



EMERSONS GREEN TOWN COUNCIL

Risk Management Policy

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1. Introduction

Emersons Green Town Council recognises that it has a responsibility to manage risks, both internal and external, and is therefore committed to the implementation of a risk management procedure in line with the introduction of Local audit and Accountability Act 2014, and the Accounts and Audit Regulations 2015, in order to protect the Council from avoidable losses.

2. Responsibilities

This Policy places a responsibility on all Members and Officers to have regard for risk in carrying out their duties. Its purpose is to enable the Council to manage its risks through anticipation and control.

3. Definition

The Audit Commission (2001) defined “risk” as an event or action which will adversely affect an organisation’s ability to achieve its objectives, project plans and processes and to successfully execute its strategies. Therefore “risk management” is the process by which risks are identified, evaluated and controlled.

It is good business practice that risk management processes should be supportive rather than restrictive and should be embedded in the culture of the Council and embraced by all staff and Members.

4. Aims

The Council’s aims with respect to risk management are as follows:

To integrate risk management into the culture of the Council.

- To raise awareness of the scope of risk management including business risk, the identification of opportunities as well as threats and that the process supports innovation.
- To manage risk in accordance with best practice.
- To minimise losses, injury and damage and reduce the cost of risk.
- To ensure appropriate actions are taken to address identified risks.
- To ensure that risks are monitored and that an appropriate reporting mechanism exists to support the annual assurance statement on the effectiveness of the Councils’ system of internal control. To ensure appropriate actions are taken to identify and pursue opportunities.

These aims will be achieved through the Council's risk management procedure which details the roles, responsibilities and actions necessary for successful implementation.

The co-operation of all Members and officers is essential to ensure the Council's resources and service provision are not adversely affected by uncontrolled risk, to ensure the Council does not fail to seize opportunities which benefit the community.

5. Relevant Legislation

Emersons Green Town Council will implement its Risk Management Policy in accordance with the current legislation governing local authorities and the associated codes of practice.

Appendix 1

A) Introduction

This procedure sets out the framework on which risk management processes at Emersons Green Town Council are based. This framework ensures a consistent approach is taken across the Council and provides for an element of independent oversight by Council Officers.

B) Objectives

The objectives of this procedure are:

- to clearly identify roles and responsibilities for managing risk,
- to follow a structured framework for the identification, assessment and evaluation of risks,
- to ensure a corporate approach is adopted across the Council which facilitates the prioritisation of risks and avoids duplication of mitigating action,
- to ensure risk management principles are embedded in all systems and processes to help demonstrate openness, integrity and accountability in all the Council's activities,
- to ensure the risk management process contributes to the development of a more robust internal control framework, providing assurance to senior officers and Members that appropriate levels of control exist, and
- to provide a framework for ensuring actions are proportionate to identified risks thereby efficiently and effectively utilising resources and maintaining a balance between risks and controls.

C) Definitions

Risk: an event or action which will adversely affect an organisation's ability to achieve its project plans or processes and thus to successfully execute its strategies.

Risk Management: the process, by which risks are identified, evaluated and controlled, which includes the following:

- Treat the risk: Improve the controls to reduce the probability or impact to acceptable limits.
- Transfer the risk: Insure against risk / outsource / design & build option for contracts.
- Tolerate the risk: Live with it, the risk is acceptable and additional controls would not be cost-effective.
- Terminate the risk: Do not pursue the course of action, the risk is unacceptable and cannot be economically mitigated to an acceptable level.

D) Categories of Risk

| STRATEGIC Risk which may threaten the achievement of the Council's objectives | OPERATIONAL Risks which members and staff may encounter in the daily course of their work |
|---|--|
| Political: Failure to deliver key objective or policies of other levels of Government. Uses of political allegiance to influence Council policies. | Professional: Professional competences of staff. |
| Economic: The Council's ability to meet its financial commitments | Financial: Financial planning and control and the adequacy of insurance cover. |
| Social: The effects in changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives. | Legal: Possible breaches of legislation. |
| Technological: The Council's capacity to deal with technological change or it's ability to use technology to meet changing demands. | Physical: Fire, security, accident prevention and health and safety. |
| Legislative: Current or potential changes in national or European law. | Contractual: The failure of contractors to deliver services or goods to agreed costs and specifications. |
| Environmental: The environmental consequences of service delivery (in terms of energy efficiency, pollution, re-cycling, landfill needs, emissions etc) | Technological: Reliance on operational equipment (IT systems or equipment and machinery) |
| Customer: Failure to recognise the changing needs and expectations of the community. | Environmental: Pollution, noise or energy efficiency of on-going service operation. |

E) Processes

In line with best practice, the Council has adopted a seven-step process to support the implementation of risk management and help maintain impetus.

| Steps | Action | Responsibility |
|-------|--|---|
| 1 | Risks will be identified during the service delivery planning process and cross referenced, where possible, to key tasks and to the achievement of corporate objectives. Risk owner to be identified. | All Member and Officers |
| 2 | Risks will be assessed against the probability and impact of the identified risks using the Council's approved evaluation criteria to give a risk score. | Risk Owner |
| 3 | The evaluation exercise will result in a risk score from which significant risks can be established. | Risk Owner |
| 4 | Risks will be entered in the risk register detailing the inherent risk score, existing controls and residual risk score. | Town Clerk |
| 5 | Further actions required to reduce the threat of the risk occurring or minimise its impact will be stated in the risk register. Target dates and assignment of responsibility will also be stated. | Risk Owner in liaison with Town Clerk |
| 6 | The specified actions will be carried out as stated in the risk register. | As stated on Risk Register |
| 7 | The Full Council keep the risk register under review and progress against further actions identified will be monitored biannually. The register will be updated as actions are achieved, and risk scores amended as appropriate. The identification of risks should be a continual process and risks emerging throughout the year should be evaluated and, where necessary, added to the register. | Full Council Town Clerk in liaison with all Members and Officers |

| | Financial | Reputation | Stakeholder | Community/ Customers | Health & Safety | Environmental |
|---------------------------|------------------|---|---|--|---|--|
| 1 Negligible | Under £500 | Minimal loss of public trust | Minimal impact on stakeholder business arrangements | Minimal impact or disruption to community contained within a community area. | First aid case, with no lost time. Negligible safety impact. Mild health effect for short period. | Minimal environmental impact. |
| 2 Minor | £501 – £1,000 | Slight loss of trust with no lasting impact. Little adverse publicity | Minor impact on stakeholder's business arrangements. | Minor impact to community and community dissatisfaction. Limited-service disruption. | Minor injury (worker or third party). Medical treatment beyond first aid. Reversible health effect. Minor illness. | Local impact requiring response, but from which there is a natural recovery. |
| 3 Moderate | £1,001 – £5,000 | Moderate loss of trust that receives significant adverse publicity locally with no lasting impact. | Moderate disruption to stakeholder's arrangements. | Moderate impact to community and customer dissatisfaction. Moderate service disruption. | Single major injury. Irreversible health effect for example loss of hearing. Serious illness from which there is full recovery. | Moderate environmental impact, requiring response to aid recovery. Reportable to authorities. |
| 4 Major | £5,001 – £10,000 | Significant loss of trust and receives local media attention. Potential for lasting impact. | Significant disruption to and opposition from stakeholders | Significant service disruption and community opposition. Threat of legal action. | Multiple major injuries which may result in permanent disabilities. Life shortening health effect. Health effect causing significant irreversible disabilities. | Major environmental incident resulting in significant impact requiring management by external authorities. |
| 5 Catastrophic | Over £10,000 | Significant loss of trust and receives national media attention with potential for persisting impact. | Major disruption to and strong opposition from stakeholders who represent vulnerable clients. | Major service disruption. Significant community opposition. Legal action. Long-term public memory. | Death | Extreme environmental incident, resulting in irreversible long term or widespread harm. |

F) Risk Management Matrix

| Likelihood Ranges | | | | |
|-------------------|----------------|---|-------------------|--|
| | Description | Guidance | Probability Range | |
| 1 | Improbable | Very remote probability that the event would occur. | -1% | |
| 2 | Remote | Event may occur only in exceptional circumstances. | 1 – 10% | |
| 3 | Possible | Event could occur at some time | 11 – 50% | |
| 4 | Probable | Event should occur at some time. | 51 – 90% | |
| 5 | Almost Certain | Event will occur in most circumstances. | > 90% | |

| | | | | | |
|------------|---|----|----|----|----|
| | 5 | 10 | 15 | 20 | 25 |
| | 4 | 8 | 12 | 16 | 20 |
| | 3 | 6 | 9 | 12 | 15 |
| | 2 | 4 | 6 | 8 | 10 |
| | 1 | 2 | 3 | 4 | 5 |
| Impact | | | | | |
| Likelihood | | | | | |

| | |
|--------------------|--|
| RED RISK | Red Risk: Unacceptable risk. Reduce risk by mitigation. Transfer risk. |
| AMBER RISK | Amber Risk: Reduce risk by mitigation. Regularly review. |
| YELLOW RISK | Yellow Risk: Tolerate risk. Review control measures. |
| GREEN RISK | Green Risk: Acceptable risk. Monitor risk. |