

Risk Management Framework 2018-2021

Blackpool Council



Risk Management Framework

Foreword

Blackpool Council recognises that effective risk management is about taking measured risks when making decisions and encouraging innovation. It puts us in a stronger position to deliver our goals and provide our services.

Good risk management is integral to the way we work and must be embedded throughout every aspect of the Council, our activities and our partnerships.

Everyone has a responsibility to manage risk. As members of staff we are all accountable for the decisions we make, whether it be individually or collectively. Part of that decision making process should involve the consideration of threats, their likely impact, and identification of opportunities.

Managers have a responsibility not only for their own risks, but are also accountable for ensuring that risks are being managed within their services span of control.

Risk Services is responsible for ensuring that the guidance and tools provided meet any legislative requirements and reflect best practice. The team is also responsible for facilitating the risk management process.

The Corporate Leadership Team fully support and endorse the Risk Management Framework and require all staff to comply with the requirements.

We must all ensure that we proactively embrace risk management across our portfolio of activities, understanding that we are continually contributing to a dynamic, risk aware culture.

Neil Jack

Chief Executive

Risk Management Framework

Introduction

The purpose of the Risk Management Framework is to set out the Council's approach to risk management.

It is underpinned by the Risk Management Toolkit which provides practical guidance and support for staff to use in managing the risks created in the delivery of the Council's wide range of services. A risk management iPool course is also available which provides employees with the skills required to effectively manage risk.

Risk management is a dynamic process involving all levels of the Council. If the Council does not manage risk effectively it could lead to legal proceedings or harm to service users, employees or members of the public. It is the responsibility of every employee to be aware of and manage risks within their service.

The aim of the Risk Management Framework is to enable the Council to identify, evaluate and cost-effectively control risks and ensure any residual risk is at an acceptable level. It is intended to promote best practice in risk management at all levels and in all activities, including those delivered with external partners, and links into the Council's framework for good governance.

The Council's risk management approach is for risk to be managed and owned by senior officers and managers in directorates, service areas and projects, with a small team in Risk Services providing risk management governance and support.

The objectives of the Council's approach to effective risk management are as follows:

- Maintaining the Council's reputation and public image.
- Improving the quality of business decisions, minimising risk and maximising opportunity.
- Providing better protection to staff, service users, residents, assets and resources.
- Reducing costs by minimising error and failure to the extent that it is cost effective.
- Sustaining an innovative approach to Council activities by ensuring that risk management is integral to all strategic and business planning.
- Ensuring greater ownership by managers of risk management and the systems of internal control.
- Successful integration of risk management into systems and project based development, contracting and partnership arrangements.
- Supporting the efficient and effective integration of recovery, emergency and contingency plans.
- Continually embedding risk management into the culture of the organisation.

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Risk Appetite and Tolerance

The Council’s risk appetite is the amount and type of risk that it is willing to take in order to meet its objectives. It is defined by setting maximum risk limits and risk tolerances within a criteria established in a risk matrix. This approach provides guidance as to the level of risk which it is acceptable to take and encourages consistency of approach across the Council.

The Council’s attitude to risk is that it should be managed rather than avoided. Innovative solutions are encouraged and while they often involve risk they can be implemented with awareness and management of the risks they carry.

The Council has adopted a 5 x 5 risk matrix which identifies four risk tolerance levels coded as red, amber, yellow and green. Risks with a green and yellow rating are within scope of the Council’s risk appetite. Risks which are amber and red rated are outside of the Council’s appetite and further controls are required to reduce the risk.

The risk matrix used to score risks is shown below:

LIKELIHOOD (PROBABILITY)	IMPACT	IMPACT	IMPACT	IMPACT	IMPACT
HIGH LEVEL OF CERTAINTY (5) The event is expected to occur in most circumstances	5	10	15	20	25
LIKELY (4) The event will probably occur in most circumstances	4	8	12	16	20
POSSIBLE (3) The event is fairly likely to occur	3	6	9	12	15
RARE (2) The event could occur at some time	2	4	6	8	10
UNLIKELY (1) The event may occur only in exceptional circumstances	1	2	3	4	5
IMPACT FINANCIAL	INSIGNIFICANT (1)	MINOR (2)	MODERATE (3)	MAJOR (4)	CATASTROPHE (5)
IMPACT PERSONAL	NO INJURY (1)	MINOR INJURY (2)	5+ DAYS (3)	INCAPACITY (4)	DEATH (5)

Key

Risk Management Action Level	Tolerable	Low Priority	Activity Necessary in Current Year	High Priority
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The treatment of the risk will depend on the nett score and whether the risk falls within the Council’s risk tolerance level. The approach adopted is defined in the following table:

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Level	Risk Treatment
High Priority 15 – 25 (Red Risks)	High scoring risks are significant to the Council and risk treatment is mandatory. If these risks cannot be reduced by the service they should be escalated to the Corporate Risk Management Group for inclusion on the Strategic Risk Register.
Action Necessary 10 -12 (Amber Risks)	Amber risks require action in the year to look at ways to reduce the risk. This should include a cost benefit analysis to determine the most appropriate treatment to mitigate or manage the risk.
Low Priority / Tolerable 1 – 9 (Green and Yellow Risks)	Low scoring risks are tolerance and will have low or no impact and therefore additional risk treatment may not be necessary. These risks should continue to be monitored to ensure that the risk score does not increase.

Risk Management Structure

The diagram below outlines the Council’s structure for delivering risk management:



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Roles and Responsibilities

The following table expands on the risk management structure diagram and outlines the roles and responsibilities of Elected Members and Officers in relation to risk management.

Individual / Group	Role	Responsibilities
Audit Committee	Governance	<ul style="list-style-type: none"> • Monitor the adequacy of the Council’s risk management arrangements. • Approve the strategic risk register and consider progress reports on the risks included in it. • Gain assurance about the extent to which risk management objectives are being met. • Approve the Council’s Risk Management Framework.
Corporate Leadership Team	Management	<ul style="list-style-type: none"> • Determine the Council’s overall risk appetite and promote effective risk management. • Agree the Council’s Risk Management Framework. • Identify Risk Champions in each directorate. • Embed risk management within the corporate planning framework of performance planning, business planning, change management, short and medium term financial planning, the IPA process and target setting. • Regularly review the strategic risk register in accordance with agreed monitoring procedures.
Risk Champions	Management	<ul style="list-style-type: none"> • Schedule, Chair and arrange minutes for a Directorate Risk Management Group at least twice a year. • Ensure appropriate representation (and a nominated deputy is identified) from all service areas at the Directorate Risk Management Group. • Promote risk management best practice. • Represent the department at Corporate Risk Management Group, acting as a link between the directorate and the corporate group. • Champion, monitor and report on the implementation of risk registers and business continuity plans on a quarterly basis.

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Individual / Group	Role	Responsibilities
Heads of Service	Management	<ul style="list-style-type: none"> • Maintain risk registers for their service, ensure reviews are undertaken twice a year and ensure that all risks are aligned to corporate objectives. • Ensure that all staff have appropriate skills and expertise to effectively manage the risk that they are responsible for. • Ensure that mitigating actions are carried out and controls are in place to reduce risks, whilst identifying and enabling cost-effective strategies to be put in place to minimise the incidence of these. • Encourage and develop positive risk taking in relation to service development and modernisation within a controlled and monitored process. • Feedback on the effectiveness of the risk management process. • Ensure that all partnerships entered into have appropriate risk management arrangements, including a risk register and regular reporting to the governing board. • Promote effective risk management in service areas. • Ensure all significant projects entered into follow an appropriate project management methodology and project risks are identified and managed. • Incorporate risk management into Departmental Management Team agendas.
Line Managers	Operational	<ul style="list-style-type: none"> • Contribute to the maintenance a risk register for their service area. • Share relevant information with colleagues. • Feedback on effectiveness of the risk management process to their Heads of Services. • Encourage and develop positive risk taking in relation to modernisation and business change within a controlled and assessed process. • Utilise risk management data to minimise unwanted incidents and outcomes at operational level. • Ensure staff have the appropriate skills to manage risk.

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Individual / Group	Role	Responsibilities
Employees	Operational	<ul style="list-style-type: none"> • Liaise with their line manager to assess areas of risk and opportunity in their job. • Identify new or changing risks in their job and feed these back to their line manager. • Highlight any risk management issues or inadequacies with their job or department. • Be aware of their accountability for ensuring that risks are adequately managed. • Understand how they can make a positive contribution to the improvement of risk management practices.
Risk Services	Support	<ul style="list-style-type: none"> • Provide support for operational, strategic, project and partnership risk management activities. • Identify and report on areas of non-compliance with risk management practices. • Undertake detailed risk management data analysis and present it to Corporate Leadership Team and Audit Committee. • Maintain strong links between the various risk professionals in Risk Services to ensure that solutions are joined up and unnecessary duplication is avoided. • Develop appropriate guidance to help raise awareness of the need for and benefits of effective risk management. • Support the various risk management groups.

Risk Management Timetable

The timetable for risk management meetings is as follows:

Frequency	Chaired By	Meeting
Twice a Year	Head of Audit and Risk	Corporate Risk Management Group
Twice a Year	Directorate Risk Champions	Directorate Risk Management Groups

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Frequency	Chaired By	Meeting
Twice a Year	Directorate H&S Champions	Health and Safety Committee Meeting
Quarterly	Head of Property Services	Property Risk Management Group
Quarterly	Head of Highways	Highways Risk Management Group
Three Times a Year	Director of Community and Environmental Services	Driving at Work Risk Management Group
Twice a Year	Shared Service Emergency Planning Manager	Emergency Planning Risk Management Group
Monthly	Director of Place	Events Safety Advisory Group
Quarterly	Equality and Diversity Manager	Equality and Diversity Steering Group
Quarterly	Head of HR and Workforce Development	HR Risk Management Group

Risk Management Group Terms of Reference

The terms of reference for each of the Risk Management Group are as follows:

<u>Corporate Risk Management Group</u>	
Purpose	<ul style="list-style-type: none"> To consider the range of risks faced by the Council and review the effectiveness of measures put in place to manage those risks.
Frequency of Meetings	<ul style="list-style-type: none"> Twice a Year
Chair	<ul style="list-style-type: none"> Head of Audit and Risk
Agenda Setting	<ul style="list-style-type: none"> Head of Audit and Risk
Minutes and Administration	<ul style="list-style-type: none"> Assistant Risk and Resilience Officer
Attendees	<ul style="list-style-type: none"> Risk and Resilience Officer Legal Officer (Claims Handling) Directorate Risk Champions

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	<ul style="list-style-type: none"> • Property Risk Champion • Highways Risk Champion • Driving at Work Risk Champion • Health and Safety Manager • ICT Senior Manager • Director of Resources • Strategic Equalities and Diversity Manager • Emergency Planning Manager
Reporting Lines	<ul style="list-style-type: none"> • Annual updates to the CLT regarding the strategic risk register. • Key issues identified to be reported to Audit Committee. • Dissemination of information to Directorate and Thematic Risk Management Groups.
Terms of Reference	<ul style="list-style-type: none"> • Develop the Risk Management Framework and ensure that this is implemented across all directorates. • Review risks faced by all Council services and feed any strategic / cross cutting issues into the strategic risk register. • Raise awareness of insurable risks, their financial implications and challenge why compensation payments have been made. • Discuss and agree methods by which directorate exposures can best be managed. • Monitor the effectiveness and application of risk management initiatives and activity across the Council.

Directorate Risk Management Groups

Purpose	<ul style="list-style-type: none"> • To ensure that effective risk management is embedded within their directorates and that appropriate remedial action is taken to resolve control failings and help prevent future occurrences.
Frequency of Meetings	<ul style="list-style-type: none"> • Twice a Year
Chair	<ul style="list-style-type: none"> • Directorate Risk Champion
Agenda Setting	<ul style="list-style-type: none"> • Directorate Risk Champion
Minutes and Administration	<ul style="list-style-type: none"> • Directorate Support

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Attendees	<ul style="list-style-type: none"> • Directorate Service Managers / Heads of Service • Risk and Resilience Team representative • Legal Officer (Claims Handling)
Reporting Lines	<ul style="list-style-type: none"> • Directorate Management Teams • Corporate Risk Management Group
Terms of Reference	<ul style="list-style-type: none"> • Provide overall risk management direction for the directorate taking into account and contributing to the corporate risk strategy and plan. • Identify risks within their directorate and agree their treatment. • Ensure that any cross-cutting strategic risks are escalated to the Corporate Risk Management Group for inclusion on the strategic risk register. • Request appropriate incident data and profiles from the Risk and Resilience Team to identify areas for investigation, improvement and training. • Set targets for incident reduction within the directorate and monitor reduction in the number of incidents. • Utilise risk management within planning processes. • Be responsible for implementing business continuity guidance.

Health and Safety Directorate Committee Meetings

Purpose	<ul style="list-style-type: none"> • To engage with the work force and the Trade Unions on health and safety matters.
Frequency of Meetings	<ul style="list-style-type: none"> • Twice a year
Chair	<ul style="list-style-type: none"> • Directorate Health and Safety Champion
Agenda Setting	<ul style="list-style-type: none"> • Risk Champion
Minutes and Administration	<ul style="list-style-type: none"> • Directorate Support
Attendees	<ul style="list-style-type: none"> • Staff representative from each service • Trade Union Representative • Health and Safety Team Representative
Reporting Lines	<ul style="list-style-type: none"> • Corporate Risk Management Group.
Terms of Reference	<ul style="list-style-type: none"> • Keep under review the systems and practices adopted in the directorate to ensure that the health and safety management system is complied with. • The examination of accident trends, together with recommendations for

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	<p>corrective action.</p> <ul style="list-style-type: none"> • Consideration of reports from the health and safety team including findings from their inspections. • Assistance in the development of safety rules, safe systems of work and monitoring the introduction of measures that may substantially affect the health and safety of employees. • Monitoring the adequacy of safety and health communication and publicity in the directorate. • Monitoring changes to health and safety legislation likely to impact on the directorate. • Reduce health and safety related risks.
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<u>Property Risk Management Groups</u>	
Purpose	<ul style="list-style-type: none"> • Reduce property related risks.
Frequency of Meetings	<ul style="list-style-type: none"> • Quarterly
Chair	<ul style="list-style-type: none"> • Head of Property Services
Agenda Setting	<ul style="list-style-type: none"> • Head of Property Services
Minutes and Administration	<ul style="list-style-type: none"> • Property Services
Attendees	<ul style="list-style-type: none"> • Risk and Resilience Officer • Head of Audit and Risk • G&P Property and Development Officer • Head of Libraries • Fire Safety / H&S Advisor • Property Services Mechanical Engineer • Cost and Contracts Manager • Capital Projects Senior Projects Manager • Group Property Manager • Property Insurers Representative • BHC Director of Development • BCH Head of Asset Management

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	<ul style="list-style-type: none"> • Principal Building Control Surveyor • Property Services Facility Officer • Head of Leisure, Catering and Illuminations • Fire Service Representative
Reporting Lines	<ul style="list-style-type: none"> • Corporate Risk Management Group.
Terms of Reference	<ul style="list-style-type: none"> • Discuss recent property developments and associated risks • Receive multi-agency audit reports and discuss the implementation of their findings. • Receive health and safety audit reports and discuss the implementation of their findings. • Consider property insurance claims and consider ways in which these can be reduced going forward. • Ensure that the thematic property business continuity plan is up to date. • Discuss proactive and reactive maintenance plans and progress against these. • Oversee the management of unsafe structures across Blackpool. • Consider multi-agency solutions for property risks including fire, arson, break-ins and building security. • Oversee management of void buildings to reduce property risk.

<u>Highways Risk Management Groups</u>	
Purpose	<ul style="list-style-type: none"> • Reduce Highways Tripping Claims
Frequency of Meetings	<ul style="list-style-type: none"> • Quarterly
Chair	<ul style="list-style-type: none"> • Head of Highways
Agenda Setting	<ul style="list-style-type: none"> • Head of Highways
Minutes and Administration	<ul style="list-style-type: none"> • Highways Departmental Support
Attendees	<ul style="list-style-type: none"> • Network Planning Officer • Risk and Resilience Officer • Legal Officer (Claims Handling) • Insurance Fraud Officer • Highways Inspector

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	<ul style="list-style-type: none"> Marketing Officer
Reporting Lines	<ul style="list-style-type: none"> Corporate Risk Management Group
Terms of Reference	<ul style="list-style-type: none"> Review insurance claims received in the quarter to assess what further controls can be put in place and recommended to the RAMS Board. Review all 'live' cases to establish any mitigating controls which can be put in place and make recommendations to the RAMS Board. Determine the number of claims received and assess how many of these have been successfully defended and how many have been settled so that an accurate position in terms of success can be reported. Agree positive public relations and communications relating to the reduction of claims and proactive insurance fraud work. Review reserves set on live insurance claims and determine whether there is any scope to increase or decrease these. Review the financial risk exposure faced by the Council for PLH claims to make recommendations to the Corporate Risk Management Group in terms of levels of insurance reserves which need to be maintained.

<u>Driving at Work Risk Management Groups</u>	
Purpose	<ul style="list-style-type: none"> To reduce the number of work related driving incidents.
Frequency of Meetings	<ul style="list-style-type: none"> Three Times a Year
Chair	<ul style="list-style-type: none"> Director of Community and Environmental Services
Agenda Setting	<ul style="list-style-type: none"> Risk Services
Minutes and Administration	<ul style="list-style-type: none"> Assistant Risk and Resilience Officer
Attendees	<ul style="list-style-type: none"> Integrated Transport Manager Health and Safety Manager Illuminations Production Manager Head of Visitor Services Head of Adult Care and Support Early Help Senior Service Manager Engineering Manager Corporate Health Manager

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	<ul style="list-style-type: none"> • Social Care Senior Service Manager • Risk and Resilience Officer • Employee Relations Manager • Street scene Manager • Head of Customer Engagement and Life Events • Head of Leisure, Catering and Illuminations • Waste Services Manager • BCH Representative
Reporting Lines	<ul style="list-style-type: none"> • Corporate Risk Management Group
Terms of Reference	<ul style="list-style-type: none"> • Develop and maintain the Council’s driving at work handbook and adhere to the requirements of the driving at work policy. • Consider internal audit report findings in relation to Driving at Work. • Review motor insurance claims and establish what lessons can be learned and what further controls may be required to reduce claims going forward. • Identify potential training needs for staff that drive at work and look at solutions for addressing these needs. • Set targets for incident reduction across all departments and monitor reduction in terms of the number of incidents. • Reporting on changes to legislative requirements. • Assess and consider risks relating to the Council’s fleet and the grey fleet.

Emergency Planning Risk Management Group

Purpose	<ul style="list-style-type: none"> • Ensure the Council can adequately respond to a major incident.
Frequency of Meetings	<ul style="list-style-type: none"> • Twice a Year
Chair	<ul style="list-style-type: none"> • Shared Emergency Planning Service Manager
Agenda Setting	<ul style="list-style-type: none"> • Shared Emergency Planning Service Manager
Minutes and Administration	<ul style="list-style-type: none"> • Assistant Risk and Resilience Officer
Attendees	<ul style="list-style-type: none"> • Shared Service Emergency Planning Officer • Head of Audit and Risk • Lead Out of Hours Duty Officer

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	<ul style="list-style-type: none"> • Principal Building Control Officer • Head of Coastal & Environmental Partnership Investments • Media Manager • Street Scene Manager • Manager - Urgent Care, Rapid Response & Reablement • Vitaline Team Leader • Leisure Services Manager • Service Manager – Public Protection • Head of ICT Services • Children’s Services Critical Incident Response Team Representative • Head of Property Services • Head of Registration and Bereavement Service • Public Health Business Manager • Customer First Service Manager
Reporting Lines	<ul style="list-style-type: none"> • Corporate Risk Management Group.
Terms of Reference	<ul style="list-style-type: none"> • Ensure that the Council meets its statutory duties under the Civil Contingences Act 2004 including: <ul style="list-style-type: none"> • Risk assessment of an emergency occurring. • Emergency Planning • Cooperation. • Information sharing. • Warning and Informing

<u>Events Safety Advisory Group</u>	
Purpose	<ul style="list-style-type: none"> • It is the policy of Blackpool Council to ensure event organisers uphold reasonable standards of public safety and to encourage the wellbeing of the public, officials and performers at organised events in public spaces. The Safety Advisory Group has been established to advise organisers on licencing, health and safety and any other issues relating to their public event.
Frequency of Meetings	<ul style="list-style-type: none"> • Monthly

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Chair	<ul style="list-style-type: none"> • Director of Place
Agenda Setting	<ul style="list-style-type: none"> • Director of Place
Minutes and Administration	<ul style="list-style-type: none"> • Director of Place PA
Attendees	<p>The SAG shall consist of persons with sufficient seniority, experience, competence and knowledge of their service to be able to advise on operational matters.</p> <ul style="list-style-type: none"> • The Chair will be a representative from the Local Authority • The relevant service lead will act as lead service to SAG • The Local Authority will provide the administrative support, including taking and circulating minutes, meeting invites and creating an Agenda <p>The SAG will be constituted to include representatives from the following services organisations:</p> <ul style="list-style-type: none"> • Local Authority (LA) Contingency Planning Unit • LA Environmental Health • LA Health and Safety • LA Licensing • LA Estate Management • LA Traffic Management • Lancashire Constabulary • Lancashire Fire and Rescue Service • North West Ambulance Service • Blackpool Transport services <p>On occasion specialist advice may be sort from organisations outside of the SAG core membership. Invited representation and members of the voluntary sector may be invited to attend SAG meetings by the chair as deemed appropriate.</p>
Reporting Lines	<ul style="list-style-type: none"> • Directorate Risk Management Groups, CLT and DMTs as appropriate.
Terms of Reference	<ul style="list-style-type: none"> • Provide a forum within which the local authority and other key partners can develop a co-ordinated approach to crowd and spectator safety and wellbeing. • Advise on planning, venue and its immediate environs required by an event. • Advise on Health and Safety legislation, Licensing Act 2003 and other relevant legislation and guidance for public events and venues. • Advise on enforcing actions and the duty of care of the local authority and other partners as defined in related legislation.

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	<ul style="list-style-type: none"> • Receive reports in relation to event safety found during post-event inspections by group members. • Receive notification of any issues, prohibition notice(s) or prosecutions relating to events. • Take on other safety and public protection functions as agreed. • Maintain an overview of forthcoming events within Blackpool. • Monitor compliance with the standards agreed .
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<u>Equality and Diversity Steering Group</u>	
Purpose	<ul style="list-style-type: none"> • To coordinate the development of equality and diversity practice and management of Equality Act compliance risks across Council directorates.
Frequency of Meetings	<ul style="list-style-type: none"> • Quarterly
Chair	<ul style="list-style-type: none"> • Strategic Equality and Diversity Manager
Agenda Setting	<ul style="list-style-type: none"> • Strategic Equality and Diversity Manager
Minutes and Administration	<ul style="list-style-type: none"> • HR Policy Officer
Attendees	<ul style="list-style-type: none"> • Senior reps from all Council directorates
Reporting Lines	<ul style="list-style-type: none"> • DMTs, CLT, Portfolio Holder for Equalities and Corporate Risk Management Group
Terms of Reference	<ul style="list-style-type: none"> • In collaboration with DMTs and Heads of Service to ensure that all relevant equality risk systems and procedures are adhered too, especially related to equality analysis of decision making and compliance with public sector duty requirements – Section 149 of Equality Act.

<u>HR Risk Management Group</u>	
Purpose	<ul style="list-style-type: none"> • To assess the potential impact of changes to HR legislation.
Frequency of Meetings	<ul style="list-style-type: none"> • Quarterly
Chair	<ul style="list-style-type: none"> • Head of HR and Workforce Development
Agenda Setting	<ul style="list-style-type: none"> • Head of HR and Workforce Development
Minutes and Administration	<ul style="list-style-type: none"> • Head of HR and Workforce Development
Attendees	<ul style="list-style-type: none"> • Chief Executive • Director of Resources

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	<ul style="list-style-type: none">• Head of Audit and Risk
Reporting Lines	<ul style="list-style-type: none">• CLT and CRMG as appropriate.
Terms of Reference	<ul style="list-style-type: none">• Equal Pay Claims.• Current and evolving equal pay risks.• Holiday pay and evolving case law.• Evolving case law which could impact employee costs.• Terms and condition risks.

Risk Management Administration

Each risk management group will have a SharePoint site set up where agendas, minutes and supporting papers will be held. The SharePoint sites will also be the main area for storing risk registers.

It is the responsibility of the Chair of each meeting to ensure that the SharePoint site is kept up to date with all relevant data.

Members of the risk management group will have access to the SharePoint site for each group along with relevant Heads of Service and Chief Officers.