

## TONBRIDGE AND MALLING BOROUGH COUNCIL

### RISK MANAGEMENT STRATEGY STATEMENT

#### 1. Introduction

The risk management policy of Tonbridge and Malling Borough Council is to adopt best practices in the identification, evaluation, and cost-effective control of risks. This is intended to ensure that risks are eliminated or reduced to an acceptable level, thereby safeguarding the Council's assets, employees and customers and the delivery of services to the local community.

One of the Council's aims is to:

*"Maintain the Council's high standards of financial management and probity".*

The Council endeavours to pursue a forward-looking and dynamic approach to delivering services to the local community and will not be averse to taking a degree of commercial risk. However, it will always exercise a prudential approach to risk taking and decisions will be made within the parameters of the Council's internal control arrangements i.e. Constitution, Procedural Rules etc. These arrangements will serve to ensure that the Council does not expose itself to risks above an acceptable level.

#### 2. Objectives

The risk management objectives of the Council are to:

- embed risk management into the culture of the Council;
- manage risk in accordance with best practice;
- be responsive to changing social, environmental and legislative requirements whilst effectively managing the related risks and opportunities;
- prevent injury, damage and loss and reduce the cost of risk;
- raise awareness of the need for risk management.

These objectives will be achieved by:

- defining the roles and responsibilities, in relation to risk management, of Officers and Members within the organisation;
- providing relevant training on risk management to employees and Members of the authority;
- actively participating in inter-authority internal audit and insurance groups thereby developing and sharing best practice in risk management;
- encouraging officers participating in other professional discipline groups to secure the inclusion of risk management as an agenda topic;

- disseminating to officers as appropriate published risk management information received from insurers and other related sources;
- maintaining a risk management framework that will secure the consideration and review on a rolling basis of the strategic and operational risks confronted by the Council – this framework will provide for:
  - ∇ the outcome/results of reviews to be reported to members
  - ∇ appropriate incident recording to facilitate the analysis of risk data
  - ∇ committee reports proposing new initiatives to include a section on the risk management issues to be taken into account;
- the annual review of the risk management framework.

### **3. Roles and Responsibilities**

#### **a) Members**

The Cabinet will review the Risk Management Strategy on an annual basis and the Cabinet's endorsement of the Strategy will be witnessed by the signature of the Leader of the Council (and countersigned by the Chief Executive).

The Cabinet will receive and consider reports from Management Team on the review of strategic risks and will determine action to be taken.

**An assessment of risks will be included as part of the Committee Reporting Template in order to ensure that Members are aware of the risk management process that has taken place as part of the reporting process.**

#### **b) Management Team**

Chief Officers in conjunction with the relevant Cabinet Member, relevant service managers and other parties / partners (if applicable) will lead reviews of the strategic risks confronted by the Council, and will report on the outcome to Cabinet. Strategic risk reviews will be undertaken annually, and at conception where new situations arise.

**Chief Officers will ensure that an operational risk review of all of their service areas is undertaken on an annual basis.**

#### **c) Service Managers**

Service Managers in conjunction with members of their teams (as appropriate) and other parties / partners (where applicable) will lead reviews of the operational risks relating to their services, and will reflect the outcomes of these reviews in their own Operational Risk Registers. These operational risk reviews will be undertaken annually, and at conception where new situations arise. Risk Management will be a regular agenda item at team meetings, with a view to encouraging risk awareness amongst staff.

**Understanding of the Strategy will be discussed with all staff as part of the annual Appraisal interview.**

#### **d) Employees Generally**

The concept of risk management will be conveyed to all employees. **Understanding of the Strategy will be confirmed annually as part of the Appraisal interview.**

A copy of this document will be held on the Council's Intranet site. Employees will be expected in the first instance, to refer risk management concerns to their line managers. Should such concerns remain un-addressed, then employees can refer their concerns elsewhere as prescribed in the Council's Confidential Reporting Code.

#### **e) Financial Services**

The Insurance Officer in consultation with the Director of Finance will:

- regularly review and advise upon the Council's insurance requirements and arrangements
- advise Officers and Members on insurance covers available and / or in place
- arrange insurance cover as necessary
- advise Officers on claims procedures, and process claims arising
- assist in the development and provision of claims data to aid future risk control
- disseminate published risk management information received

This Risk Management Strategy Statement will be reviewed annually and updated as appropriate.

Signed  
Leader of the Council

Signed  
Chief Executive

Date Draft revision 2007