance – Providing assurance of compliance with legislation and best practice**

Assurance on our services provided by:

Internal Audit

Audit Commission

Corporate Risk Management Strategy Aims and Objectives for 2009/10

Aims:

- **Integration of Risk Management into the culture of the Council**
- **Raising awareness of the need for the management of risks by all those connected with the delivery of services (including partners, delivery agents etc)**
- **Enabling the Council to anticipate and respond to changing social, environmental and legislative conditions**
- **Minimisation of injury, damage, loss and inconvenience to residents, staff, service users, assets etc. arising from or connected with the delivery of Council services**
- **Introduction of a robust framework and procedures for identification, analysis, assessment and management of risk and the reporting and recording of events, based on best practice**
- **Minimisation of the cost of risk**
- **Support well thought through risk taking**
- **Ability to respond to emergency situations and/or business disruptions**

Objectives:

- **Management of risk is embedded as part of the Council's culture and the commitment communicated and demonstrated throughout the organisation**
- **Provide and use a robust and systematic framework for identifying, managing, responding and monitoring risk**
- **Provide assurance of robust management system for responding to risk**
- **Provide a comprehensive Risk Management training and awareness programme**
- **Ensure compliance with statutory regulations and legislation**
- **Ensure critical services are identified and prepared for all eventualities**
- **Provide key performance risk management information for management**
- **To review and monitor our partnerships and other stakeholders management of risk**

- **To review health and safety leadership within the council**
- **Ensure corporate-wide awareness and understanding of the roles and responsibilities in all areas of Risk Management**

Corporate Risk Management Policy Statement

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 Corporate 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 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 management of risk through training and providing opportunities for shared learning
- Incorporating risk management considerations into Service/Business Planning, Project Management, Partnerships & Procurement Processes
- Monitoring risk management arrangements on a regular basis

Corporate Health and Safety Policy Statement

Central Bedfordshire Council is committed to achieving and maintaining high standards in health and safety. The Council's Members, Corporate Management Team and Executive are responsible for health safety and welfare of all our employees and members of the public that use or are affected by our services.

We will ensure that health and safety remains a priority and forms an integral part of the Council's activities and decision making processes. Our responsibilities will be reviewed regularly and our commitment to comply with current health and safety legislation communicated and demonstrated throughout the organisation.

To achieve our corporate objectives it is vital that we identify and assess risks and manage these appropriately. The Council is focused on the prevention of injury and ill health of its staff and those who may be affected by the Council's activities, through the continual improvement in its Health & Safety management and performance. This can be achieved through embedding our risk management framework throughout the council.

We recognise that much of our work is in partnerships and working with other stakeholders. Therefore, we would expect these partnerships and other stakeholders to have exemplary standards in health and safety.

To make this a success we would ask all Members and employees of Central Bedfordshire Council and partners to join us in the ownership of this policy so that we can continue to provide quality services to our customers and provide a healthy and safe place to work.

The Council's objectives will be achieved by:

- Providing a robust health and safety management system
- Ensuring roles and responsibilities are understood and communicated throughout the organisation
- Providing a comprehensive health and safety training programme for Members, employees and partners
- Reviewing health and safety compliance through monitoring, audits and inspections
- Monitoring partnerships and stakeholders compliance and best practice
- Consult with staff, trade unions, the Health and Safety Executive, emergency services, and other bodies such as other public institutions, on health and safety matters

Risk Management Roles and Responsibilities

This strategy details our responsibilities for risk management and health & safety for all levels of management and employees.

Leader of the Council

To ensure the work of the Executive and Full Council is conducted in accordance with Council policy and procedures for management of risk and with due regard for any statutory provisions set out in legislation.

Chief Executive

The Chief Executive takes overall responsibility for the Council's risk management performance and in particular is required to ensure that:

- **Decision-making is in line with Council policy and procedures for management of risk and any statutory provisions set out in legislation;**
- **Adequate resources are made available for the management of risk;**
- **Management of risk performance is continually reviewed;**
- **Suitable action plans for improving health and safety are developed and implemented;**
- **There is an understanding of the risks facing Central Bedfordshire Council**
- **There is an active and supporting role provided by Council Officers to the communities of Central Bedfordshire in times of emergency**

Members

- **Take reasonable steps to consider the risks involved in the decisions taken by them**
- **Have an understanding of the risks facing Central Bedfordshire Council**
- **Take an active and supporting role to Council Officers and communities of Bedfordshire in times of emergency**
- **Ensure that all the decisions they make are in line with Council policy and procedures for health and safety and any statutory provisions set out in legislation. This principle is to be borne in mind by all committees and during all contacts with employees and members of the public.**

The Executive

- **Maintain an understanding of risk management and its benefits**
- **Have an understanding of the risks facing Central Bedfordshire Council**
- **Monitor the Strategic Risk Register**
- **Assign Health and Safety responsibilities to a Member of the Executive**

Audit Committee

- **Agree and endorse the Corporate Risk Management Strategy**
- **Develop and implement an effective framework for managing risk**
- **Review and scrutinise the implementation and effectiveness of the Corporate Risk Management Strategy**

Corporate Management Team

- **Approve the Corporate Risk Management Strategy and related policies**
- **Maintain an understanding of the management of risks and its benefits**
- **Promote and oversee the implementation of the Corporate Risk Management Strategy**
- **Identify and manage the Strategic Risk Register on a periodic basis**
- **Have an understanding of the risks facing Central Bedfordshire Council**
- **The Director of Corporate Resources ensures there is an effective risk management framework in place**
- **That the Director of Corporate Resources has responsibility for regular monitoring of the Risk Registers**

Directors/Assistant Directors

- **Responsible for Directorate and Service Risk Registers and allocation of resources to control/minimise risk**
- **Responsible for production testing and maintenance of Resilience Plans and allocation of resources**
- **Responsible for completion of Risk Management Self Assessment**
- **Ensure that Risk Management roles and responsibilities and performance management targets are included within appropriate job descriptions**
- **Ensure the Corporate Health and Safety Policy and any guidance/procedures are implemented and managed effectively within their areas of responsibility**
- **To have an understanding of the risks facing Central Bedfordshire Council**
- **To ensure adequate resources are available to successfully manage health and safety within their Directorate**

Heads of Service

- **Promote Risk Management and ensure that the strategy is implemented effectively across services**
- **Establish training requirements with regard to strategy implementation**
- **Review Service risk registers quarterly**
- **Responsibility for production, testing and maintenance of Resilience Plans**
- **Have an understanding of the risks facing Central Bedfordshire Council**

- To ensure that all employees are made aware of their responsibilities and duties in respect of health, safety and welfare and that they are provided with sufficient information, instruction, training and supervision to enable them to carry out their duties effectively and safely
- Ensure that all employees are aware of the risk assessments appropriate to their activity
- To report and investigate accidents and incidents, diseases and dangerous occurrences in accordance with Company procedure and implement recommendations and remedial action following the accident, where appropriate

All Staff

- To identify risks and report potential hazards to line managers
- To follow the Corporate Health and Safety Policy and procedures for managing health and safety
- To work in a safe manner not putting yourself or others at risk

Corporate Risk Management Group

- Co-ordinate Risk Management activities across the council
- Share good practice on all aspects of Risk Management
- Feed into strategy development and review
- Assess the Strategic, Directorate & Service Risk Registers
- Assess Resilience Plans
- Have an understanding of the risks facing Central Bedfordshire Council

Schools

All schools should have a local school Health & Safety policy in place that is compliant with the relevant Health & Safety legislation

All schools should be aware of the Council's Corporate Health & Safety policy.

Schools should be aware of the Critical Incidents in Schools Guidance and have local arrangements in place.

Partners and Contractors

The Council expects third parties upon which it relies (including contractors, partners, associates and commissioned Independents) to:

- Comply with the Risk Management policies and procedures and demonstrate exemplary standards in health and safety
- Work safely, comply with all relevant health and safety legislation and have in place appropriate sources of health and safety advice
- Provide and evidence all Business Continuity procedures that relate to services provided and additional support that has been agreed

Internal Audit

- **Provide assurance on the implementation of the Corporate Risk Management Strategy**
- **Provide assurance on the robustness of the Council's management of risks**
- **Provide assurance on Resilience**

Risk Management Team

- **Support the process for the development of the Corporate Risk Management Strategy**
- **Promote, support and oversee its implementation**
- **Monitor and review the effectiveness of the Corporate Risk Management Strategy**
- **Identify and communicate Risk Management issues to services, project managers, contractors and partner organisations.**
- **Assist services in Risk Management activity through training and/or direct support**
- **To ensure risk financing arrangements are appropriate once risks have been considered**
- **To ensure compliance with legislation through monitoring systems, Health & Safety, Risk Management and the Civil Contingencies Act 2004**

Evaluation, Monitoring and Review of Risk

Each risk will be assigned to an appropriate officer who will evaluate the risk against the probability of its occurrence and the impact if it does occur. Each of these elements will be scored on a five-point scale and the overall assessment will be the product of these scores.

Once a risk has been identified and evaluated, decisions have to be made around the controls that are required to mitigate the probability or impact. These controls will range from those that deal with reducing the probability or impact to those that accept the consequences.

A framework will be put in place to ensure effective monitoring of the management of risk within the council. This will include the implementation of the agreed control action, the effectiveness of the action in controlling the risk and how the risk has changed over time.

Summary of services provided

Risk Management

The Head of Strategic Risk and Risk Management Team will ensure that Central Bedfordshire Council has identified their risks and has the necessary resources and mechanisms to control or reduce them.

- Supporting compliance with the Corporate Risk Management Strategy
- Preparation of risk registers for services, projects and partnerships
- Provision of operational risk management advice and guidance
- Claims management and investigation services for claims made by and against the Council
- Providing advice and guidance with regard to insurance requirements, indemnities and legal liabilities
- Managing the day-to-day use of the internal insurance fund for payment of self-insured losses
- Provision of compulsory and optional school-related insurances

Health & Safety

The Health & Safety Manager and officers will act as the Council's Competent persons as required by the Management of Health and Safety at Work regulations.

- They will provide expert health and safety advice and support to all levels within the organisation
- Ensure Health and Safety Policy and procedures are communicated
- Support the health and safety training programme
- Carry out health and safety audits and inspections of Council establishments
- Evaluate accident/incident near miss reports and carry out accident investigations of serious accidents
- Liaise with enforcing authorities e.g. HSE, Fire authority
- Provide health and safety guidance/information

Risk Management training programme

The Risk Management Team will annually set out a risk management training programme. The programme will contain a mixture of both formal and informal training sessions. The programme will remain flexible and be able to adapt to changing risks within the business.

The Risk Management Team will ensure that training is carried out by competent persons.

Managers will be responsible for ensuring employees within their directorate receive adequate Risk Management training and that records of training are retained.

Every new member of staff commencing employment with Central Bedfordshire Council should undergo induction training which covers risk and health & safety in their first month of employment. Before this is undertaken the line manager will be ultimately responsible for closely supervising the activities of the new member of staff.

Further employee training will be subject to their role and responsibilities for Risk Management issues.