

# **Essex County Council**

# **Risk Management Strategy**

# **2017- 2021**

**June 2017**



**Essex County Council**

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## 1. Policy Statement

The effect of uncertainty on an organisation's objectives is risk. Risk management is the process of ascertaining what might go wrong, what the potential consequences may be, what could trigger the occurrence and deciding how best to minimise the risk materialising. If it does go wrong, as some things inevitably will, proactive risk management will ensure the impact is kept to a minimum.

To structure and formalise the risk management arrangements across all functions, Essex County Council has developed a systematic and logical process of managing business risk within a comprehensive framework to ensure it is managed effectively, efficiently and coherently across the organisation. The Council's adopted approach sets out the methodology for identification, evaluation and control of risk to ensure there is continued financial and organisational well-being. Council wide ownership and accountability for managing risk is critical to the success of the organisation.

There is not a specific "standard" set for risk management in government organisations and the Council's approach is based on industry best practice including the International Standard in Risk Management ISO: 31000, the guidance provided by both Alarm, the Public Sector Risk Management Association, and the Institute of Risk Management, plus the principles of risk management in the HM Treasury Orange Book. In following 'one' approach, the risk profiles of each function are transparent enabling comparisons to be made and risks to be aggregated empowering a whole organisation portfolio approach to risk management.

When implemented and maintained, the effective management of risk enables the organisation to:

- Increase the likelihood of achieving its goals and delivering outcomes
- Improve the identification of opportunities and threats
- Improve governance, stakeholder confidence and trust
- Establish a reliable basis for decision making and planning
- Effectively allocate and use resources for risk treatment
- Improve organisational resilience.

It is the role of the Corporate Risk Team within the Council to provide support, guidance, professional advice and the necessary tools and techniques to enable the organisation to take control of the risks that threaten delivery. The work of the team will be directed to effect the achievement of the following risk management objectives:

- Align the organisations culture with the risk management framework
- Integrate and embed the risk management framework across the organisation
- Enable the organisation to recognise and manage the risks it faces
- Improve risk awareness so the Council is better placed to avoid threats and take advantage of opportunities
- Minimise the cost of risk
- Anticipate and respond to emerging risks, internal and external influences and a changing operating environment
- Implement a consistent method of measuring risk.

## 2. Statement of Commitment

Essex County Council is committed to adopting best practice in its management of risk to ensure retained risk is of an acceptable and tolerable level in order to maximise opportunities and demonstrate it has made full consideration of the implications of risk to the delivery and achievement of outcomes, strategic aims and priorities.

The Council is clear that the responsibility for managing risk belongs to everyone and that there needs to be an appropriate level of understanding of the nature of risk by all stakeholders.

As a corporate body, the Council is obligated to protect its material assets and to minimise its losses and liabilities. It recognises the need to equip its workforce with the skills and expertise to manage risk on its behalf and provides the necessary resources to ensure this can be delivered. This includes not only the potential threats but also exploiting opportunities to ensure benefits can be realised.

It is recognised that failure can be an important part of the journey to success and that to be successful there is a need to take risks and be willing to fail in the pursuit of finding new innovative ways of working. The Council strives to have an open approach to risk and not be perceived as risk averse whilst ensuring that the most vulnerable are protected and there is increased collaboration with our partners, communities and residents.

The Council's risk management objectives are a long term commitment, inherent to good governance practices and fully supported by the Leader of Cabinet and my Corporate Management Board.

This Risk Management Strategy compliments and supports the strategic aims and priorities that are set out in the Essex County Council Organisation Strategy 2017-2021.

***Gavin Jones – Chief Executive***

### 3. Risk Management Framework

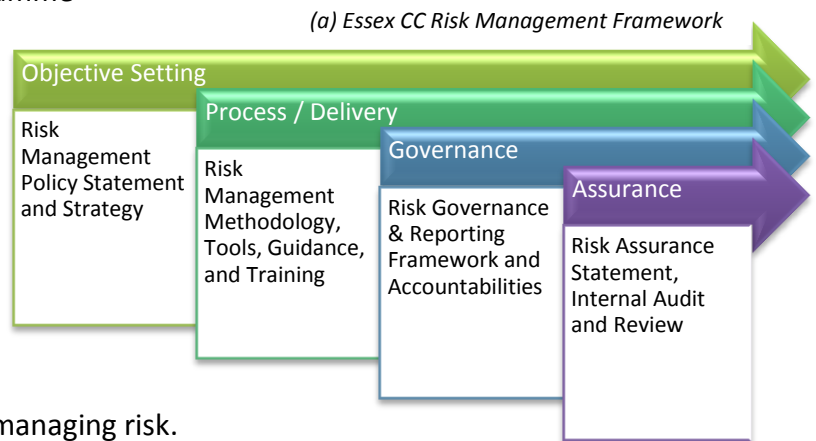
At Essex County Council, we are committed to ensuring risk management is embedded across the whole organisation. The risk management framework and the annual work and project plan of the Corporate Risk Team follows industry best practice to provide a best in class risk management service helping the Council to be the most effective and efficient organisation.

For risk management to be successful, it is imperative that there is a single yet flexible approach for the management of business risk, adopted through all levels of the organisation. This strategy is one part of the overall risk framework, the essential elements of which include:

- Risk Management Policy Statement and Strategy (including governance and accountabilities)
- Risk Management Methodology
- Risk Management Tools and Guidance to support the methodology
- Risk Coordinator Packs
- Risk Management Training Programme
- Risk Assurance Statement.

Our approach is that the discipline of effectively managing risk is integrated throughout the organisation and involves all key stakeholders including - but not limited to - officers, leaders, Members, partners and suppliers.

Essex County Council's risk management framework is our end to end process of managing risk.



Primarily, Members and senior leaders of the organisation will be focussed on the strategic and business critical risks that could impact on the achievement of objectives or successful delivery of outcomes. More detailed business operations risks will be the primary concern of services and functions, where managers will be controlling and monitoring their risks and escalating these to a strategic level if they are no longer containable and manageable at a functional level.

Identified risks and mitigations are managed through the Council's risk register and should be regularly discussed, reviewed and updated. Frequent risk reporting takes place across all levels of the organisation. The governance and reporting arrangements which set out what risk information is reported to which audience and when is covered in more detail in section 12 of this strategy.

The Corporate Risk Team has a key role to play in supporting the operating principles of the Council and helping to achieve the strategic aims and priorities by providing oversight, challenge and assurance that risk is being effectively managed across the organisation; whilst delivering a high performing, customer focused service.

It is the role of the Corporate Risk Team to develop and set the risk framework for the organisation to follow; ensuring that this adds value and is in line with the very latest industry standards and requirements. Section 11 of this strategy provides more detail on the roles and responsibilities of all stakeholders in relation to risk management.

## 4. Risk Appetite

Risk appetite is best summarised as “the amount of risk an organisation is willing to accept” and is about looking at both the propensity to take risk and the propensity to exercise control.

Ensuring the on-going effectiveness of risk management requires strong and sustained commitment by the Members and senior leaders of the Council as well as strategic and rigorous planning to achieve commitment at all levels. The tone set by senior management towards risk management has the greatest impact on organisational appetite.

As a large and diverse organisation it is recognised that the appetite for risk will vary according to the activity undertaken and hence different appetites and tolerances to risk apply. We are working to strengthen and clarify our definition of risk appetite to ensure it reflects the acceptable levels of risk across the services of the Council. Culture, strategy and competitive position all influence our risk appetite and defining it forces the debate and ensures our risks are made explicit.

Essex County Council aims to be risk aware, but not overly risk averse and to actively manage business risks to protect and grow the organisation. To deliver its strategic aims, the organisation recognises that it will have to take and manage certain business risks. Intolerable risks are those that could:

- Negatively affect the safety of employees or our customers/clients
- Have a damaging impact on our reputation
- Lead to breaches of laws and regulations
- Endanger the future operations of the Council.

## 5. Risk Maturity

All organisations, including Essex County Council, are on a risk management journey. Risk maturity refers to where the business is on that journey and how well established risk management is as a discipline across the organisation. Risk management is embedded and integrated across Essex County Council with a high level of maturity. There is increasing complexity of risks facing public service organisations and our senior leaders recognise and actively support the driving forward of the risk management agenda. We continue to review our current risk management capability to help us direct our resources to areas that need improvement and further development, ensuring that risk management arrangements remain fit for purpose in this changing environment.

We network and share information with other County Councils which enables us to benchmark ourselves against similar organisations. The Council regularly engages with external risk management bodies such as Alarm (the Public Risk Management Association), and the Institute of Risk Management. These provide additional opportunities for Essex County Council to compare itself with industry best practice and ensure that it continues to move forward on the risk management journey.

## 6. Risk Management Levels & Escalation of Risks

Our approach to risk management is founded upon ensuring risk is effectively and consistently managed across all levels of the organisation. The risk culture that emanates from the Corporate Management Board throughout the organisation is essential in ensuring all levels buy into and adhere to the corporate risk process.

### The Levels:

**Service/Unit Level:** The day to day management activities provide reasonable assurance that the main tactical and operational risks arising from service operations are identified, assessed, managed and monitored. Close links between the service risk coordinators and the Corporate Risk Team strengthen the process and ensure consistency in the risk messages delivered within the services.

**Programme/Project Level:** The identification of risks from the initial business case stage in a programme/project and continued risk management throughout the project lifecycle to ensure the objectives can be achieved. Where there is a programme/project risk register in place consideration should be made as to the inclusion of an overarching risk on the relevant function level risk register. There is regular reporting of the significant programmes and projects to the Delivery Board.

**Function Level:** The function complies with the risk management strategy and ensures risks are identified against the delivery of the annual service plan. This level is the key lever for escalation of risks through to a strategic level where they are no longer containable by the function alone. Risk reviews, facilitated by the Corporate Risk Team, take place regularly.

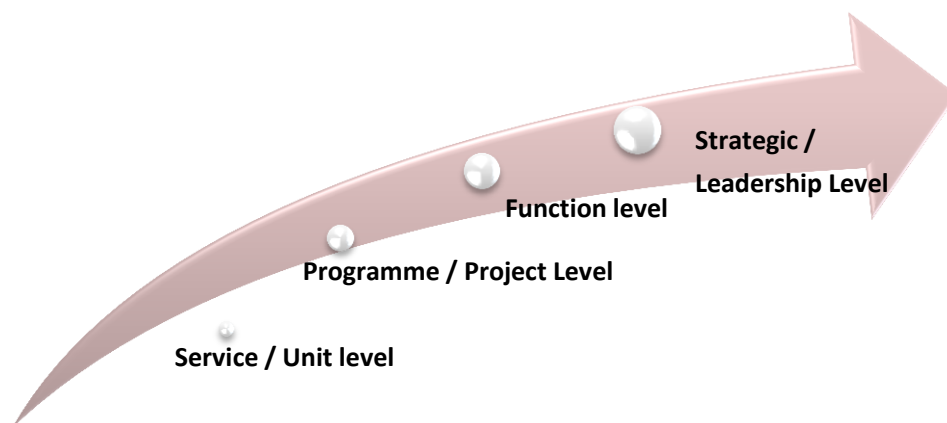
**Leadership/Strategic Level:** The highest level of risk is managed at this level. Reports on the top business critical risks are reviewed by the Corporate Management Board and discussed at the Strategic Commissioning Board meetings on a quarterly basis. This level sets the tone for effective risk management across the whole organisation. At this level, the risk management strategy is agreed and endorsed and its principles championed by the strategic leaders of the Council.

In the event that a single risk or group of risks exceed a pre agreed tolerance threshold then the risk(s) should be escalated to a senior level via the pre agreed procedure. The risk owner will initially be responsible for either deciding on a course of action or escalating the information to a more senior level. Similarly it should also be clear where a risk can be delegated to a lower level for action.

### Process

If a risk owner identifies that the risk needs to be moved because it fits into one of the categories as stated above the advice of the relevant Risk Coordinator or the Corporate Risk Team should be sought regarding moving the risk. If this results in a change of risk owner, the potential new risk owner must be contacted for handover. If a risk is multi service or organisation wide the risk owner should consult with other relevant parties before recommending a change of level.

## Connections between the levels of risks:



### A risk may need to be escalated to a higher level if:

- the risk becomes too unwieldy to manage at the current level
- the risk rating cannot be controlled/contained within its current level
- the risk remains very high even after mitigations are implemented
- the risk will impact on more than one service/project or function if the risk event materialises
- the risk moves outside the appetite boundaries / comfort zone.

### A risk may need to be moved to a lower level if:

- the risk can be controlled / managed at a lower level
- the risk rating decreases significantly
- the risk event will only affect one function / service area / team and the impact will be limited then this should be controlled more locally at a lower level.

If a risk owner identifies that the risk needs to be moved because it fits into one of the categories as stated above the advice of the relevant Risk Coordinator or the Corporate Risk Team should be sought regarding moving the risk. If this results in a change of risk owner, the potential new risk owner must be contacted for handover. If a risk is multi service or organisation wide the risk owner should consult with other relevant parties before recommending a change of level.

**Strategic Level** - If the risk is to be moved to the Strategic Level then the Corporate Risk Team will need to be consulted so this can be considered by Corporate Management Board (CMB) for inclusion on the Strategic Risk Register. If CMB endorse the inclusion of this risk then the Corporate Risk Team will ensure the risk features in the Strategic Risk Register and falls within the standard monitoring and review cycle.

**Function Level** - If the risk is to be escalated to the Function level then in conjunction with the Risk Coordinator the risk owner needs to consult with senior management regarding inclusion to the function risk register. This ideally should be raised with the function leadership team either at the next available meeting or remotely. Similarly to the escalation process if the risk is considered to be moved down a level then the appropriate Risk Coordinator should be involved to assist in the process.



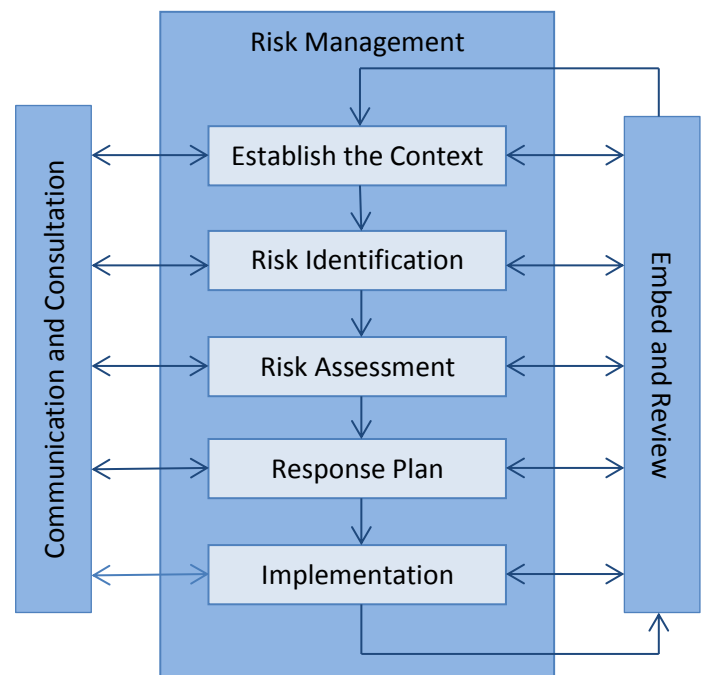
## 7. Risk Management Process

The risk management process is a series of logical steps which are carried out in sequence to progress through each stage of managing a risk. The process is cyclical and it is often necessary to revisit earlier steps and carry them out again to ensure you have a complete picture of the risks to the activity/outcome being assessed.

Whilst we advocate there being less focus on following a rigid process and there being greater concentration on quality risk identification and action, there is a need to provide the organisation with risk management methodology. There are many variations of the 'Risk Management Process' and at Essex County Council, the risk management process adopted is in line with the International Standard in Risk Management – ISO31000. The Corporate Risk Team has developed detailed guidance and accompanying training to take users through completion of the process step by step.

The risk management process begins by establishing the context around which you want to identify and assess risks. This could relate to an activity, objective or outcome. Risk identification sets out to identify an organisation's exposure to uncertainty. This requires knowledge of the organisation, the market in which it operates, the legal, social, political and cultural environment in which it exists, as well as the development of a sound understanding of its strategic and operational objectives, including factors critical to its success and the threats and opportunities related to the achievement of these objectives.

Once identified, the risks need to be assessed and assigned a score for both their impact and probability – the combined outcome of this produces the risk rating.



(b) Essex County Council – Risk Management Process

To ensure consistency and the ability to compare and report on the various levels of risk; Essex County Council has adopted a 4x4 risk matrix to be used when determining the risk rating. This is detailed further in section 8.

Following identification and assessment, a decision must be taken on how best to respond to the risk and if accepted then control measures need to be determined to manage the risk. There should be communication and consultation throughout the process and the need for continual monitoring and review of the risk(s) throughout the lifecycle of the activity/objective/outcome.

A process is being developed to enable risk reports to link closely with strategic aims/objectives which will provide greater assurance at a strategic level.

## 8. Risk Matrix

A risk matrix is used to evaluate the risks so that there is an understanding of the risk exposure faced, which in turn influences the level of risk treatment that should be applied to manage/reduce/prevent the risk from occurring.

Ensuring that all business risks are assessed and managed through the adopted risk management methodology drives consistency through the risk management framework and enables risks to be compared and reported on against a like for like basis. It also provides the Council with the ability to map its collective risk exposure of a particular activity, objective, outcome, function(s) or indeed whole Council operation.

Risk management is not only about managing threats (downside risks) but is also about opportunities (upside risks). In relation to risk management an opportunity can be defined as “An uncertain event that would have a favourable impact on objectives or benefits if it occurred”. So the upside of risk is when the benefits from taking a risk are greater than any benefit that would have resulted from not taking it.

		<u>Threats</u>				<u>Opportunities</u>						
		Impact (Negative)				Impact (Positive)						
		Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight			
		1	2	3	4	4	3	2	1			
Probability	4	Almost Certain	Medium (4)	High (8)	Very High (12)	Very High (16)	Very High (16)	Very High (12)	High (8)	Medium (4)	Almost Certain	4
	3	Likely	Medium (3)	High (6)	High (9)	Very High (12)	Very High (12)	Very High (9)	High (6)	Medium (3)	Likely	3
	2	Possible	Low (2)	Medium (4)	High (6)	High (8)	High (8)	High (6)	Medium (4)	Low (2)	Possible	2
	1	Unlikely	Low (1)	Low (2)	Medium (3)	Medium (4)	Medium (4)	Medium (3)	Low (2)	Low (1)	Unlikely	1

c) Risk Matrix

With significant and ongoing changes to the way in which local government services are provided the Council recognises the need for an integrated approach to risk management in order to enhance the risk management of potential opportunities. To assist with this a risk matrix for both threats and opportunities with accompanying guidance has been developed.

When considering opportunities the concept embraces consideration of how much one is prepared to actively put at risk in order to obtain the benefits of the opportunity. In this sense it is about comparing the value (financial or otherwise) of potential benefits with the losses which might be incurred (some losses may be incurred with or without realising the benefits).

Pro-actively managing risk allows the Council to not only meet its needs today, but also be prepared to meet the challenges of tomorrow. Some horizon scanning is concerned mainly with spotting potential problems, but it can equally be used to scan for opportunities (“positive risks”), and many problems may be translatable into opportunities if spotted early enough.

## 9. **Guidance, Education and Training**

The Corporate Risk Team is responsible for developing workforce risk management capability across the organisation, through the provision of guidance, education, training and support.

Guidance materials are under regular review to ensure they reflect the needs of the organisation and are compatible with the organisations structure having the flexibility to adapt to new and changing structures. New ways to engage with officers and leaders to help with the understanding and embedding of effective risk management is under regular review, with the options for digital learning and development high on the agenda.

The risk management intranet pages are continually being improved. New training with accompanying companion guidance has been and will continue to be developed and rolled out.

The risk management strategy, guidance and training materials are reviewed on a regular basis to ensure they continue to meet the needs of the organisation and incorporate the very latest industry best practice.

## 10. **Risk Register System**

As part of good governance, the Council manages and maintains a register of its key strategic and operational business risks - assigning named individuals as responsible officers for ensuring the risks and their control measures are monitored and effectively managed.

The risk register is a critical tool for capturing and reporting on risk activity and the organisations risk profile. The risk register is a live database where new risks are captured, others are managed to extinction and some require close and regular monitoring.

The data within the register is used to inform the business of the threats it faces in delivering outcomes and services to the County. It is part of the Councils internal governance and performance frameworks and is used to ensure the organisation operates effectively.

The current system in use is JCAD CORE which is administered by the Corporate Risk Team, managed out in the organisation by the service risk coordinators and able to be reviewed and updated by individuals as appropriate.

The Corporate Risk Team promote self-service by delivering system training across all services which embraces the Council's digital aspiration. System enhancements are ongoing as we continue to meet the demand to be able to quickly and effectively access risk management data when most convenient for the individual or group.

## 11. Roles, Responsibilities, Expectations

All Members, senior leaders, employees and partner organisations have a role to play in ensuring that risk is effectively managed. The risk management framework has been fully endorsed and supported by the Leaders of the Council who set the organisational tone for risk management and champion the benefits through all levels of the business.

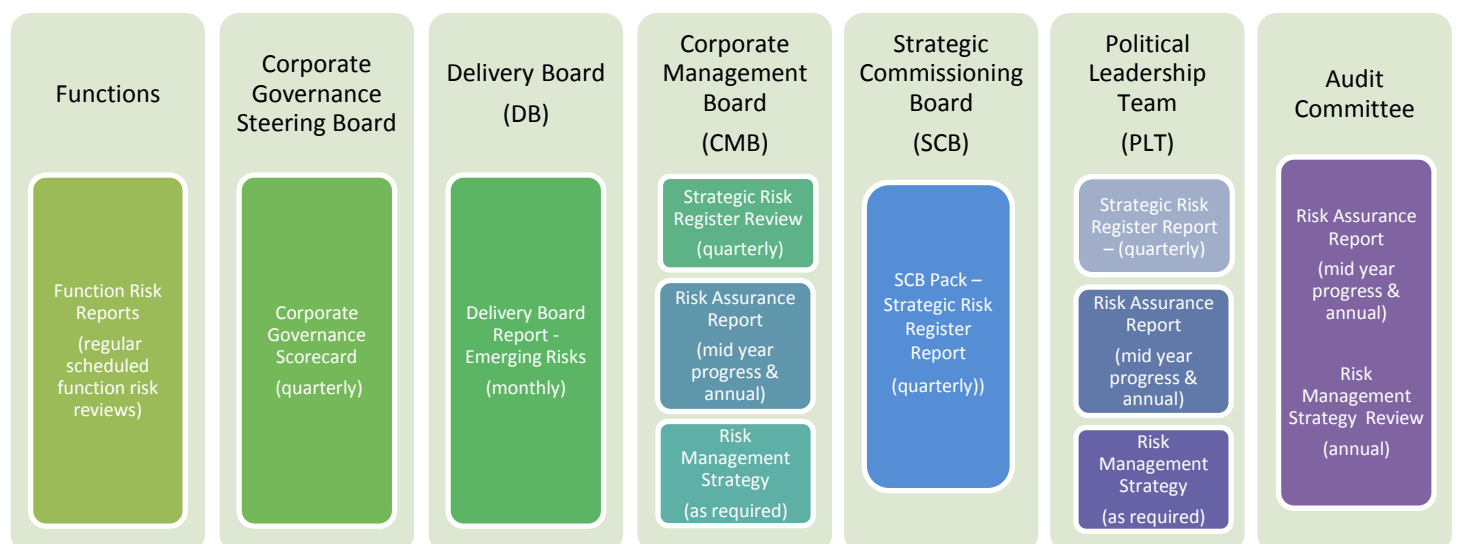
Risk management is only considered to be truly embedded when it functions as part of the Council's day to day operations. In order for this to be achieved it is vital that clarity exists to determine the various roles and responsibilities of individuals involved throughout the Council in the risk management process and this strategy formalises those responsibilities. The table below outlines the key responsibilities for each group/stakeholder.

Group/Stakeholder	Role Description
<b>Political Leadership Team</b>	<ul style="list-style-type: none"> <li>Oversee delivery of the Risk Management Strategy</li> <li>Review progress of the management of strategic risks</li> <li>Ensure consideration of risk in agreeing the organisations direction of travel.</li> </ul>
<b>Audit Committee</b>	<ul style="list-style-type: none"> <li>Review the effectiveness of risk management arrangements</li> <li>Provide comment and challenge on risk management activity and progress.</li> </ul>
<b>Corporate Management Board</b>	<ul style="list-style-type: none"> <li>Overall accountability for risk management across the business including ensuring the strategic risk register is a live and up to date record of the current risk exposure</li> <li>Set the tone for risk management, promote the benefits of effective risk management and lead by example in embedding the risk management framework</li> <li>Establish a control environment and culture where risk can be effectively assessed and managed</li> <li>Regularly discuss and review the strategic risk register and associated risk reports.</li> </ul>
<b>Strategic Commissioning Board</b>	<ul style="list-style-type: none"> <li>Ensure risk is appropriately considered in items that require political and management direction.</li> </ul>
<b>Corporate Governance Steering Board</b>	<ul style="list-style-type: none"> <li>Consider and challenge the management of risk to provide assurance that a strong control framework and good governance arrangements are in place</li> <li>Ensure any emerging risks identified through governance reporting are escalated in accordance with the risk management framework.</li> </ul>
<b>Section 151 Officer</b>	<ul style="list-style-type: none"> <li>Overall accountability for the effective delivery of the organisation's risk management function in accordance with industry best practice</li> <li>Ensure risk management features as part of the organisations proper administration to protect the authority from financial and reputational risk.</li> </ul>
<b>Director of Legal and Assurance</b>	<ul style="list-style-type: none"> <li>Overall leadership for the effective delivery of the organisation's risk management function in accordance with industry best practice.</li> </ul>
<b>Function Leadership Teams</b>	<ul style="list-style-type: none"> <li>Ensure adherence with the risk management strategy and framework</li> <li>Champion the benefits of effective risk management</li> <li>Take ownership for risks within their function and ensure risk registers are regularly discussed, reviewed, updated and escalated as appropriate</li> <li>To appoint a risk coordinator to drive forward the risk management framework within their function.</li> </ul>
<b>Service Managers</b>	<ul style="list-style-type: none"> <li>Manage risks effectively in their service area, in accordance with the risk management framework</li> <li>Where necessary escalate risks to Function Leadership Teams</li> <li>Ensure their staff have appropriate understanding and training on risk management</li> <li>Champion the benefits of risk management across their service and communicate the corporate approach to managing risk.</li> </ul>

Group/Stakeholder	Role Description
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Manage risk as part of their role and report risks to their managers</li> <li>• Develop understanding of risk management in ECC</li> <li>• Maintain awareness of risks, their impact, including costs, and feed these through the adopted risk management process.</li> </ul>
<b>Risk Coordinators</b>	<ul style="list-style-type: none"> <li>• Support and facilitate risk management for a specified area</li> <li>• Provide support to Directors, Heads of Service and other managers on the management of their risks</li> <li>• Undertake a regular review of the risk registers</li> <li>• Review the effectiveness of risk management activity for a specified area</li> <li>• Cascade, communicate and promote the risk management framework as directed by the Corporate Risk Team to drive consistency across the organisation on the management of risk.</li> </ul>
<b>Head of Organisational Risk Services</b>	<ul style="list-style-type: none"> <li>• Establish and embed the risk management framework across the Council</li> <li>• Provide oversight, challenge and assurance that risk is being effectively managed.</li> </ul>
<b>Corporate Risk Team</b>	<ul style="list-style-type: none"> <li>• Develop guidance, tools and training to support the business to manage risk effectively in accordance with the risk management framework</li> <li>• Embed the risk management strategy and process to drive consistency in its application</li> <li>• Provide support and training on the risk register system</li> <li>• Provide assurance, support and challenge to the business on all areas of risk management.</li> </ul>

## 12. Risk Governance Framework

The Risk Governance Framework for 2017-2021 sets out the various groups, teams and boards where risk management activity and intelligence is discussed and reported. The reporting arrangements span through all levels of the organisation to ensure risk information can be escalated and used as an effective tool to aid decision making. The framework interacts across all ECC function areas and continues to be developed to include our partner organisations and commissioned services. The provision of good risk intelligence promotes discussion, encourages challenge and enables the organisation to consider risks and opportunities as an integrated element of the day to day management operation of the business. It is important that there is a clear consideration of risk, so that decisions can be reached on a risk informed basis and we are working to explore how this can be implemented in formal decision making.



## 13. Control Environment

Risk management compliments Essex County Council's internal control environment, alongside other financial, operational and compliance controls.

The UK Corporate Governance Code (2016) dictates that – *“The board is responsible for determining the nature and extent of the principal risks it is willing to take in achieving its strategic objectives. The board should maintain sound risk management and internal control systems”*. Sections 11 and 12 of this strategy outline the roles and responsibilities, and governance framework for risk management within Essex County Council, demonstrating our arrangements for dispersing accountability and responsibility for risk management throughout the organisation.

With particular focus on internal control, the Audit Committee are the organisation's oversight body for risk management, providing check and challenge to the risk management strategy, process and delivery.

The Corporate Risk Team work closely with internal audit and governance colleagues to ensure the principles of good governance are adopted. Auditing of the business risk management framework is undertaken by the Council's internal audit team in accordance with their audit plan and recommendations arising are fed back through the risk management framework to ensure continual improvement.

The Institute of Internal Audit issued a report entitled “the three lines of defence in effective risk management and control”. This provides a model for clarifying response at both an operational and strategic level and this has been adopted for Risk Management at Essex County Council as a ‘Three Lines of Assurance’ model.

1 <sup>st</sup> Line of Assurance Operational Management	2 <sup>nd</sup> Line of Assurance Oversight Functions	3 <sup>rd</sup> Line of Assurance Internal Audit & External Assurance Providers
<ul style="list-style-type: none"><li>• Function Areas</li></ul>	<ul style="list-style-type: none"><li>• Organisational Risk Services</li><li>• Audit Committee</li></ul>	<ul style="list-style-type: none"><li>• Internal Audit</li></ul>

Within this model, management control is seen as the first line of assurance; this shows how each function area complies with risk management sources of assurance. The second line of assurance shows how the oversight functions of Organisational Risk Services and the Audit Committee assess compliance with the sources of assurance. The third line of assurance provides Internal Audit's assessment of the risk management sources of assurance. This model provides active scrutiny and challenge to ensure assurance is achieved.

## 14. Quality Assurance and Review Procedures

To ensure the risk management framework remains fit for purpose, we continually seek to review and improve our risk management methodology and embrace new initiatives and industry practices that suit the needs of our organisation. We adapt to our changing operating environment and economic conditions and have a risk framework with sufficient flexibility to cope with these changes. We aim to improvise, innovate and experiment in addressing challenges and exploiting opportunities learning from both success and failure, which strengthens the organization and its dependent networks.

Members of the Corporate Risk Team have the necessary skills, professional knowledge and relevant qualifications in their field and are members of external risk forums, working groups and related risk education and learning industry groups. Risk skills and knowledge from these are fed back into our day to day practices at Essex County Council to ensure we are at the forefront of enterprise risk management.

The risk management policy & strategy, guidance and associated tools are regularly reviewed to ensure the impact of new legislation, government guidance or internal changes in practice are captured and reflected.

Risk management is subject to the Councils internal audit practices and as such, is audited in line with the timetabling set by the Internal Audit Plan. Any recommendations arising from audit activity is channelled back through our annual work plans to ensure they are addressed.

## 15. Resources

Recognition from Senior Management of the importance of risk management to the effective operation of the Council is resonated through the appropriate allocation of resources to deliver the function across Essex County Council.

The Corporate Risk Team is fundamental in the delivery of effective risk management and are supported by a chain of risk coordinators across each area of the Council.

The primary role of the Corporate Risk Team is to set the risk management framework and direct how it should be applied, providing training, guidance and support to embed the risk management principles across the business.

The risk coordinator network is an integral part of the 'risk management family' as they promote risk management in their areas and drive forward consistent application of the framework.

The Corporate Risk Team has an operating budget, as part of the Organisational Risk Services, for risk management to aid service delivery and has access and support from both senior management and members.

## Document Control

<b>Section</b>	<b>Amendments</b>	<b>Date</b>
ECC Risk Management Strategy 2017/2021	Draft document	11/05/2017
	Minor amendments	18/05/2017
2. Statement of Commitment	Document reviewed by Gavin Jones – minor change to Statement of Commitment	06/06/2017
5. Risk Maturity	Document reviewed by Margaret Lee – re- wording of the Risk Maturity section	08/06/2017