



Risk Management Training and Communication  
Programme 2007/08

# Introduction

1. Risk management is a key organisational responsibility and a vital component to improving our effectiveness and it is necessary to this in our day-to-day work. It supports and underpins the aspirations of the Corporate Priorities, with links to the four Leadership and Management Standards.
2. There is a need to ensure that risk management has been embedded throughout the organisation and provide evidence of this to help maintain and improve our CPA assessment. This will be achieved through a comprehensive training programme and active communication of the risk management agenda and framework throughout the organisation.
3. Risk management specifically supports the aspirations of the following standards:-

## **Delivering What Our Customers Want**

- Minimises risks and makes the most of opportunities.
- Works effectively with others to solve problems and achieve objectives.
- Anticipates and evaluates opportunities and threats.

## **Providing Strong Leadership**

- Anticipates, identifies and evaluates current and future business opportunities and threats.
- Recommendations include a realistic assessment of the actions and resources needed to achieve objectives.
- Holds people to account for their plans, scheduled actions and delivery.
- Monitors and reviews progress to fine tune projects.

## **Encouraging Improvement in Everything We Do**

- Identifies future obstacles and takes appropriate action to address these.
  - Identifies and manages risks, developing contingency plans for areas of particular uncertainty.
4. A risk management strategy has been adopted by Members that requires the Council to identify and profile corporate and operational risks and for these to be considered in decision making. The development and implementation of a risk management training programme and communication strategy will help to achieve this as well as facilitate the desired outcome of the 'Supporting and Developing People' standard to share information promptly with all those who need it.

## Purpose and Objectives

5. Better understanding of the benefits of risk management and making sure that an effective system is in place, the organisation will be able to provide assurance that it is making the most of the opportunities available by minimising the associated risks. This will be achieved through the communication of the risk management framework, ensuring its effectiveness and correct use across the organisation.
6. An effective risk management process will enable the consideration of strategic risks in relation to the Council's priorities and objectives and operational risks in relation to directorate priorities and objectives, including partnerships, programmes and projects.
7. There is often a tendency for risk management to be viewed as a separate function and process, where as, in practice it should be embedded into everything that we do, becoming part of the culture. The development and implementation of the training programme and communication strategy is intended to overcome this.
8. The training programme and communication strategy will aim to:-
  - Raise awareness and interest in risk management.
  - Support the embedding of risk management in the organisation.
  - Educate on risk management principles.
  - Provide an appreciation of the role of effective deployment of risk management.
  - Ensure everyone is fully aware of their responsibilities.

## Training Programme & Communication Strategy

9. A risk management policy will be published, setting out the framework and approach the organisation will have towards managing risk. This will identify the responsibilities and approach to be taken within each service area and business process in the organisation.
10. The availability of a risk management guidance manual will aim to help and support those involved with managing risk with following and implementing the risk management cycle.
11. Currently each directorate management team reviews its risks on an annual basis with operational risks identified as part of the annual Service Planning process. Risk management is an ongoing process and therefore additional support will be offered to all management teams (directorate, divisional and service) to aid their continuous effort to identify, evaluate and monitor risks. The aim will be to facilitate active participation in workshops and/or open discussion to help encourage an ongoing risk management cycle. Also presentations will be available to management teams to give a taster of what is involved in the training programme. It is

important that projects and those working in partnership with other bodies consider risk as part of their management processes. Individual help and support will be offered to these groups with a comprehensive review of partnership working, with a view to identifying any gaps which need to be addressed.

12. The Resources sub-site will be reviewed and updated to include all available and required risk management information.
13. The publication of 'promotion' and 'good practice' articles in News and Jobs will be undertaken to further promote risk management as a good management tool.
14. We will aim to provide a high quality training programme in line with the needs of delegates and the organisation. The training will be delivered to those officers responsible for risk management, including members, directors, assistant directors, service managers and any other officers who require it. The recording, evaluation and action planning in relation to risks is carried out using risk management software (Magique) and an introduction to the use of this system will be included in the programme.
15. The training programme will consist of a range of learning methods including; the provision of necessary documentation for referral, a formal presentation, open discussion, work groups and a demonstration of the Magique software.
16. The specific objectives of the training programme will be to:-
  - Enable participants to become more familiar with risk management principles through active participation and practical exercises.
  - Provide the background and detail of the organisations strategy and framework.
  - Encourage the systematic consideration of risk in everything that the Council does.
  - Promote the view that good governance means taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
  - Ensure that risk management is embedded into the culture of the Council, with Members and managers at all levels recognising that risk management is part of their job
  - Provide examples of current and future risks facing the council.
  - Ensure its relevant to the authorities needs.
  - Promote active participation.
  - Encourage the consideration of opportunity as part of the risk identification process.
  - Familiarise delegates with the use of Magique (corporate risk register).

## Risk Management Training Programme & Communication Strategy Timetable

Work Stream	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Publish risk management policy	•									
Update Magique guidance pages			•							
Produce simple user manual for Magique		•								
Design risk management training workshops		•	•							
Deliver risk management training workshops to Officers & Members				•			•			
Annual Directorate Management Team risk workshops		•	•	•	•	•				
Embed monitoring routines at management teams		•	•	•	•	•				
Review & update Resources sub-site		•								
Publish News & Jobs articles			•			•			•	
Evaluate partnership risks						•				

## Outline Programme

Agenda Item	Outline course/workshop content	Approx Time (mins)
Introduction	<ul style="list-style-type: none"> <li>• Participants introduction &amp; objectives</li> <li>• Training programme aims &amp; objectives</li> <li>• Risk management definitions</li> </ul>	10
Risk Management in the Public Sector	<ul style="list-style-type: none"> <li>• Risk management changes and drivers</li> <li>• Strategic objectives and planning</li> <li>• Corporate Governance &amp; CPA</li> <li>• Service delivery</li> <li>• Projects</li> <li>• Partnerships</li> </ul>	10
Risk Management Framework and principles in City of York Council	<ul style="list-style-type: none"> <li>• Risk management framework &amp; cycle</li> <li>• Policy, strategy &amp; procedures</li> <li>• Corporate risk register – Magique</li> <li>• Links to corporate strategy &amp; service planning</li> </ul>	10
Break	Coffee/Tea	10
Workshop 1	<ul style="list-style-type: none"> <li>• Risk identification and assessment</li> </ul>	30
Risk Treatment	<ul style="list-style-type: none"> <li>• Options and action planning</li> </ul>	10
Workshop 2	<ul style="list-style-type: none"> <li>• Risk treatment &amp; action planning</li> </ul>	30
Embedding Risk Management	<ul style="list-style-type: none"> <li>• Building risk into the planning and budget process etc</li> <li>• Monitoring &amp; reporting</li> </ul>	10
Workshop 3	<ul style="list-style-type: none"> <li>• Magique demonstration</li> </ul>	20
Questions & Answers	<ul style="list-style-type: none"> <li>• General discussion</li> <li>• Complete evaluation form</li> </ul>	10
Close	Elapsed time	150