

Cabinet on 3rd May 2017

RISK MANAGEMENT FRAMEWORK REVIEW

1. Purpose of Report

- 1.1 The purpose of this report is to provide assurance to the Audit Committee regarding the Risk Management Framework remaining fit for purpose, prior to the Framework being considered and approved by Cabinet.
- 1.2 It is important that the Risk Management Framework remains up to date in order to accurately reflect the effective and efficient management of risks to the achievement of objectives. This is of particular relevance given the Future Council programme.

2. Recommendations

2.1 It is recommended that the Audit Committee:-

- (i) **Considers the revisions to the Risk Management Framework to ensure it remains fit for purpose; and,**
- (ii) **Subject to changes emanating from the comments of the Committee, that the Risk Management Framework is referred to Cabinet for consideration and approval.**

3. Introduction

- 3.1 Risk Management is not about eliminating risk or being risk averse, it is about being aware of and managing acceptable risk in the pursuit of agreed objectives. The Risk Management Framework includes the Risk Management Policy Objective Statement and Risk Management Strategy, which sets out how the Council will seek to embed this approach to risk into its normal activities through the ongoing development of a risk management culture.
- 3.2 The Risk Management Framework, including the Risk Management Policy Objective Statement and Risk Management Strategy are also key elements in the implementation of good governance arrangements and form key elements of the Council's Annual Governance Review process.

4. Risk Management Framework

- 4.1 In terms of the update of the Risk Management Framework, the following table details each individual element of the Framework, and provides a brief comment as to whether the document in question has required an update:

Risk Management Framework Element	To be Updated?	Comment
Risk Management Strategy	Yes	Director (Core Services) to add Forward (s.1), Update required to reflect Corporate Plan 2017-2020 (s.2.2), the cessation of MKI (s.9) and updates to the three year strategic plan (s.13) – <i>included in report as Appendix One.</i>
Risk Management Policy Objective Statement	No	Still reflects current activities and objectives – no material changes.
Risk Champion Role Description	Yes	Updated to reflect Corporate Assurance Group Terms of reference – <i>included in report as Appendix Two.</i>
Risk Acceptance Model	Yes	Updated Risk Appetite figures (s.2) – <i>included in report as Appendix Three.</i>
Risk Challenge Process	Yes	Updated to reflect cessation of MKI and new Business Unit structure – <i>included in report as Appendix Four.</i>
Cabinet Report Writing Guidelines	No	Still reflects current good practice – no material changes.
Project and Programme Risk Management Protocol	No	Superseded by the Council’s ‘Corporate Project Management Approach’ – document removed from Risk Management Framework.
All Member Guidance Note	No	Still reflects current good practice – no material changes.
Risk Management Training Strategy	Yes	Updated to reflect cessation of MKI and new Business Unit structure – <i>included in report as Appendix Five.</i>

5. Delivering Corporate Plan Priorities and Future Council Themes

- 5.1 The Risk Management Policy Objective Statement and Strategy seeks to ensure that those significant risks which could impact upon the delivery of the Authority’s objectives, as set out in the Corporate Plan are appropriately managed in order to minimise the significant potential obstacles to the achievement of corporate objectives. Likewise, the Policy Objective Statement and Strategy is in place to support the consideration of innovative solutions relating to the Future Council Programme.

6. Risk Management Issues

- 6.1 The report focuses upon the development of the Risk Management Policy Objective Statement and Strategy and the contribution this will make to the embedding of a risk management culture throughout the Council.

7. Financial Implications

- 7.1 There are no specific financial implications arising directly from this report although there is often a cost in taking (or not taking) specific action identified through the risk management process. Most individual Cabinet reports have financial implications and so the application of good risk management principles as set out in the Policy and Strategy are vital to ensure the most effective use of resources.

8. Background Papers

- 8.1 Various paper and electronic files which are available for inspection at the Westgate Plaza One offices of the Authority.

9. Appendices

- Appendix One: Risk Management Strategy 2017/18**
Appendix Two: Corporate Assurance Group Terms of Reference 2017/18
Appendix Three: Risk Acceptance Model 2017/18
Appendix Four: Risk 'Challenge' Process 2017/18
Appendix Five: Risk Management Training Strategy 2017/18

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Date: 3rd April 2017

**Barnsley Metropolitan Borough Council
Risk Management Strategy March 2017**

1. Foreword

**** (To be developed by Director, Core Services)****

2. Introduction

2.1 What is Risk?

Risk can be defined as the threat that an event or action will adversely affect an organisations ability to achieve its own objectives.

A 'risk' is made up of an **event**, which if it manifests will have a **negative impact** on the Council's **objectives**.

Risk is considered in terms of the probability of an occurrence, together with the possible impact, usually expressed by the potential financial loss, and damage to reputation.

However, Risk should also be considered and thought of more positively in terms of the context of both missed opportunities, and opportunities that have not been maximised or properly exploited.

2.2 What is Risk Management?

Risk Management is the structure, process and culture that is employed to assist in maximising opportunity, whilst minimising any associated uncertainty.

Risk Management assists in the delivery of the Council's own agenda, including the three main corporate priorities for the Borough, as described in the Corporate Plan for Barnsley (2017 - 2020), which are as follows:

- Thriving and vibrant Economy;
- People achieving their Potential; and,
- Strong and Resilient Communities.

The Council is changing and is concentrating on providing services where they are most needed and will have the most impact whilst helping people to do more for each other and their community. There are a number of things the Council has focused on when changing the way it works. These include:

- Clear vision and values;
- Customer focus;
- Commercial business acumen;

- Efficient delivery of projects and programmes;
- Innovative and managed risk taking;
- Learning organisation;
- Leaders at every level;
- Flexible workforce;
- Working with our partners communities and residents; and,
- An enabling organisation.

All of these ambitions will require the careful consideration of risk to ensure the Council is able to achieve these outcomes in a robust and cost effective manner.

2.3 Why manage Risk?

Managing the risks that could influence the achievement of policy objectives is an essential part of the Council's corporate governance arrangements and internal control framework. This is recognised in the Accounts and Audit Regulations 2015, Part 2, Section 3, which requires Councils to have:

'... effective arrangements for the management of risk.'

- 2.2 The aim of the risk management policy and strategy is to manage risks that threaten the successful delivery of corporate objectives and, where possible, reduce these to an acceptable level. However, it is not the intention to be risk averse, and it is recognised that risks taken in pursuit of objectives will not always be capable of mitigation to the agreed, acceptable levels.
- 2.3 Considerable progress has been made throughout the Council in the last few years in the introduction of risk management policies and procedures which contribute to the development of a risk management culture. However, in light of unprecedented changes to Local Government in more recent years, it is envisaged that robust and embedded risk management systems are needed more than ever to facilitate and support change in terms of new models of service delivery, to assist in the identification of risks (and opportunities) therein, and to ultimately contribute to the provision of assurance regarding the Council's compliance, performance and overall robustness of its internal control and governance framework.
- 2.4 This strategy document sets out how a culture of risk management will be further developed in the next few years. The essential elements required to encourage the further development of a risk management culture are an agreed policy, process and framework which assists in the achievement of corporate objectives and priorities (incorporating linkages to service delivery / business unit plans, the future Council) without imposing undue regulation.
- 2.5 Risk management should be seen to be an essential enabler to the delivery of services, the achievement of objectives and the effective performance management of the Council.

3. Risk Management Policy

- 3.1 The policy sets out the overall vision and purpose of risk management within the Council, defines the objectives necessary to the successful delivery of that vision, and details how those objectives will be supported.
- 3.2 The policy is subject to regular review and any proposed amendments are then agreed and accepted by the senior management team (SMT) and Cabinet.

4. Risk Management Strategy

4.1 The purpose of the Strategy is to provide the components for delivering the policy and ensuring that risk management arrangements are maintained throughout the Council. The components of the strategy are:

- Roles and responsibilities;
- Risk management process;
- Risk review;
- Risk acceptance;
- Risk recording;
- Guidance, training and facilitation;
- Assurance;
- Performance management; and,
- A three year Strategic Plan.

These components are further detailed later in this document.

4.2 Whilst the principles and mechanics of risk management remain fairly constant, the environment in which the Council operates is changing fast. Where there is change, there is risk and it is therefore critical that across the Council, managers and Elected Members are clear about the risk management framework and its intended benefits to minimise the chance of something going wrong, or missing an opportunity.

5. Roles and responsibilities

5.1 In order to ensure that the Council’s risk management arrangements are implemented and delivered successfully, it is essential that corporate and individual roles and responsibilities are clearly defined.

5.2 It is therefore important to ensure that everyone within the organisation understands how their responsibilities fit into the risk management framework. The following tables sets out a summary of the individual roles and responsibilities of Elected Members, specific officers, managers and employees. It also sets out the support available to discharge those responsibilities and how assurance on the overall effectiveness of the risk management framework is established:

The following roles are designed to assist in the **delivery** of effective Risk Management:

Role:	Outcome(s):
Elected	<i>Cabinet Spokesperson (Corporate Services) is the Risk Management</i>

Role:	Outcome(s):
Members	<p><i>Champion at Member level.</i></p> <ul style="list-style-type: none"> ▪ To oversee the effective management of risk by officers; and, ▪ Be involved in the identification of high level, strategic risks.
Cabinet	<ul style="list-style-type: none"> ▪ To approve the Risk Management Policy and Strategy; ▪ To ensure risk is considered as part of the decision making process; and, ▪ Ownership of the Strategic Risk Register.
Chief Executive	<ul style="list-style-type: none"> ▪ To lead in the embedding of a Risk Management culture within the Authority; and, ▪ To endorse the Risk Management Policy Objective Statement.
Senior Management Team	<p><i>Director Finance, Property and Information Services is the SMT Risk Champion for the delivery of the Risk Management Framework.</i></p> <ul style="list-style-type: none"> ▪ To ensure that the organisation manages risk effectively; ▪ Ensuring the Strategic Risk Register remain relevant and vibrant; and, ▪ Approval of levels of risk appetite;
Directorate Management Teams	<ul style="list-style-type: none"> ▪ To ensure risks are managed in each service area, projects and relationships for which they are responsible.
Service Managers / Project Managers / Partnership Lead Officers	<ul style="list-style-type: none"> ▪ To manage risk effectively in their service area, project or relationship for which they are responsible; and, ▪ Adherence to relevant controls such as the Councils Corporate Project Management Approach for project managers, and / or the Partnership Governance Framework for partnerships.
Employees	<ul style="list-style-type: none"> ▪ Be aware of and consider risks in the fulfilment of operational duties and contribute to Business Unit and Directorate Risk Management arrangements as appropriate.

These roles are further **supported** by:

Role	Outcomes(s):
Risk and Governance Manager	<ul style="list-style-type: none"> ▪ To support the Council and its Services in the effective development, implementation and review of the Risk Management Framework; and, ▪ To manage the delivery of the Policy Objectives and monitor the progress towards the achievement of Risk Management Performance Indicators.
Corporate Assurance Group Members	<ul style="list-style-type: none"> ▪ To promote and facilitate Risk Management arrangements within their Directorate.

All of the above roles are designed to provide **assurances** to:

Role:	Outcome(s):
Audit	<ul style="list-style-type: none"> ▪ To provide assurances to the Council on the adequacy and effectiveness of

Role:	Outcome(s):
Committee	the Risk Management Framework and challenge, through the consideration of periodic reports, how the Risk Management Framework is being implemented, and its overall impact.
Internal Audit	<ul style="list-style-type: none"> ▪ To provide assurance to management on the effectiveness of Internal Controls, including the Risk Management Framework through an annual audit.

5.3 In the event of any conflicting interests, the Service Director Financial Services will arbitrate and adjudicate between the conflicting parties in order to identify a suitable resolution for all parties.

5.4 The Roles and Responsibilities regarding the successful implementation and delivery of the Risk Management framework are also detailed in the Authority's Competency Framework.

6. Risk Management Process

6.1 The Risk Management Process provides a systematic and effective method of managing risks at different levels within the Authority. The process requires every significant risk to be:

- Identified, described and owned / allocated to a named manager;
- Assessed for likelihood and impact;
- Mitigated; and,
- Reviewed.

6.2 Risks are contained within a series of Risk Registers, at strategic, business unit and project levels. Each register is reviewed on a regular basis and new and emerging risks are considered at that time.

7. Risk Review

7.1 Each Risk Register is subject to a formal periodic review by register owners both in relation to current risks, and the consideration of new and emerging risks. Following each review, those risks falling outside of defined acceptance levels should be escalated and reported to management in accordance with the Risk Acceptance Model.

7.2 Business Unit Risk Registers are also subject to periodic detailed and facilitated reviews, or 'Challenges' undertaken by the Risk Management Section in conjunction with register owners. This process includes a review of the alignment of risks to Service Delivery Plan / business plan objectives, the consideration of generic risks, and the reporting and escalation arrangements for 'out of acceptance' risks.

8. Risk Acceptance

8.1 It is recognised that at times, risks which exceed agreed acceptance levels will be accepted in the pursuit of an objective. Procedures are in place to ensure that these risks are

appropriately recognised and reported. Equally, risks which fall within agreed acceptance levels can be reviewed to ascertain whether resources can be safely channelled to other areas that require further mitigation.

- 8.2 Risk Appetite is the overall level of exposure to risk which is deemed acceptable within the organisation. It is a series of boundaries, authorised by Senior Management in order to give clear guidance on acceptable limits of risk, whether a threat or opportunity. The Public Sector Internal Audit Standards (PSIAS) makes direct reference to the risk appetite of the organisation in the context of determining priorities for internal audit activity. This is also underpinned by the Institute of Risk Management's publication on Risk Appetite and Acceptance.
- 8.3 Risk Appetite is translated into Risk Acceptance levels, which are defined through the Risk Category Score (both 'current' and 'target'), allocated to each risk. Risks which fall outside of agreed Risk Acceptance levels are escalated for further consideration.
- 8.4 All reports to Cabinet are required to provide details of any potential significant risks in proposed policy changes, Programmes or Projects. The report must include a specific section on Risk Management implications, where an articulation of the significant risks associated with the proposal, along with assurances that appropriate mitigations actions are (or will be) in place should be detailed. This activity will ensure that report authors are able to provide accurate and appropriate information on the management of risk.

9. Risk Recording

- 9.1 The recording, control and monitoring of corporate risks is facilitated through the use of a series of excel spreadsheets. Risks are recorded in a series of Risk Registers which incorporate specific information about individual risks, the existing controls in place, and action plans intended to further mitigate those risks.
- 9.2 These Risk Registers will be transferred to the Council's new Document Management System (SharePoint) as due course to enable an appropriate level of information sharing and collaboration throughout and within the Council.
- 9.3 The Council has developed a 'Corporate Project Management Approach', which includes a specific project or programme risk register template which aligns to the existing Business Unit risk register template.
- 9.4 Similarly, some Partnership related risk registers are contained within other applications and systems, outside of Council's own Risk Management Framework. The provision of assurance is embedded within the Risk Management reporting arrangements, to ensure that the Authority is satisfied that relevant partnership and relationship risks are managed appropriately.
- 9.5 A standalone Risk Register has been designed as part of the Schools Risk Management Framework.

10. Guidance, Training and Facilitation

- 10.1 Comprehensive information contained within the Risk Management Framework can be found on the Risk Management Intranet site.
- 10.2 Periodic training for Elected Members and Managers is available from the Risk Management Section on all aspects of Risk Management. All forms of training and facilitation offered by the Risk Management Section are detailed in the Risk Management Training Strategy, which forms part of the Risk Management Framework.
- 10.3 Furthermore, a Risk Management awareness module is now included in the Authority's electronic learning resources, BOLD.

11. Assurance

- 11.1 The provision of assurance that risks are understood and managed appropriately is an essential measure of the adequacy and effectiveness of the Authority's Risk Management Framework. This assurance is provided in the following ways.
- 11.2 The Risk and Governance Manager ensures the presentation of an annual Risk Management report to the Audit Committee. This will be supplemented by further update reports throughout the year, and specific reports on the development of the Strategic Risk Register. Where possible, these reports are initially circulated to the Corporate Assurance Group for comment, prior to being presented at the Audit Committee.
- 11.3 Reports on the development of the Strategic Risk Register will also be presented to the Senior Management Team, Audit Committee and Cabinet.
- 11.4 An annual, independent review of the Risk Management arrangements is undertaken by the Authority's Internal Audit Section.
- 11.5 The Risk Management arrangements of each Service are subject to review as part of the process for the compilation of the Annual Governance Statement.

12. Performance Management

- 12.1 It is essential that the success of the Risk Management Strategy can be measured. The measurement of performance corporately is however difficult and somewhat subjective. An indicative list of performance indicators (PIs) have been developed, and are attached as appendix one.
- 12.3 A number of proposed PIs make reference to the maintenance or improvement of scores relating to the ALARM / CIPFA Benchmarking exercise. The results of this exercise are described in terms of an overall percentage, which is then compared to national averages, as well as summarised in terms of overall maturity. It is proposed to focus on the overall maturity levels, rather than focus on the detailed percentage scores.

12.4 The PI relating to 'deviance from previous average risk category score' provides a snapshot of the overall risk category score for all risks that have been logged. This is intended to provide assurances regarding the overall level of risk for the Authority.

13. Strategic Plan

13.1 The consideration of longer term objectives for the Risk Management within the Council are detailed below:

Year	Activity	Comment
16/17	Review and refresh of Future Council Risk Management arrangements	Cessation of use of MKI in 2016 / 17 (Completed);
	Full review and refresh of Strategic Risk Register to reflect Future Council arrangements	Increased reflection of Future Council in Strategic Risk Register (Completed);
17/18	Consideration of risks and opportunities in terms of city regional devolution in terms of skills, employment, business support, transport and housing	Links to transport arrangements, insurance arrangements and new Highway Code of Practice;
	Developing links to Insurance arrangements within the Council	Development of joint Insurance and Risk Strategy;
	Full review of Risk Management Arrangements and support to recognise the increased embeddedness of Risk Management within the Councils business processes	Likely to reflect a decrease in Risk Management support, and an expectation that Service Directors and will become more self-sufficient;
18/19	Reviewing the impact of changes to the support available to facilitate Risk Management activities within the Council	Reviewing the outcomes of the above activity, and providing assurances that arrangements are still fit for purpose;

14. Opportunity Management

14.1 The development of the Future Council model and the creation of a Local Authority trading company structure has provided the framework for the Authority to move towards a new approach to service delivery in terms of trading services or Business Units.

14.3 This new approach has provided significant commercial opportunities which must be carefully managed via robust and realistic Business Cases, and this is where by applying risk management principles and techniques, the chances of lost or missed opportunities can be minimised, and the risks to the viability and overall success of the business units can be identified and addressed at an early course.

15. Risk Management Arrangements for Other Bodies

15.1 The Risk and Governance Manager continues to support a number of other organisations with regard to their risk management, governance and insurance arrangements including

South Yorkshire Fire Authority, South Yorkshire Pensions Authority and the Sheffield City Region.

16. Advice and Guidance

- 16.1 Guidance documents relating to the matters detailed in the Risk Management Strategy are available on the Authority's Risk Management Intranet site. Further advice and guidance can be provided by the Risk Management Section. Contact details are as follows:

Name / Designation	Contact Details
Adrian Hunt – Risk and Governance Manager	adrianhunt@barnsley.gov.uk 01226 77 3119

17. Appendices

- 17.1 Appendix One: Risk Management Performance Indicators 2017/18

Appendix One: Risk Management Performance Indicators 2016/17 (as at 03/04/2017)

Indicator	Quarter One: 01/04/2016 – 30/06/2016	Quarter Two: 01/07/2016 – 30/09/2016	Quarter Three: 01/10/2016 – 31/12/2016	Quarter Four: 01/01/2017 – 31/03/2017
PROCESS:				
% of Business Units completing Operational Risk Register Reviews on time	82% (9/11) Completed within timescale	45% (4/9) Completed within Timescale	36% (4/11) Completed within Timescale	56% (5/9) Completed within Timescale
	18% (2/11) Completed outside of timescale	22.5% (2/9) Completed outside of Timescale	64% (7/11) Completed outside of timescale	0% (0/9) Completed outside of timescale
	0% (0/11) Incomplete	22.5% (2/9) Incomplete	0% (0/11) Incomplete	44% (4/9) Incomplete
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Leadership and Management	2015 / 16: Assessed Level – ‘5 – Driving’ (Actual Score 85) 2016 / 17: Assessed Level – ‘5 Driving’ (Actual Score 86)			
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Policy and Strategy	2015 / 16: Assessed Level – ‘5 – Driving’ (Actual Score 82) 2016 / 17: Assessed Level – ‘5 – Driving’ (Actual Score 91)			
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to People	2015 / 16: Assessed Level – ‘4 – Embedded and Integrated’ (Actual Score 79) 2016 17: Assessed Level – ‘4 – Embedded and Integrated’ (Actual Score 79)			
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Partnerships and Resources	2015 / 16: Assessed Level – ‘3 – Working’ (Actual Score 64) 2016 / 17: Assessed Level – ‘3 – Working’ (Actual Score 65)			
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Processes	2015 / 16: Assessed Level – ‘4 – Embedded and Integrated’ (Actual Score 71) 2016 / 17: Assessed Level – ‘4 – Embedded and Integrated’ (Actual Score 79)			
CHANGES TO RISK PROFILE:				
Deviance from previous Average Risk Category Score (ALL REGISTERS)	3.50 (no deviance)	3.60 (.05 improvement)	-	-
OUTCOMES:				
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Risk Handling	2015 / 16: Assessed Level – ‘3 – Working’ (Actual Score 68) 2016 / 17: Assessed Level – ‘3 – Working’ (Actual Score 68)			
Maintenance / improvement of ALARM / CIPFA Benchmarking scores relating to Outcomes and Delivery	2015 / 16: Assessed Level – ‘4 – Embedded and Integrated’ (Actual Score 71) 2016 / 17: Assessed Level – ‘Embedded and Integrated’ (Actual Score 72)			

Appendix Two: Corporate Assurance Group Terms of Reference 2017/18

Corporate Assurance Group 2017 Terms of Reference

Governance and Assurance:

To provide oversight regarding the development, implementation and maintenance of the Council's corporate governance and control framework, by providing:

- A consultative role in respect of changes to the Council's corporate governance and control framework, including contributing towards the development of the Councils Corporate Assurance Framework
- A consultative role regarding the Annual Governance Review (AGR) process, including contributing towards the development of the AGR

For members of the group to act as governance and assurance 'champions' to ensure high levels of awareness and compliance

To examine other opportunities to adopt a strategic challenge and assurance role for other specific areas of the Council's corporate governance that requires improvement through the Annual Governance Review Action Plan

To assist in the management of the Annual Governance Review Action Plan, and to assist in the identification and development of improvements and efficiencies as to how the Council is governed

Risk Management:

To provide a strategic challenge as to the Council's Risk Management arrangements, including consideration of, and input into the periodic review of the Council's Strategic Risk Register (SRR)

Assist in the implementation and delivery of the Councils Risk Management Policy, Strategy and Framework by:

- Encouraging and participating in the identification, development and communication of new and emerging risks, ensuring they are considered, discussed and where appropriate logged and included in risk registers
- Encouraging, facilitating and contributing towards the review of operational risk registers (ORR) in accordance with the ORR review timeline
- Supporting the development and review of project and partnership risk registers

Contribute towards the development of a culture where innovation and managed risk taking is encouraged within the overall tolerances and boundaries in which the Council operates, by:

- Ensuring significant risks are appropriately escalated and communicated
- Being a champion for, and encouraging the use and development of the corporate risk register templates

Ensuring risk management good practice is disseminated throughout the Council, by:

- Providing a conduit for risk management issues to be cascaded to all areas of the Council
- Act as a resource to assist, support and develop good risk management practices

1. Background and Context

- 1.1 In order to help mitigate against the impacts of the current austerity measures and to drive forward the changes that will assist in delivering the vision for the Council, it is necessary to ensure the organisation is able to maximise and exploit important opportunities and innovative solutions.
- 1.2 In the context of changing public services, relating to how services will be delivered, to what level and by whom, it is essential to ensure the Council is able to:
- Respond positively to challenges;
 - Make the most of limited, and reducing resources;
 - Ensure plans, projects and programmes are appropriately resourced to maximise success and deliver the intended priorities and outcomes; and,
 - Implement robust arrangements to performance manage progress.
- 1.3 In order to enable the changes required to maintain the 'Future Council' model, and continue to challenge and change the way the Council and its stakeholders thinks and acts, it is important to provide a framework in which innovation and managed risk taking is encouraged, within the overall tolerances and boundaries in which the Council operates. Within this framework it is also important to ensure the Council's stakeholders are provided with robust assurances that ultimately, the organisation remains safe and well governed.
- 1.4 Whilst risk management within the Council is embedded and working, issues regarding tolerance, risk taking / opportunity taking and the overall level of risk the Council is willing to accept when dealing with cultural, economic, social and demographic challenges requires review. This will help ensure these issues contribute, and enable the changing culture from traditional risk aversion to one of managed, informed risk taking and acceptance.

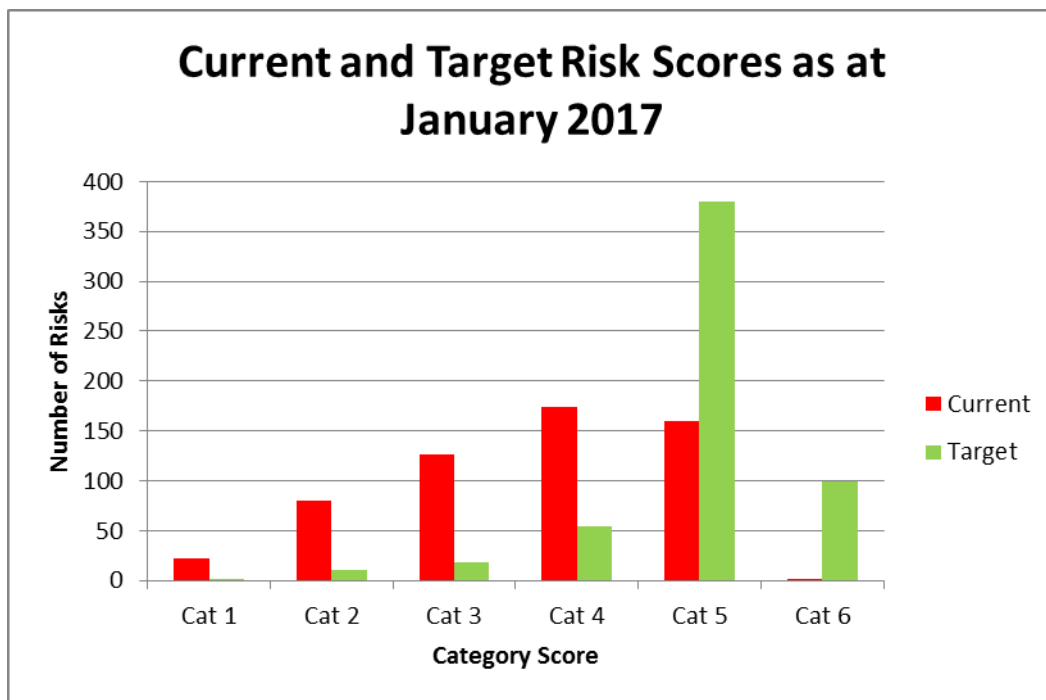
2. Risk Appetite – What can we accept?

- 2.1 Risk appetite or risk acceptance is the overall level of risk the Authority is prepared to tolerate or accept in order to deliver objectives and services. This is defined in BS ISO: 31000 (the International Standard for Risk Management), as:

'The amount of risk that an organisation is prepared to seek, accept, tolerate'

- 2.2 This consists of all risks which fall within accepted risk tolerance levels, aggregated with those additional higher rated risks which the Council has agreed to accept.
- 2.3 Recent guidance, issued by the Institute of Risk Management 'IRM Guidance Paper – Risk Appetite and Risk Tolerance', and CIPFA / CIIA 'Public Sector Internal Audit Standards' both highlight the benefits in developing a proportionate risk appetite or acceptance model that will enable decision makers to be better aware of the risks being taken to achieve the Authority's goals and objectives.
- 2.4 The Council's Risk Registers contain a wealth of information which helps to determine risk appetite. This requires all risks to be assessed for the actual or 'Current' risk score, and the residual or 'Target' risk score, once all mitigation actions have been completed and delivered successfully.

2.5 The following table shows the council’s risk profile derived from the strategic and operational risk registers as at January 2017. The ‘Target’ risk data is a strong indicator of risk appetite as it equates to the overall level of anticipated residual risk. Within this there are 12 risks that are logged as being either Category 1 or 2, showing that these risks, regardless of mitigations and resource, will always remain outside of the Council’s tolerance level:



2.6 This compares to some 102 risks that are currently logged as being Category 1 or 2, in terms of the Current risk score. Continued work in terms of risk management and mitigation will be required to reduce the overall risk profile to a level that ‘fits’ the principle of acceptable risks (or risks within the Authority’s appetite), including the reduction in the number of red risks from 102 to 12.

2.7 Essentially, the concept of risk acceptance relies on the consideration of both the Current and Target risk category score. This will enable:

- Significant risks being escalated to DMT’s, and where appropriate, SMT:
Some risks that are traditionally ‘out of tolerance’ may not require immediate escalation, if it felt that the Target Score is achievable with the current level of resources being applied to the risk / mitigation action(s). Both Business Unit Management Team Meetings and Senior Management Team Meetings will be able to focus their attention on only the significant, unacceptable risks; and,
- Risk Owners and Risk Managers to be encouraged to manage the risk themselves:
It is likely Risk Owners and Risk Managers will be able to deploy more innovative solutions to the management of significant risk.

2.9 The following sections provide a narrative for Risk Owners or Risk Managers to consider when applying the concept of risk appetite and tolerance to their own risks.

3. What is the Current and Target Risk Category Score?

3.1 Category 5 or 6 (Green):

Monitor and Review:

These risks are well within tolerance and can be considered 'acceptable' risks. Generally, they do not require explicit mitigation, and the level of probability and impact will suggest any further action or resource that could be applied would not necessarily be cost effective.

- It is likely that these risks have both a Current and Target category score that have been assessed as being either category 5 or 6 (Green).

A risk mitigation can be logged to acknowledge this monitoring position – 'Monitor and Review 2017/18' with a 'Review Date' set for the next [Operational Risk Register review closedown date](#). This mitigation action can be managed by the named risk mitigation owner.

Although the risk has been assessed as being 'acceptable' it does not mean the risk can be closed; an appropriate period of monitoring the risk will be required, to ensure the result of the assessment remains acceptable.

3.2 Category 3 or 4 (Amber):

Manage and Monitor:

These risks are within tolerance, but have the potential to become more significant if not carefully managed. These risks therefore require robust mitigations to ensure the probability and / or impact assessments do not increase – monitoring these risks is simply not enough.

- Those risks that have a Current category score of 3 or 4 (Amber), but a Target category score of 5 or 6 (Green) clearly can be mitigated to acceptable levels; or,
- Those Risks that have a Current category score of 3 or 4 (Amber), but a Target category score of 3 or 4 (Amber) also are identified as being concerns that are perhaps more difficult to mitigate to acceptable levels.

Risk mitigations therefore need to be specific and aimed at either reducing or maintaining the current risk assessment. These mitigation actions will be monitored and updated as part of the Operational Risk Register review process. These mitigation actions will require management by the named Risk Manager.

3.3 Category 1 or 2 (Red):

Mange and Mitigate:

These risks are outside of the Authority's risk tolerance, and therefore, these risks should be considered as significant, and unacceptable.

A full understanding of the risk assessment should be undertaken in order to properly understand the dynamics of the individual risk, in terms of:

- Those risks with a significant level of probability, by their nature are more likely to occur, and therefore require attention before other risks – a 'worst first' approach;
- Those risks with a significant level of probability, but a less significant level of impact, should have mitigations in place to address both the likelihood and impacts. The priority for these risks will generally be to reduce the level of probability to a more acceptable level; and,

- Those risks with a high or very high impact, but a low or very low probability assessment should be addressed by considering the effect of the risk, and ensuring that robust responses to the *impact* are considered. Attempts to reduce the impact should be considered, along with robust methods of dealing with the manifestation of the impact, perhaps using Business Continuity or Emergency Planning responses.

Risk mitigations must be focussed on both reducing the probability of the risk occurring, and reducing the impact of the risk, should it manifest. These mitigation actions should be regularly monitored and managed by the Risk Owner or the relevant Business Unit Management Team. It is expected that evidence of the monitoring by the Risk Owner or Business Unit Management Team can be made available to the Risk and Governance Manager on request, in order to provide assurances to interested parties such as the Authority's Audit Committee.

4. Application

- 4.1 The following table identifies the Current and Target scoring, the Statement of Acceptance and whether the risk is within the Authority's Risk Tolerance. The table then identifies the appropriate action for each risk, based on the combination of these factors:

Current Category Score	Target Category Score	Comment
5 – 6 (Green)	5 – 6 (Green)	Monitored and Reviewed via ORR's.
3 – 4 (Amber)	5 – 6 (Green)	Managed and Monitored via ORR's.
3 – 4 (Amber)	3 – 4 (Amber)	Managed and Monitored via ORR's.
1 – 2 (Red)	5 – 6 (Green)	Managed and Mitigated via ORR's.
1 – 2 (Red)	3 – 4 (Amber)	Managed and Mitigated via ORR's.
1 – 2 (Red)	1 – 2 (Red)	Escalated.

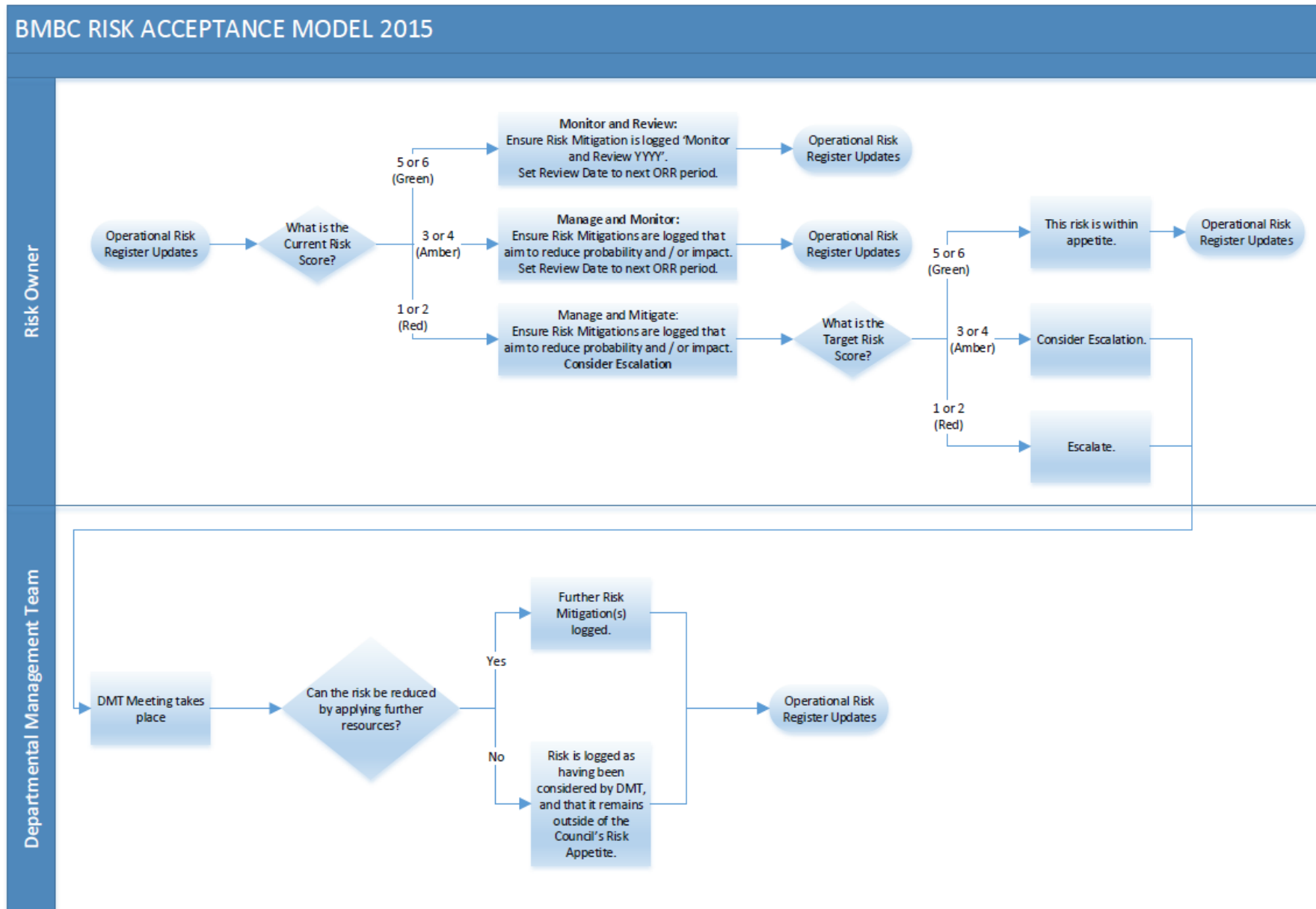
- 4.2 Appendix One details a process map, which has been designed to assist Risk Owners or Risk Managers in applying the principles of Risk Acceptance to their own risks, following Operational Risk Register reviews.

5. Assurance

- 5.1 The Risk and Governance Manager will prepare regular reports to the Council's Senior Management Team summarising the overall risk profile of the SRR, alongside those significant out of tolerance and acceptance risks.

5.2 As part of this reporting and assurance process, the management of significant strategic, operational and project risks are reported to the Audit Committee and Cabinet within existing reporting processes.

Appendix One: Risk Acceptance Process Map 2018 (first developed in 2015)



**Risk Management Challenge Process
March 2017**

Part One - Full Challenge

1. Introduction

1.1 The Council recognises that risk will be inherent in the pursuit of corporate objectives. In order to achieve those objectives the Council needs to be aware of:

- The risks it faces, including those arising from Partnerships and Projects or Programmes;
- The risks that it is prepared to accept;
- The action necessary to manage those risks it is not prepared to accept.

This is encapsulated in following extract from the Risk Management Policy 2017:

'To manage risks (and benefits or opportunities arising) in accordance with best practice through a culture where responsible, informed and controlled risk taking is encouraged within agreed risk tolerance parameters'

2. Purpose

2.1 The purpose of the Challenge process is to gain assurance that risk management arrangements and risk registers comply with the above principles.

2.2 The Challenge process will use the following core criteria to evaluate the effectiveness of Risk Management within Directorates and Business Units by assessing:

- Whether the processes and methods used by management to identify all significant risks to the achievement of objectives are effective;
- Whether risks are correctly described, assessed and scored by management within the appropriate Business Unit risk register;
- Whether risk controls are appropriate, effective and conform to the Councils own Internal Control Framework and governance policies;
- Whether risk mitigations conform with the Authority's policies, and that they are being implemented appropriately;
- Whether risks are regularly reviewed and monitored;
- Whether risks falling outside the agreed Tolerance levels are escalated, and reported to appropriate bodies;
- Whether any Risks to Directorates and Business Units arising from their involvement with Partnerships / Relationships and Projects / Programmes are included within the risk register.

3. Methodology

3.1 The following table sets out the core criteria used to evaluate the effectiveness of arrangements and the evidence required to demonstrate compliance:

Criteria:	Evidence:
The processes used by management to identify all significant risks to the achievement of objectives are effective.	Risks are aligned to Corporate Plans/Vision/Priorities; Where appropriate, Operational risks are aligned to Strategic Risks. Risks arising from Business Planning / Service Delivery Planning are considered; Risks arising from Partnerships and Relationships are considered; Risks arising from Projects and Programmes are considered; New and emerging risks (such as risks arising from Future Council / KLoE activity) are considered;
Risks are correctly described, assessed and scored by management.	Risks are properly described and potential consequences are understood; Appropriate assessments are made regarding the Probability and Impact are made, both after the application of Controls, and after the application of Mitigations;
Risk controls are appropriate, effective and confirm to the Council's own Internal Control Framework and governance policies.	The controls in place to manage the risk can include elements of Authority's own Internal Control Framework and policies, or legislative or regulatory requirements, or specific Directorate / Business Unit procedures; Where appropriate, fully implemented Mitigation plans should become controls;
Risk mitigations conform to the Council's policies, and that they are being implemented appropriately.	Mitigation Actions are developed within agreed timescales; Mitigation Actions are owned by appropriate Managers;
Risks are regularly reviewed and monitored.	Directorate and Business Unit risks are reviewed in accordance with the Operational risk Register review timetable; Directorates and Business Units have competent employees who are able to record updates;
Risks falling outside the agreed Tolerance levels are escalated, and reported to appropriate bodies.	There is an understanding that the Council's approach to risk is one of awareness and not risk aversion; Evidence of risks being escalated, using the Risk Acceptance Model such as minutes or records of meetings;

3.2 Partnerships / Relationships

3.2.1 There is a need to understand the (shared) risks which partnering organisations face and to gain assurances that appropriate Risk Management arrangements are in place, including confirmation that Partnership Risk Registers are regularly reviewed, and the results of these reviews are reported to the appropriate Partnership Board.

3.2.2 The Council's Partnership Governance Arrangements detail requirements in terms of the need to be able to evidence how the partnership is capable of managing risks to the successful delivery of the intended partnership outcomes.

3.3 Projects / Programmes

3.3.1 Risk Management arrangements must be in place, in accordance with the Council's Project Management Approach. It is essential that Project Risks are reviewed regularly, and where appropriate, out of tolerance risks are escalated to the appropriate Project Board.

4. Training

4.1 There may be a requirement to consider further training for Officers and / or Managers as part of the Challenge process. This may entail engaging with the Councils online learning and development tool, BOLD, and locating the appropriate Risk Management training package, or approaching the Risk and Governance Manager for a specific, tailored awareness or training session.

5. Added Value

5.1 The benefits of the Challenge Process include:

- Better Service Delivery;
- Stronger Corporate Governance;
- More efficient use of resources;
- Fewer surprises;
- More robust Project / Programme Management;
- Improved Partnership / Relationship working;
- Effective Change Management; and,
- Resilience Management;

5.2 The satisfactory completion of the Challenge Process will assist in overall Corporate Governance compliance, compilation of the Annual Governance Statement (AGS) and provide evidence as to the overall embedment of Risk Management within the Council.

5.3 Stronger and consistent Risk Registers will assist in the establishment of the Authority's overall Risk Profile and Risk Appetite and also aid in the development of effective risk informed auditing.

6. Reporting

6.1 Following the Challenge Process the Risk and Governance Manager is committed to:

- The preparation and discussion of a draft report with the client lead officer, within an agreed timescale, following completion of any specific examination of risk register and risk management arrangements;
- The preparation of a final report within an agreed timescale of the draft report being discussed.

6.2 This report will include details of agreed actions to improve the risk register or overall arrangements. The Risk and Governance Manager further commits to assisting (where appropriate) in the implementation of these actions.

6.3 In the case of Business Unit / Directorate Risk Registers, a copy report will also be submitted to the relevant Executive Director.

7. Follow Up

7.1 The Risk and Governance Manager will contact the Business Unit six months after the presentation of the report in order to ensure that the agreed actions have been progressed or implemented.

7.2 A follow-up report will also be issued to the relevant Executive Director.

Risk Management Training Strategy 2017 / 18

1. Introduction / Drivers

1.1 An essential element of embedding Risk Management within the Council is to ensure that an appropriate programme of training and awareness is developed and implemented to enable employees to receive appropriate and clear messages regarding the benefits of being aware of and managing Risk. This is reflected in the following Future Council characteristic:

‘Innovative and managed risk taking – we will remove barriers to change, encourage, support and empower our employees to develop great new ideas and implement improvements.’

1.2 The Risk Management Workplan contains the following activity:

‘The development and delivery of training schemes in risk awareness for all appropriate staff and Elected Members.’

1.4 In order to successfully deliver against the Future Council characteristic and the Risk Management Workplan activity, this strategy is designed to signpost:

- *Who within the Council requires training / risk awareness?* E.g. Elected Members / Executive Directors / Service Directors / Senior Managers and Officers;
- *When will training / awareness be required?* E.g. Regular corporate events, Induction training, one off workshop training;
- *What level of expertise is required and at what level?* E.g. risk management awareness, detailed practitioner training, in depth expert training; and,
- *Types of training / methods of training / media?* E.g. Presentations, Workshops, E-Learning.

1.6 Appendix One details all training courses on offer from the Risk and Governance Manager, with details of suggested audiences, scope, outcomes, duration etc.

2. Training Programme

2.1 Workshop Training

2.1.1 Workshop Risk Training is normally delivered on a needs basis, to Project Teams who are in the initial stages of Project Planning. The Workshop setting is used to assist in:

- Risk Identification;
- Risk Assessment;
- Risk Mitigation; and,
- Risk Review, Communication and Governance.

- 2.1.2 The Workshop will normally begin with a basic précis of the Risk Management Process, and then begin to facilitate Risk Identification using information / documents such as:
- Business Cases;
 - Project Initiation Documents; and,
 - Proposed Objectives / Outcomes.
- 2.1.3 Post Workshop, the aim is to provide the Project Manager or Project Team with a Risk Register that can be used as an initial starting point to further carry forward and embed Risk Management within the Project environment.
- 2.1.4 The ongoing review and updating of the Risk Register is normally undertaken by a trained member of the Project or Business Support Teams. If necessary, the Risk and Governance Manager can liaise with named officers within the Risk Register and facilitate updates.
- 2.1.5 The Council's Corporate [Project Management Approach](#) details the framework in which BMBC projects are now managed, controlled and maintained.

2.2 Operational Risk Register / Business Unit Risk Register Training

- 2.2.1 Ensuring that operational / Business Unit risk registers remain vibrant and up to date, and that these registers are embedded into the governance arrangements of Business Unit activities is an essential element of the drive to continually improve the growing positive Risk Management culture within the Council.
- 2.2.2 The training of employees in the reviewing and updating of risk registers is delivered on a needs basis to individuals or small groups. Training will normally comprise the following elements:
- Locating and understanding the risk register framework;
 - Understanding each element of the risk register;
 - Updating and amending the Risk, the Assessment and the Mitigation Actions; and,
 - Creating a new Risk, Assessment and Mitigation Actions.

2.3 Corporate Training

- 2.3.1 Corporate Training is normally delivered at programmed times on an annual basis. The training is delivered in a seminar / presentation setting.
- 2.3.2 The training material used in these sessions is reviewed throughout the course of the programme of training to ensure that feedback and evaluation comments are considered, and if appropriate, reflected in future presentations. The Training material is thoroughly refreshed on an annual basis to reflect the current risk environment, context, maturity etc
- 2.3.3. Corporate Training is targeted at all employees within the Council and its partnering organisations. With this in mind, the training does not focus on theory or process, but on the application and context of Risk Management within the relevant organisation.

2.4 Introduction to RM Training

2.4.1 It is intended to offer a bi-annual Introduction to Risk Management Training Programme, which would be held on specific, pre-planned (and publicised dates). This training would be delivered in a presentation setting.

2.4.2 It is intended this programme of training will include:

- Explanation of Risk / Risk Management;
- Drivers for Risk Management;
- Overview of the Risk Management Process;
- Basic overview of the Council's Risk Register structure;
- Risk Reporting and Communication; and,
- A short test or self-assessment to ensure that the fundamental elements of the training have been understood.

2.4.3 This training could be offered to new starters and / or those wishing to improve upon their own skills in the subject.

2.5 Schools Training

2.5.1 Seminar based training for Schools has been previously delivered which resulted in the majority of BMBC maintained schools endorsing the Risk Management Policy and Strategy. Since then further work has been undertaken with individual Schools, in a workshop setting to undertake a process wherein:

- Risk are identified and discussed;
- Assessments are undertaken;
- Mitigation Plans are identified; and,
- A risk register is created, logging the above for submission to the school's Governing Body.

2.5.2 This training is complemented by a series of standard / off the shelf documents including:

- Schools Risk Management Policy and Strategy;
- Terms of reference for Risk Management Committee / additions to existing terms of reference for Finance or Health and Safety Committee;
- List of indicative risks; and,
- Risk Register template and complementary user guide.

2.6 Elected Member Training

2.6.1 Elected Members must have an appropriate understanding of Risk Management, as well as the requisite skills and competencies to ensure robust challenge and consideration of risk issues within the decision making process of the Council.

2.6.2 Elected Member Training has been previously delivered on a needs basis. Requests for training normally manifest via the Council Governance Unit or the Member Support / Scrutiny Office, as part of the overarching Corporate Member Training Programme.

2.6.3 Training is delivered in a seminar setting, and incorporates elements of the Corporate Training package, as well as specific elements directed at the role / duties / responsibilities of Members. Specific training has previously been delivered to Cabinet regarding risks around decision making and governance.

2.6.4 Risk Management now forms part of the standard Corporate Member Training Programme, and a regular, annual session is now planned as part of this programme.

2.7 E-Learning

2.7.1 Two 'Introduction to Risk Management' E-learning courses are now available via the Barnsley On-Line Development (BOLD) intranet site, which can be located [here](#). One course is focused on the Risk Management competencies expected of Elected Members, the other course is designed specifically for officers.

2.8 Scenario Planning / Lessons Learnt

2.8.1 A number of Lessons Learnt workshops have been facilitated by the Risk and Governance Manager including the Civic Hall and Mandela Garden redevelopment, the 2014 Tour de France event, and the 2015 Tour de Yorkshire event.

2.8.2 A Lessons Learnt report has been developed which collates the individual 'lessons learnt' from previous workshops into a succinct document that seeks to identify and promote the best practices prompts from previous workshops.

2.8.3 Further Lessons Learnt workshops will be undertaken, on a needs basis.

3. Training Evaluation

3.1. All attendees on training sessions delivered by the Risk and Governance Manager are asked to complete an evaluation of the training delivered. This evaluation form is based on a corporate training evaluation form.

3.2 Feedback is collated post training, and is examined and where appropriate amendments are made to the training or further contact is made with the officer concerned.

4. Outcomes / Conclusions

4.1 The full suite of training offered by the Risk and Governance Manager is detailed in Appendix One of this report.

5. Appendices

5.1 Appendix One – Breakdown of Training Courses Available from Risk Management.

Title of Training:	Audience:	Scope:	Outcomes:	Content:	Duration:
Workshop Training (Projects / Partnerships)	Project Managers. Project Team Members. Workstream Lead Officers. Partnership officers (internal and external)	Assistance in Risk Identification, Assessment, Mitigation and Review. Advice on Project / partnership Governance / Structures	A Project / Partnership Risk Register that has risks relevant to the project Business Case, Assumptions / Constraints/ MoU. A mechanism for escalating risk	Dependant on particular Project / Partnership, but could include: <ul style="list-style-type: none"> ▪ Analysis of Project BC / PID or Partnership MoU or equivalent; ▪ Initial Risk Identification and analysis using ‘Bow Tie’ methodology; ▪ Implementing a robust Project / Partnership Governance Structure. 	Dependant on Project / Partnership. Workshop itself no more than 3 – 4 hours plus post workshop with attendees as required.
Operational Risk Register / Business Unit Risk Register Training	Named Risk Managers / Owners. Named Mitigation Owners. Officers involved in the updating of Risks.	Guidance and support using the Councils Risk Register structures	Users will be issued their own user credentials and will be able to: <ul style="list-style-type: none"> ▪ Locate risk register(s); ▪ Amend Risks; ▪ Add new Risks; ▪ Review and Update Risks; 	The content depends on the requirements of the person being trained – are they supporting others who own / manage risk or are they directly involved in managing / owning risk.	1 – 2 hours direct / one to one support. Extra support / refresher training as required.
Corporate Training e.g. ‘Think Risk’ or ‘What could Possibly go Wrong?’	Executive Directors. Service Directors Heads of Service.	Application and context of Risk Management within the Authority.	Understand the importance of: <ul style="list-style-type: none"> ▪ Managing the right Risks; ▪ Managing Risks in the right way; ▪ Application of Risk Tolerance; ▪ Building on a developing culture of Risk Awareness. 	What Could Possibly go Wrong? <ul style="list-style-type: none"> ▪ What is Risk? ▪ Are we managing the risk Risks? ▪ Are we managing risks in the right way? ▪ KLoE risk; ▪ Project / Programme Risk; ▪ Impact of attitudes / behaviour; ▪ ‘People’ related risk and controls; ▪ Risk Based Decision Making; ▪ Risk Tolerance and Escalation; ▪ Risk Culture; ▪ Benchmarking. 	1.5 – 2 hours.

Title of Training:	Audience:	Scope:	Outcomes:	Content:	Duration:
<p>Introduction to Risk Management (Induction training)</p> <p>See 'E-Learning – Introduction to Risk Management' Section</p>	<p>New starters / new members of staff. Newly Elected Members.</p>	<p>An understanding of key principles:</p> <ul style="list-style-type: none"> ▪ What is Risk? ▪ What is a Risk Register? ▪ What is Assurance? ▪ Roles and Responsibilities. ▪ General benefits of Risk Management. 	<p>Understanding the major benefits of Risk Management, including:</p> <ul style="list-style-type: none"> ▪ Better Service Delivery; ▪ Stronger Corporate Governance; ▪ Prevents surprises; ▪ Good Management; ▪ Resilience; ▪ Compliance / Regulatory benefits. 	<ul style="list-style-type: none"> ▪ What is Risk / What is Risk Management? ▪ Drivers / Benefits; ▪ BMBC Risk Management ▪ Risk Management Process; ▪ Risk Management Database; ▪ Risk Tolerance and Escalation; ▪ Risk Management and Assurance. 	<p>45 minutes</p>
<p>Schools Training – Seminar (general) and Workshop (1-2-1) environments</p>	<p>Headteachers, Principals, Leadership Teams, Governing Bodies, School Business Managers / Bursars / Finance Officers and other interested parties</p>	<p>Understanding of the following:</p> <ul style="list-style-type: none"> ▪ Risk Identification (what are the significant risks we are facing?) ▪ Risk Assessment (how will these risks affect us?) ▪ Risk Mitigation (what can we do to respond to these risks?) ▪ Risk Review and Escalation (how risk management can provide assurances to management?) 	<p>Raising awareness of risk and opportunity, and begin the embedding of a risk aware culture in schools. Providing schools with the skills and tools to record and respond to risk and provide assurances to governors, senior management and wider stakeholders. Enabling schools to provide a complete Annual Governance Statement, within which Risk Management forms an essential part;</p>	<p>Using prepared documentation, attendees are asked to consider:</p> <ul style="list-style-type: none"> ▪ Risk Identification – either scenario based, or specific to individual school; ▪ Risk Assessment; ▪ Risk Mitigation; ▪ Risk Review <p>The seminar / workshop also deals with the Risk Management Framework, including a model Policy and Strategy, Governance Structures (model committee ToR's) and Reporting and Communication.</p>	<p>1.5 – 2.5 hours for both Workshop and Seminar based training.</p>
<p>Member Training</p>	<p>Elected Members Co-opted Members</p>	<p>Application and context of Risk Management within the Authority.</p> <p>These sessions will normally take salient points from the Corporate Training</p>	<p>These sessions will normally take salient points from the Corporate Training package.</p>	<p>These sessions will normally take salient points from the Corporate Training package.</p>	<p>'Awareness' Sessions: 3 – 10 minutes.</p> <p>'Training' Sessions: 1 – 1.5 hrs.</p>

Title of Training:	Audience:	Scope:	Outcomes:	Content:	Duration:
E-Learning Introduction to Risk Management	All Employees	package. Basic Risk Management training. It is envisaged this may form part of New Starter / Induction training, or act as an initial course to raise awareness of Risk Management matters.	The main objective of the course is to impress the role individuals play for Risk Management to be effective. These include: <ul style="list-style-type: none"> ▪ Understand why Risk Management matters to the Authority; ▪ Be aware of potential key risks; ▪ Understand how risk can be effectively managed; ▪ Understand the Authority's Risk Management process. 	Online training. Around 50 screens and a short test at the end (15 questions).	45 minutes.
Lessons Learnt / Scenario Planning	Those involved in large projects / programmes.	Consideration of the following: <ul style="list-style-type: none"> ▪ Were the objectives of the Project BC adhered to? ▪ Were issues regarding Time, Costs and Scope suitably managed? ▪ Were appropriate Governance structures in place? ▪ Can we learn from any mistakes? 	The objective of any Lessons Learnt workshop would be to ensure any mistakes made are identified, analysed and any lessons to be learnt are disseminated across the Authority. Normally, a report detailing the key risks and mitigations, survey outputs and workshop outputs will be submitted to the Project Sponsor / SMT for consideration.	Review of project time line, using survey to assist in reminding attendees of key issues / events to consider. Identification of risks that were known, that manifested. Did the mitigations make a difference? Identification of risks that were unknown, that manifested. Should we have known? Analysis of key risk using 'Bow Tie' Methodology.	2 – 3 hours for workshop itself; more time may be required in terms of preparation / interviews prior to workshop setting.