Risk Management Strategy 2013

Managing the Risk and Realising the Opportunity

"Managing risk is part of everything we do.

In these challenging times, this strategy can help us, and our partners, to deliver for the city."

Cllr Jason Kitcat,
Leader of Brighton & Hove City Council

"To achieve the Corporate Plan requires us all to be risk managers, each with:
- § *courage to take informed risks;*
- § *improved ability to recognise where, when and how to take up opportunities and also minimise negative risk impacts;*
- § *confidence to demonstrate that risks and opportunities have been managed.*

Once we have done this we will have the right culture as an organisation and each of us will naturally practice risk management with the outcome that we are known and trusted as an organisation which seeks to reduce potential pitfalls and deliver quality services."

Penny Thompson, CBE,
Chief Executive,
Brighton & Hove City Council

Purpose of the Risk Management Strategy

Effective risk management is not just about minimising the risk it faces but also about maximising opportunities, thereby improving the council's ability to delivery its priorities and improve outcomes.

The council's Risk Management Strategy exists to co-ordinate activities to direct and control an organisation with regard to risk[1].

The benefits gained in managing risk effectively include:

§Better focus on business objectives which affect achievement of the Council's priorities and Corporate Plan;
§Improved strategic, operational and financial management;
§Increased ability to assess and take up opportunities which are likely to succeed;
§Confidence to change practice and methods of service delivery to improve outcomes for the City receives; and
§Better and more transparent decision making.

The risk management approach should be proportionate to the needs, size and complexity of the council and appropriately recognise the impact on the public of council services and functions to help build trust particularly as we move towards more collaboration, altered service delivery at the council and across the public sector partners, financial challenge and legislative change.

It can help to prioritise, use and channel available financial (or other resources) appropriately to enable achievement of outcomes for the community of Brighton & Hove by providing a method to enable risks and uncertainties to be managed through agreed arrangements for:

§ Identifying
§ Assessing & judging risks (including escalation to the management level above)
§ Assigning ownership
§ Taking action to mitigate or anticipate them (to be recorded in a risk register)
§ Monitoring and reviewing progress[2]

Risk Management is an essential element of an organisation's Governance Framework in respect of the council's arrangements and how it works with partners to achieve council and city priorities and outcomes[3]. Risk Management

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[1] Based on "Risk Management: Process & Guidelines" BS ISO 31000: 2099 (BSI) which defines Risk as *the effect on uncertainty on objectives* and further expands that *"an effect is a positive or negative deviation from what is expected".*
[2] Based on HM Treasury's–The Orange Book Management of Risk - Principles and Concepts October 2004 but also in existence at the council through the **I DO RM** campaign: **I**dentify, **D**ecide & **O**rder, **R**esolve Action and Record in a Risk Register, **M**onitor effectiveness.
[3] See **Brighton & Hove City Council Corporate Plan 2011-15** for council priorities, and Brighton & Hove Sustainable Community Strategy for Strategic City Outcomes.

is a robust, systematic and documented process so that the council has an overview of how risks (such as threats or issues which could prevent achievement of objectives) and positive opportunities (such as those connected with innovation and working with others creatively to achieve objectives) has is managed and responds to better protect the council and the community of Brighton & Hove. [4]

Risk is also that we consider and take full advantage of opportunities to deliver clear benefits to the council and community. Opportunity risk can be explained as:

§ The upside of risk i.e. as opposed to threat;
§ Innovative rather than reactive;
§ Focused on achieving value;
§ Pro-active decision making from a risk basis; and
§ Adding significant and measurable/quantifiable advantages.

The Risk Management Strategy is reviewed and updated annually to keep it relevant to the council's priorities (it is a "living framework") and ensure it:
- continues to recognise that the council operates in an uncertain world, where the people, environment and communities of the city may be at risk;
- is a tested, understood and shared method to review priorities or challenge performance towards achievement of outcomes[5];
- better reflects new, or emerging, circumstances to protect and ensure the safety of decisions; service design, innovation and delivery whilst also helping to improve strategic, operational and financial management;
- improves the ability of risk management to achieve benefits from the up take of opportunities whilst minimising losses and maximising resources for the services provided or commissioned; and
- emphasises that in addition to application of risk management processes, to successfully manage risks involves personal accountability and is a behavioural trait to be encouraged in and expected from individuals. A dynamic risk aware culture is vitally important for a successful organisation.

Aims of the Risk Management Strategy

To bring openness, transparency and consistency in understanding what risks and uncertainties the Council, and other organisations which the Council work with, face in delivering services for the city.

To identify and prioritise issues and plan to deliver improvements to effectively manage negative risks or develop and generate positive opportunities so that the Council's objectives and city outcomes are achieved.

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[4] This has been recognised by the council for some time, the previous Risk & Opportunity Management Strategy 2008-2011 refers.
[5] During 2012 the Council and city partners have been informed by the risk management process to improve outcomes through performance challenge.

Our Risk Management Approach

To accord with best practice the Council's approach aims to get the right balance between innovation and change on the one hand, and the avoidance of shocks and crises on the other. This is why it can be more useful to refer to risk management also as Risk & Opportunity Management (ROM).

Building on previous work and understanding, this 2013 Risk Management Strategy will be to continue to:

- embed risk management into the culture of the council by integration into existing processes (such as business planning and project management) and frameworks (the council's Performance & Risk Management Framework is evidence) to enable management of uncertainty in a systematic, effective and efficient manner;
- recognise good practice and share the expertise of related risk disciplines, e.g. community safety/public health; financial planning including insurance; health and safety; and sustainability; [6]
- work with partners to share, improve and update our processes to either anticipate and/or respond to changing operating environments and requirements.

Brighton & Hove City Council believes risk needs to be managed rather than avoided and will be proactive to ensure it takes an acceptable level of risk depending on the particular application and specific objectives; the council's "risk appetite[7]" for both the take up of opportunities and management of negative risks will be informed by the risk management process as set out in this strategy applied to various objectives and through the risk scoring mechanism in the dual risk matrix.

Elements of the Risk Management Strategy

These elements support delivery of the Risk Management process as set out in the diagram below:

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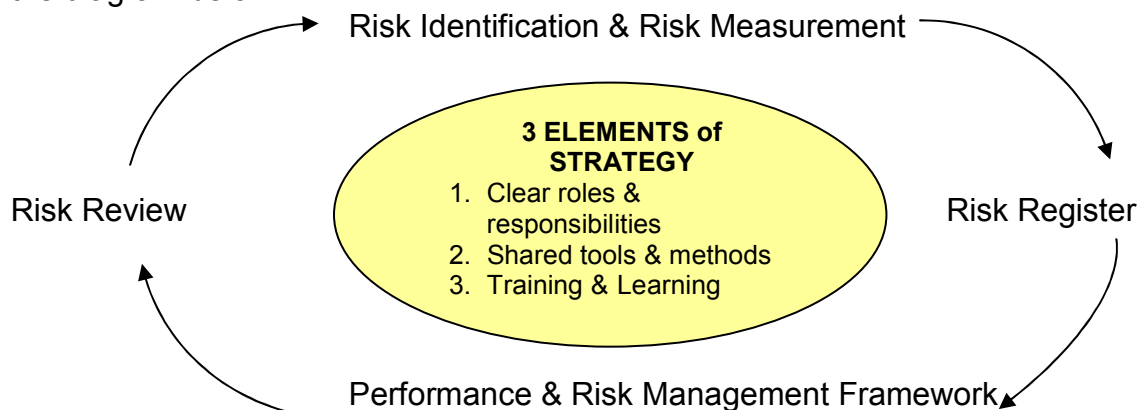
[6] The Council's Risk Management Steering Group, an informal group chaired by the Risk Manager, which meets twice a year (and on an ad-hoc basis as required) includes representation of these disciplines.
[7] A risk appetite is defined in IS03100 as the "amount and type of risk that an organisation is prepared to pursue, retain or take".

Some uncertainty will always exist and some potential negative impacts can never be eliminated; they therefore need to be appropriately managed. This Strategy sets outs how the Council will:

- Establish clear roles, responsibilities within the council for Risk Management as part of the Council's decision making and operational management processes, e.g. Service/Business Planning, Commissioning, Project Management, Partnerships and Procurement processes **(Strategy Element 1)**
- Provide a shared methodology which can be used to ensure common standards and an understanding of risk management to provide an overview of risks to which the Council is exposed **(Strategy Element 2)**
- Reinforce the importance of effective management of risk through training and provision of opportunities for shared learning **(Strategy Element 3)**

Strategy Element 1 – Clear Roles & Responsibilities for Risk Management

The Risk Management Strategy 2013 sets out the roles and responsibilities for risk management in the Council and how each party is expected to deliver (see the table below) so that:

√ everyone knows how they contribute within the Council wide framework to understand and manage risks at the level which applies to them so that the Council's exposure to the level of risk taking is within acceptable boundaries to enable achievement of benefits and protect people, assets and reputation;

√ risks, both "downside" threats or "upside" opportunities, are appropriately managed at least in accordance with specified roles and responsibilities or, if beyond the individual's direct control, they are "escalated" to the management level above;

√ the identification of risks is an ongoing task and aligned with business planning and performance management arrangements.

Those with a responsibility to manage risks (either a person or a group) are also known as "Risk Owners", they have authority to ensure that action in response to risk is appropriate.

Roles & Responsibilities for Risk Management	How
All Staff and Risk Owners delivering a particular service or business objective (including Corporate Management Team and Heads of Service)	
* Achievement of agreed objectives within legal and budgetary boundaries * Proactive risk & opportunity management in their day to day activities * Agree resource allocation within their allowed boundaries * Identify the need for escalation of risks through the reporting process	* Through ownership of a business plan with a robust and integrated risk register * Through ownership of a project plan and associated risk register * Make use of the comprehensive risk management information on the Council's intranet and access training to assist them in fulfilment of their responsibilities * Scheduled progress meetings, e.g. with manager or project board to report progress towards achievement of objectives & management of risks * Behave appropriately in role on behalf of the Council
Risk Owner for organisations delivering services for, or with, the Council e.g. contractor/supplier/partners	
* Comply with their own organisation's risk management arrangements * Achieve objectives agreed with the Council	* Provide evidence of organisation's risk management arrangements * Scheduled progress meetings * Know who they need to be working with in ensuring safe and sustainable service delivery
The Leadership Team (SLT/ELT)	
* Manage the strategic risks faced by the Council, including in its partnership work * Responsible for reviewing and developing the strategic risk register at least six monthly and management action plans to address risk * Provide the leadership and support to promote a culture in which risks and opportunities are managed with confidence at the lowest appropriate level	* Risk Owners to review, or delegate responsibility via the usual Performance & Risk Management Framework arrangements for the purposes of reporting to Councillors and the Audit & Standards Committee * Ensure that any significant approved new projects or changes have appropriate risk management arrangements * Ensure that reporting of the Strategic Risk Register clearly informs the public of reasons for any additions or deletions * Ensure lessons are learned across the Council
Members (Councillors)	
* Require the Risk & Opportunity Management paragraphs in reports submitted for decisions making to be completed and satisfy themselves on the information contained	* Make use of the comprehensive risk management information on the Council's intranet and access training to assist them in fulfilment of their responsibilities
Council Elected Member Leadership (Policy & Resources Committee)	
* Approve the Risk Management Strategy * Require the Risk & Opportunity Management paragraphs in reports submitted for decisions making to be completed and satisfy themselves on the information contained	*Make use of the comprehensive risk management information on the Council's intranet and access training to assist them in fulfilment of their responsibilities
The Audit & Standards Committee	
* Ensure independent assurance of the adequacy of Risk Management and the associated control environment	* At least annually receive the strategic risk register, and reports on risk management arrangements, Risk Management Programme and progress * Where it considers it appropriate, make recommendations to the relevant Council body; in most cases this would be the appropriate Committee * Engage in Risk Management to increase their knowledge and understanding and ensure lessons are learned across the Council and partners

Strategy Element 2 – Shared Tools & Methods for Risk Management

The risk management tools and methods have been updated to better reflect the current environment and challenges relating to council operations, and also to enable the better consideration of opportunities to assist the council to creatively develop a variety of policy and financial levers to unlock sustainable growth[8]; and work effectively with partners in creative ways including enabling residents who wish to develop alternative solutions to improve the city.

The Council's risk management methods includes a series of well defined steps to support better decision making through understand of risks, whether a positive opportunity or negative threat and their likely impact.

The "Dual Risk Matrix" set out in Step 2 is a further development of the previous risk matrix shared between the council, NHS and Civil Contingencies partners (which is retained, but only considered "downside" negative risks). The new Dual Risk Matrix uses the same methods as before to also assess positive opportunities. Both sides of risks/uncertainties can be consistently assessed and the management activities for each included in a Risk Register.

By continuing to develop a common understanding, and practice of risk management, the following benefits will be achieved to help deliver the Council's objectives:
 * the "risk appetite" for services delivered by or in connection with the Council is consistently understood (i.e. the level of risk that is acceptable) and escalation of risks to the management or decision-making level above is carried out in an ordered way;
* risk registers are completed on significant and high risks to enable an overall picture of the level of uncertainty that the Council is carrying whether through direct service provision or in conjunction with other parties;
* decision-makers may be assured that the strategic objectives of the council, including related objectives of its partner organisations, external parties or business partners, stand a good chance of being successful;
* managers and staff are equipped to identify, record, escalate, monitor and regularly review the effectiveness of risk management arrangements.

There are 3 Steps of the Risk Management Process:

- Risk identification

- Risk measurement

- Risk registers

Once actions have been agreed and set out in the risk registers, they will direct business plan actions and service and individual performance via the council's Performance & Risk Management Framework arrangements.

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[8] Brighton & Hove City Council Strategic Risk Register – Updated 3 October 2012 – Strategic Risk 4 "Economic Resilience and Sustainable Economic Growth"

Step 1: Risk Identification

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Related Tools available on the Intranet ( "The Wave" )
  a) Risk Category Checklist      c) Dual Risk Matrix
  (opportunities side)
  b) ROM Quick Analysis Tool
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Risk Management starts with being clear on the objective to be achieved and then identifying uncertainties which could affect achievement of that objective. The Risk Categories checklist below is used to prompt identification of generally negative risks or issues (changes *are denoted in italics)*. For positive opportunities use this & Dual Risk Matrix "opportunities" side.

Risk Categories Checklist
Professional/Managerial/Partnerships – Recruitment/Retention of qualified staff; Capacity*;* Investing in Training; Skill mix *of employees and community or commercial groups where a statutory or civil responsibility may attach to the council;* Over reliance on key officers; Ability to implement change; *Effective* management of partnership working; *Understanding of data quality and practice*
Economic/Financial – Impact of national economic position; Failure of major project(s); Missed business and service opportunities; Failure to prioritise, allocate appropriate budgets and monitor; Inefficient/ineffective processing of documents.
Social – Meeting the needs of disadvantaged communities; Tracking the changes in population base; Employment opportunities*; Health & Well-Being implications on community;* Regeneration; Partnership working; Life-long learning; *recognising contribution to council's key social initiatives such as Stronger Families, Stronger Communities.*
Technological – Functionality and reliability of IT systems – impact on service delivery; Data security issues; Inability to implement change; Obsolescence of technology; Technology strategy; *Enabling of service and cost improvements*; *impact of individual service systems on corporate ability to prepare for IT disaster recovery and business continuity*
Legislative – Meeting statutory duties/deadlines; Breach of confidentiality/Data Protection Acts requirements; European Directives on Procurement of Services; Implementation of legislative change.
Physical – Human Resources issues; Loss of intangible assets (e.g. intellectual property); Health and Safety; Loss of physical assets (e.g. damage to property as a result of fire or theft).
Contractual/Competitive – Over reliance on key suppliers/contractors; Ineffective contract management; Contractor failure; Lack of existing markets.
Equalities – Workforce Composition – across all persons who provide a service on behalf of the council and its partnership work; Appropriate recognition of the diversity of Service Users/Customers, e.g. age, ethnicity, gender, disability, religion; Ensuring consistent minimum standards to meet legislative duties (incl. training, sharing policies & best practice); Altering working practices as necessary to meet diverse needs and ensure no discrimination; Ability to demonstrate equalities in action (incl. monitor, evaluate and review).
Political – Impact of Strategic Priorities on business activities; Clarity & cohesion in decision making; Impact of Central Government policy on local policy/local initiatives.
Environmental/Sustainability – Energy use (efficiency), energy costs, energy supply; Climate Change *Adaptation of Services (including extreme or sustained weather events);* Waste Management – correct disposal, hazardous waste; Waste reduction and recycling issues; Noise and street scene implications; Pollution control, air pollution, spillages; Water conservation; Transport implications.
Practice & Clinical Issues, including Clinical Governance – Practice issues; Patient Safety; Clinical Governance; Clinical Procedures; On-going professional development; Loss of key clinical staff.
Customer/Citizen – Appropriate consultation; Quality customer care; Access to services; Views of Service Users and/or viewpoint of patients; Political support, e.g. Members of city council.
Fraud & Corruption – Appropriate segregation of duties; Security of data and other assets; Hospitality/Gifts Policy, Record Keeping and Monitoring; Trends of working/sickness absences (potentially fraudulent); *Level of awareness of fraud risk exposure at service level; Whistleblowing;*

Verification/Validation checks e.g. before staff/contractor appointments/cash transactions;

Step 2: Risk Measurement

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Related Tools available on the Intranet ("The Wave")
   c) Dual Risk Matrix
   d) Risk Descriptor Guidance (to help "score" Likelihood and Impact of each risk)
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Risks are assessed on their impact and likelihood of occurrence. This involves allocation of a "Likelihood" and an "Impact" score to each one (use the "dual risk matrix"). All risks should be quantified by using a standard form of measurement. The use of a basic 5 by 5 calculation where exposure to risk is measured based on the multiplication of likelihood and most likely impact, i.e. if a risk has an Almost Certain likelihood rating and a Catastrophic/Fantastic score, it will receive a combined rating of 25. This is known as the "initial" risk score (sometimes called the "Inherent" risk score).

The council's Risk Appetite (the amount of risk/uncertainty that it is willing to accept) is determined by the colour coding on the next pages, unless specified differently by decision makers (e.g. a project board).

As this Strategy is Risk Management for "Managing Risk and Realising the Opportunity", the next pages are the "Dual Risk Matrix" which sets out a summary of positive opportunities and negative risks which may affect achievement of an objective.

Negative Risks may have the prefix of "R" (eg R1) and Opportunities may be prefixed with "O" (eg O3) but may appear on the same risk register.

The following page sets out advice, a risk matrix and actions to be taken based on risk score and colour coding for risks which have the potential to <u>negatively</u> affect achievement of objectives.

After that there is a separate page for advice, a risk matrix and actions to be taken based on risk score and colour coding for <u>positive opportunities</u> which contribute to objectives.

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Risk & Opportunity Management – is about getting the right balance between innovation and change on the one hand – taking up Opportunities ("upside risks") and on the other **the avoidance of shocks & crises ("downside risks")**

Identify your **Risks** ("downside" risks)	**D**ecide & **O**rder your risks (evaluate your risks)	**R**esolve how to Treat your risks	**M**onitor & Review

Identify your Risks ("downside" risks)

Best done in groups – by those responsible for delivering the objectives

Risk: it's the chance of something happening that will have an impact on objectives

Look to Identify risks when:
- Setting strategic aims
- Setting business objectives
- Early stages of project planning & key stages
- Options appraisals
- Making changes to business set up or service provision

Use the Risk Categories Checklist or ROM Quick Analysis Tool

Decide & Order your risks

You need to **DECIDE** the Likelihood of occurrence and the Impact on Objectives, i.e. **LIKELIHOOD x IMPACT**

ORDER – use the colour scores & take action as below

LIKELIHOOD	MOST LIKELY IMPACT				
	Insignificant (1)	Minor (2)	Moderate (3)	Major 4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Almost Impossible (1)	1	2	3	4	5

1 – 3 **Low**	**4 – 7** **Moderate Monitor**	**8 – 14** **Significant**	**15 – 25** **High**
Monitor periodically	**Monitor if the risk levels increase**	**Review & ensure effective controls**	**Immediate action required & need to Escalate to the management level above**

Resolve how to Treat your risks

Concentrate on the Top Scoring Risks

- **Can** we reduce likelihood?
- **Can** we reduce the impact?
- **Can** we change the consequences?

Remember to see if it can be:

- Avoided
- Reduced
- Retained
- Transferred

Devise **Contingencies** i.e. Service Continuity Planning

Monitor & Review

Risk Registers:

Baseline data to be prepared and monitored regularly.

These should clearly indicate consequences, countermeasures and contingencies as well as the risk owner

Review Top Risks regularly as an agenda item at group meetings

Report progress to senior management

Risk & Opportunity Management – is about getting the right balance <u>between innovation and change on the one hand</u> **– taking up Opportunities ("upside risks")** and the avoidance of shocks & crises on the other ("downside risks")

Identify **Opportunities "upside risks")**	**D**ecide & **O**rder your opportunities (evaluate them)			**R**esolve how to Maximise Opportunities	**M**onitor & Review

Opportunity Management: it's the chance of taking action to have a **positive impact** on **objectives**

Use the usual risk management method.

Look for Opportunities When:
- Setting strategic aims & business objectives
- Project planning & at key project stages
- Making changes to business set up or service provision

ASK:
* **Can we do it –** is it legal?
* **Should we do it?**
* **Can we deliver?**

You need to **DECIDE** the Likelihood of success and the Impact on Objectives, i.e. **LIKELIHOOD x IMPACT**

ORDER – use the colour scores & take action as below

LIKELIHOOD	MOST LIKELY **IMPACT**				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Fantastic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Almost Impossible (1)	1	2	3	4	5

1 – 3 **Low (Small Win)**	**4 – 7** Moderate Opportunity	**8 – 14** **Significant Opportunity**	**15 – 25** **High (Important)Opportunity**
Manage by routine procedures, unlikely to need specific application of resources	Manage by specific monitoring and response	**Senior management attention need and management responsibility identified**	**Immediate action required & need to Escalate to the management level above**

Concentrate on the Opportunities that offer the best outcomes for the effort needed to deliver

- **Can** we improve likelihood?
- **Can** we maximise the impact?
- **Can** we expand on the consequences to increase the benefits?

Remember to: Plan for the resources required to deliver the benefits and add actions and measures to the existing business plan

Opportunity Assessments should clearly indicate what the possible benefits could be and the plans/resources required to attain them, as well as an owner.

Review the progress of attainment of both the opportunity and benefits regularly as an agenda item at group meetings.

Review Top Risks regularly as an agenda item at group meetings

As appropriate report progress to senior management

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Step 3: Risk Registers

Related Tools
   e) Risk Register available on the Intranet ("The Wave")

How successful we are in dealing with the risks we face can have a major impact on the achievement of our objectives and service delivery to the community.

The Risk Registers set out the existing controls that relate to the risk as most are already subject to some degree of management, which enables a more realistic or "real" prioritisation of the issues by assignment of a residual risk score. This enables direction of resource and effort to mitigate or manage the risk and actions, responsibilities and target dates are set out in the Risk Register (see format of Risk Register on next page).

Further work to manage risks is recorded as a "solution" to further improve the risk, with responsibilities and target dates. This forms an action to be performance managed.

Actions to address risks are to be detailed in a Risk Register which sets out the existing measures or "controls" already in place to address the issue (the "risk") this results in a more realistic prioritisation of risk and a "Controlled Risk Score" (this can also be known as a Residual Risk Score).

Through this re-assessment of priority scores (using the "Residual" or "Controlled" Risk Score) further work or "solutions" can be planned to address the risk until it reaches an acceptable level (i.e. within the risk appetite set).

This is one of the key benefits of Risk Management, i.e. to prioritise, assess the existing deployment of resources, whether it is effective and to influence future deployment of resource (e.g. money and effort).

As not all risks are priorities, and risks will always exist, having identified and measured risks one of the following proportionate actions (the Risk Strategy for the particular issues) can be selected:

   Treat the risk – agree an action to manage the risk to an acceptable level
   Transfer the risk – possibly by purchasing additional insurance or bonds; or by terms in a contract or agreement
   Terminate the risk – stop the current system or process and introduce a new system
   Tolerate the risk – if nothing reasonable can be done to control the risk because it may be out of the service or the Council's sphere of influence

Actions from Risk Registers, with details of key dates and individual responsibility for action should be integrated into service plans and project plans. Appropriate review is needed to keep the risk register current. Each risk owner will need to have a securely retained copy of the register and a clear history of changes made as risk registers may be requested at any time by decision makers, project boards, the Risk Manager, Internal or External Auditors or any interested parties in the interest of openness & accountability.

Risk Register Format

Risk No.	Reference link (i.e. Service Objective No. or Strategic Risk)	Risk Description	Potential Consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating Controls & Actions (Responsible Officers in Brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further "Solutions", i.e. actions/ Controls (Responsible Officers in Brackets) (these represent "work that needs to be done" to be to be included as Key Actions in Business Plan)	Target Date	Lead Officer
Assign a unique number	Detail the particular service objective no. or Strategic Risk, if relevant	Summarise what it is that you think could prevent achievement of your objective	Summarise what could happen and detail the impact on outcomes	Use the Risk Matrix	Use the Risk Matrix	List existing processes/Mitigations/ Controls that are in place to manage the risk	Use the Risk Matrix	Use the Risk Matrix	Multiply L x I and Check Risk Matrix.	List further actions that you have planned or realise that you need to take AND add these as Key Actions in your Business Plan (Assign a Responsible Officer for each action)	Completion date for this action	Insert Name

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<u>Strategy Element 3 – Training & Learning</u>

The Council's Risk Manager is charged with providing active support and training by:

Providing advice on risk and opportunity management to assist those with responsibility for Risk Management through the Learning & Development training programme and individual's use of the extensive intranet (Wave) pages and the ROM e-learning programme;

Working with colleagues to identify and raise with decision makers where there is a need for the organisation to commission specialist training to improve risk management if cannot be met with internal resources;

Supporting our community with opportunities to learn from our approaches to ROM - e.g. elearning;

Facilitating risk identification, assessment and mitigation through facilitated risk workshops or topic sessions which offer groups and/or individuals an opportunity to learn about risk management and apply it to a real situation which needs attention;

Providing a consistent approach to risk management for application, including a common understanding of terminology and definitions;

Challenging and developing organisational and individual performance– across the four Performance Domains of accountability, delivery, working together, personal impact;

Working with procurement colleagues and those who commission services and contracts for goods to ensure risk and opportunity management principles are applied to help others to understand what risk is and reinforcing the opportunities that risk management can present.

For details or for advice, search on the Council's intranet ("the Wave") under "risk & opportunity" or contact jackie.algar@brighton-hove.gov.uk.

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