

Risk Management on SPAR.net

This document is a guide to Risk Management on SPAR.net. It should be read in conjunction with the Council's Risk Management Strategy and Health and Safety policies, all available on SharePoint.

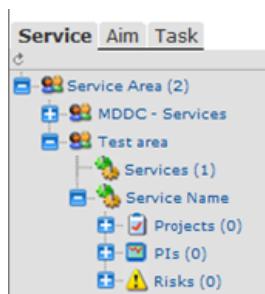
The Process

Service Managers should complete Risk Assessments for:

- Strategic and Service risks, annually (using their Business Plans) and as and when required (eg through Delegated Decision forms)
- Operational risks (including Health and Safety risks), annually and every time a change occurs in the office environment or job role (using the Risk Assessment template)
- Events (facilitated by the Council), in the planning stage and for the venue for each event
- Projects, in the planning stage using a project risk assessment form and for long-term projects, a review summary annually (in Business Plans).
- Partnerships, in the planning stage (using the Risk Assessment template) and a review summary annually (in Business Plans).

Upon completion of a Risk Assessment, Heads of Service are required to sign-off the form. At this stage, the Heads of Service should score the risk by rating the severity and likelihood. A copy of this form should then be passed to the Council's Health and Safety Advisor for Health and Safety Risks or to Internal Audit for all others. This information will then be entered onto the Council's Risk Register on SPAR.net.

Risks will also be collected from information contained within Internal Audit reports and Committee reports.



The Risk Register

Risks on SPAR.net can be located using the menu on the left. Select Service, then click on the cross next to your service name and you will see a sub menu for Projects, PIs and Risks. Select Risks to view the risks currently registered for your area.

Each risk will have a front page detailing information about the risk, based on the information given in the Risk Assessment.

Prefix:

The prefix identifies the type of risk.

Category:

The category identifies the associated impact. The categories follow the list detailed in the Risk Management Strategy.

A Brief Introduction to Risk Management

A hazard is anything that may cause harm (to people or to the service/Council). The risk is the likelihood of that harm occurring, together with an indication of how serious that harm could be.

Risk management **is** about:

- Ensuring that workers and the public are properly protected
- Providing overall benefit to society by balancing benefits and risks, with a focus on reducing real risks – both those which arise more often and those with serious consequences
- Enabling innovation and learning not stifling them
- Ensuring that those who create risks manage them responsibly and understand that failure to manage real risks responsibly is likely to lead to robust action
- Enabling individuals to understand that as well as the right to protection, they also have to exercise responsibility

Risk management **is not** about:

- Creating a totally risk free society
- Generating useless paperwork mountains
- Scaring people by exaggerating or publicising trivial risks
- Stopping important recreational and learning activities for individuals where the risks are managed
- Reducing protection of people from risks that cause real harm and suffering

Who Might be Harmed and How

The Risk Assessment form asks to identify who might be harmed by each hazard. This does not mean listing everyone by name, but rather identifying groups of people (eg 'people working in the office').

In each case, identify how they might be harmed, ie what type of injury or ill health might occur. For example, 'shelf stackers may suffer back injury from repeated lifting of boxes'.

Remember:

- some workers have particular requirements, eg new and young workers, new or expectant mothers and people with disabilities may be at particular risk. Extra thought will be needed for some hazards;
- cleaners, visitors and volunteers, contractors, maintenance workers etc, who may not be in the workplace all the time;
- members of the public, if they could be hurt by your activities;
- if you share your workplace, you will need to think about how your work affects others present, as well as how their work affects your staff – talk to them; and
- ask your staff if they can think of anyone you may have missed.

We also have a duty to be aware of and report on instances affecting Child Protection and potential issues in relation to the Equality Act.

Scoring Risks

Risk Severity

The Risk Severity measures the impact. The following guide is neither prescriptive nor exhaustive but should provide a framework for the range of impacts a risk could have and how to score such impacts.

1 - Very Low

- Localised minor injury or health impact to one person (no time off work required)

2 - Low

- Localised minor injury or health impact to one person (small time off work required eg less than 1 week)
- Small financial loss or service cost increase (less than £5,000)
- Some loss of confidence and trust in the Council felt by a certain group or within a small geographical area

3 - Medium

- Minor injury or health impact to multiple persons (small time off work required eg less than 1 week)
- Injury or health impact to one person (substantial time off work required eg more than 1 week)
- Contract, resource, data or equipment failure resulting in short-term inability to maintain service
- Capacity of technology unable to meet changing demands of service needs
- Incorrect information being published / use of incorrect information in financial calculations, financial transactions are incorrectly processed resulting in incorrect payments
- Lax service delivery and/or inability to meet non-statutory service objectives / targets
- Financial loss or service cost increase (eg over £5,000)
- Theft of Council property, assets, resources (less than £5,000)
- General loss of confidence and trust in the Council within the local community

Risk Severity	No Data
Current Risk Severity	Very Low
Target Risk Score	Low
Risk Severity	Medium
	High
	Very High

4 - High

- Serious injury or health impact to one person
- Loss of contract, resource, data or equipment resulting in long-term inability to maintain service or short-term inability to maintain several services
- Localised damage to Council property / premises
- Localised environmental impact
- Breaches of, or damning external audit report for failure to comply with, legislation / accepted standards eg CIPFA, Data Protection, TUPE, Equality Act
- Substantial financial loss or service cost increase (eg over £50,000)
- Inability to meet Council objectives, customer requirements or financial commitments
- Inefficient use of resources, services offering poor value for money, officers at risk of false accusations of fraud, corruption or misappropriation
- Theft of Council property, assets, resources (eg over £5,000)
- Poor / incorrect political and managerial decision-making could take place
- Inability to account for all income received, expenditure made and other financial information
- Major loss of confidence and trust in the Council within the District

5 - Very High

- Serious injury or health impact to several or death of a person
- Loss of contract, resource, data or equipment resulting in long-term inability to maintain several services
- Serious damage / destruction of Council property / premises
- Prosecution for failing to comply with / serious breach in, or non-application of legislation / accepted standards
- Serious, District-wide environmental impact
- Serious financial loss or service cost increase (eg over £100,000)
- Failure to deliver either local or central Government policy, statutory timescales are not met
- Theft of Council property, assets, resources (eg over £50,000)
- Failure of internal control systems, leading to the possibility of fraud, corruption, loss, extravagance, waste or embarrassment to the Council
- Disastrous loss of confidence and trust in the Council both locally and nationally

Likelihood Ratings

The likelihood rating needs to be based on **existing** precautionary measures in place, at the time of the Risk Assessment. When measuring the likelihood, consider the level of internal controls or mitigating actions in place as well as frequency of contact with hazardous situation. For example:

Risk Likelihood	0 - No Data
Risk Likelihood	0 - No Data
Risk Likelihood	Very Low
Risk Likelihood	Low
Risk Likelihood	Medium
Risk Likelihood	High
Risk Likelihood	Very High

1 - Very Low

- Substantive, effective, tested and verifiable internal controls / mitigating actions in place
- Previous experience at this and other similar organisations makes this outcome highly unlikely to occur

2 - Low

- Effective internal controls / mitigating actions in place
- Previous experience discounts this risk as being likely to occur but other organisations have experienced problems in this area

3 - Medium

- Some internal controls / mitigating actions in place, but in need of review / improvement
- Existing controls generally work but there have been occasions when they have failed and problems have arisen
- The Council has in the past experienced problems in this area but not in the last 12 months

4 - High

- Poor or ineffective internal controls / mitigating actions in place, or existing controls are generally ignored
- The Council has experienced problems in this area within the last 12 months

5 - Very High

- No internal controls / mitigating actions in place
- The Council is experiencing problems in this area or expects to within the next 12 months

Risk Information

Information about how the risk was scored is entered into the fields in the Risk Info tab:

Reviews	Risk Info	Mitigating Actions	Risk Child Projects	Risks	Links	Notes	Flags	Aims	Personnel
?									
Impact									
Information about the impact the hazard could have and the rating this equates to (Very Low, Low, Medium, High, Very High)									
Likelihood									
Information about the likelihood of the risk occurring and the rating this equates to (Very Low, Low, Medium, High, Very High) Include details about any existing mitigating actions or internal controls in place									

Mitigating Actions

There are four ways of managing identified risks:

Accept

Transfer

Reduce

Eliminate

The Risk Assessment form gives the opportunity to identify actions we can take to reduce or remove (eliminate) the likelihood of the risk, or its impact. The law requires us to do everything 'reasonably practicable' to protect people from harm.

Compare what we are already doing and existing controls in place with good practice and identify any potential for improvement. Consider:

- Can we get rid of the hazard altogether?
- If not, how can we control the risks so that harm is unlikely?

When controlling risks, apply the principles below, if possible in the following order:

- try a less risky option (eg switch to using a less hazardous chemical);
- prevent access to the hazard (eg by guarding);
- organise work to reduce exposure to the hazard (eg put barriers between pedestrians and traffic);
- issue personal protective equipment (eg clothing, footwear, goggles etc); and
- provide welfare facilities (eg first aid and washing facilities for removal of contamination).

It is important that Service Managers involve staff in Risk Assessments to check that suggested mitigating actions will work in practice and won't introduce any new hazards.

Reviews	Risk Info	Mitigating Actions	Risk Child Projects	Risks	Links	Notes	Flags	Aims	Personnel
?									
Mitigating Action	Reason for Actions	Responsible Person	Completion Date	Current Mitigation Status	Current Effectiveness of Actions				
Move cables	Move cables so they follow edge of office, or if not possible, use appropriate safety cover to keep them in place	Zoë Lentell	30/06/2012	No Data available	No Score (0)				
Records 4 Page 1 of 1									
Add									

If the cost of reducing a risk or eliminating it completely is too high or impractical to the service, then you may accept the risk at its current level. Please make a note in the Risk Information section to that effect (and why) and show on the "Risk Improvement Potential" drop down box that the risk improvement is Low – unlikely.

Risk Assessment Reviews

Risk Assessments should be reviewed formally every year, to make sure we are still improving, or at least not sliding back. Individual high scoring risks, as well as projects and partnerships, should be reviewed more frequently. The following should be considered when reviewing Risk Assessments: Have there been any changes? Are there

improvements we still need to make? Have workers spotted a problem? Are there any lessons learnt from accidents or near misses?

During the year, if there is a significant change, risk assessments should be amended as necessary. If possible, it is best to think about the risk assessment when planning any change.

The Review tab will have annual review dates added, so that SPAR.net will email service managers a reminder about a month before the review is due to be completed:

Reviews	Risk Info	Mitigating Actions	Risk Child Projects	Risks	Links	Notes	Flags	Aims	Personnel
?									
Title					Date	Risk Severity	Risk Likelihood	Risk Status	
Initial Risk Review					26 Jun 2012	Medium	Medium	9	
					Records 4	Page 1 of 1	⏪ ⏩		

You should amend your risk scores using a Risk Review to show the progress from your initial risk status to your current risk status. Risk Reviews also give you the opportunity to assess the effectiveness of your mitigating actions.

SPAR.net Alerts

Once SPAR.net has been updated with the relevant information, an email alert will be sent to:

- 1) the Head of Service to “agree” the information through “sign-off”; and then to
- 2) the Risk Advisor for information – this will be Mick Lowe for Health and Safety risks and Amy Tregellas for corporate risks.