

Proposed revisions to draft Risk Management Policy & Strategy

Risk Strategy – Section 4.2

Previous wording

The Council's desire to move towards a Strategic Commissioning Authority requires reviewing of the Council's governance arrangements, including the risk management framework, which will evolve as the Authority evolves. *This is expected to require a much greater focus on the 'softer' elements of the risk framework – our culture, behaviours and values rather than risk management processes.*

Revised wording:

The Council's desire to move towards a Strategic Commissioning Authority requires reviewing of the Council's governance arrangements, including the risk management framework, which will evolve as the Authority evolves. *This is expected to require a greater focus on all elements of the risk framework – our culture and behaviours as well as processes and procedures.*

Risk Appetite, Tolerance & Escalation – Section 9

Previous wording:

To underpin consideration of risk appetite, Cabinet Members and the Corporate Management Team encourages an appropriate 'authorising environment' for risk management, where well-informed risk taking is encouraged without fear of blame, accepting that a mature approach to risk means that occasionally the adverse impacts of these risks may materialise.

Revised wording:

(Moved to section 9.3 for context – amended wording in bold italics):

As local authorities face continued reductions in Government funding in the coming years, the Authority's environment will, by default, contain greater risk, and therefore it is likely that KCC will need to accept higher levels of risk in order to meet its desired outcomes. ***This will require an approach that allows flexibility and support for well-informed and considered risk taking, promoting transparency and effective risk management, while maintaining accountability.*** While risks defined as 'high' are to be managed down to a tolerable level, it is important that risks across the Authority are not over-controlled.

Roles and Responsibilities section:

Cabinet / CMT / Directors and Kent Managers

Previous wording:

Promoting and modelling the behaviours and values that encourage open and frank conversations about risk and a no blame culture when well-informed risks are taken and do not achieve the desired outcomes.

Revised wording:

Promote and demonstrate the behaviours and values that support well-informed and considered risk taking, while maintaining accountability.

Encourage open and frank conversations about risks, ensuring appropriate reporting and escalation as required.