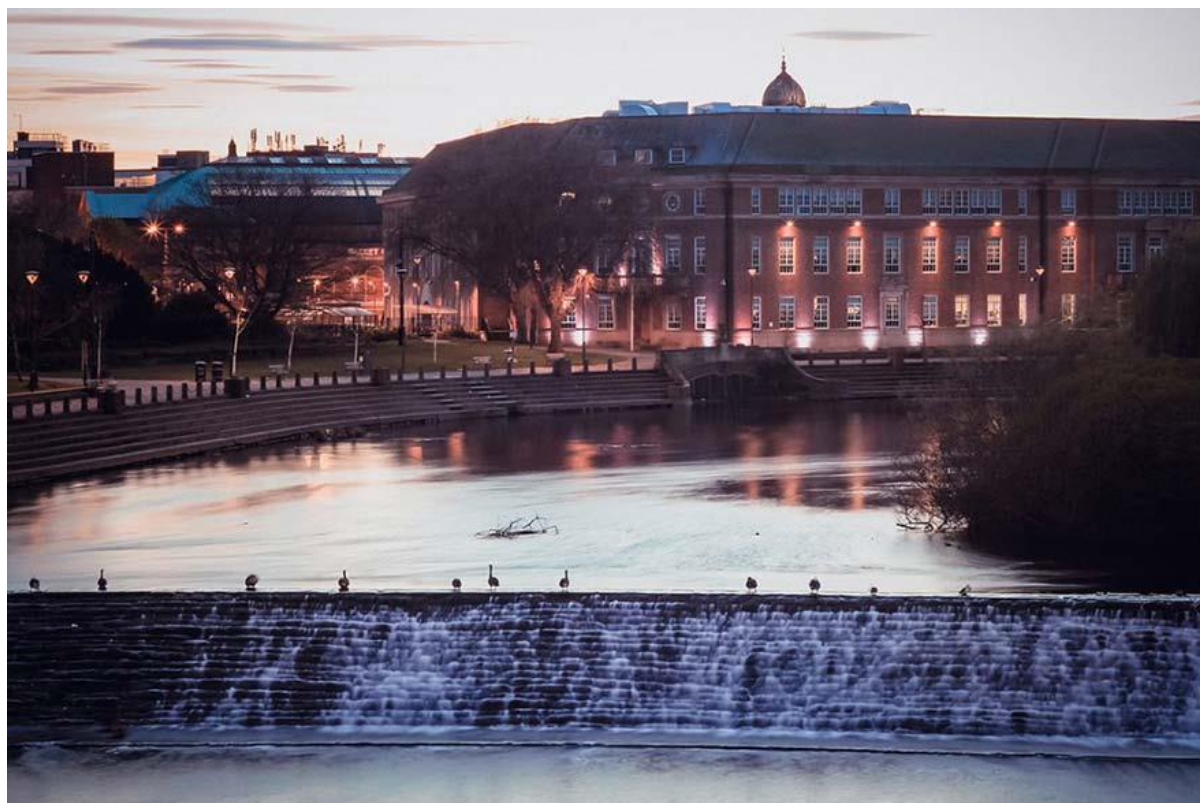


Derby Risk Management Strategy

2023



Document control

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Foreword

Welcome to the Risk Management Strategy for Derby City Council, refreshed in March 2023, following a review completed between September 2022 and February 2023, aided by our Corporate Risk Management Group. This Strategy aims to improve the effectiveness of risk management across the Council. Effective risk management allows us to:

- have increased confidence in achieving our priorities and outcomes
- constrain threats to acceptable levels
- take informed decisions about exploiting opportunities
- ensure that we get the right balance between rewards and risks
- improve partnership working arrangements and corporate governance.

Effective risk management will help to make sure that we maximise our opportunities and minimise the impact of the risks that we face. Improving our ability to deliver priorities, improve outcomes for residents, alongside mitigating legal action and financial claims against the council and damage to its reputation.

This Risk Management Strategy provides a comprehensive framework and process designed to support councillors and colleagues in ensuring that our Council is able to discharge its risk management responsibilities fully. The Strategy outlines the objectives and benefits of managing risk, describes the responsibilities for risk management, and provides an overview of the process that we have in place to manage risk successfully. Detailed information on how to implement this policy and tools to assist in the implementation are provided in Derby City Council's [Risk Management Handbook](#).

The contents of both the Strategy and the Handbook have been informed by a self-assessment of our risk maturity, completed in October 2022. The provisional evaluation of Derby's current level of risk maturity was **'proactive and engaged, moving towards optimized and embedded'**, with key highlights on what has shaped this assessment contained in section five.

We will complete a review of our risk maturity at least every year, with any additional information and guidance provided to colleagues through resources available on iDerby.

We will review both this Strategy and the Risk Management Handbook at least every two years, and any variations will be agreed by the Audit and Governance Committee, who will also be engaged in assurance and review activity.



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Introduction

Whilst risk management is a statutory requirement it is not simply a compliance exercise but an indispensable element of good management and corporate governance, which is the way an organisation manages its business, determines strategy and objectives, and goes about achieving its goals.

Risk management will help identify and deal with the key risks facing the Council in the pursuit of its goals and its implementation is crucial to the Council, and essential to its ability to discharge its various functions: as a partner within the Local Strategic Partnership, a deliverer and commissioner of public services, a custodian of public funds and a significant employer.

The Risk Management Process outlined within this Strategy should be used to identify and manage all risks to the Council's ability to deliver its priorities. This should cover both strategic priorities, operational activities (e.g. delivery of actions identified in team plans) and the delivery of projects or programmes.

In line with ISO 31000 definition of risk management, Derby City Council defines a risk as:

“The chance of something happening that may have financial, reputational, legal, regulatory, safety, security, environmental, employee, customer or operational consequences, including impacting the achievement of objectives”

A risk is an event or occurrence that would prevent, obstruct or delay the organisation from achieving its objectives, or failing to capture business opportunities when pursuing its objectives.

Positive consequences or opportunities are the possibility that an event will occur and positively affect the achievement of objectives. You can channel the opportunities back into your objective setting/business planning process, formulating plans to seize those opportunities.

Risk management

The Council is a complex organisation, operating in an ever-changing environment. Changes to national policy and financial pressures mean that, increasingly, there is a need to anticipate, identify and pro-actively manage both risk and opportunity in order to maximise resources, make effective decisions and ensure efficiency and customer focus.

Risk management involves adopting a planned and systematic approach to the identification, evaluation and control of those risks that can threaten the objectives, assets, or financial wellbeing of the Council. It is a means of minimising the costs and disruption to the Council caused by undesired events, whilst creating a positive environment where we can pro-actively challenge, innovate and make the most of our opportunities.

Risk Management covers the whole range of risks and not just those associated with finance, health and safety and insurance. It can also include risks as diverse as those associated with public image (reputation), the environment, technology, breach of confidentiality etc.

Risk Management is not about eliminating all risk, instead it is understanding the nature, scale and effect of risks and taking action(s) to minimise threats and maximise opportunities.



The benefits of successful risk management include:

- **Improved service delivery** – fewer disruptions, efficient processes, improved controls to strengthen our ability to achieve our outcomes, priorities and vision.
- **Improved financial performance and value for money** – increased achievement of objectives, fewer losses, reduced impact and frequency of critical risks; allowing us to plan effectively, avoid surprises and increase our flexibility to cope with internal and external pressures and demands.
- **Improved corporate governance and compliance systems** – fewer legal challenges, robust corporate governance, fewer regulatory visits.
- **Improved decision making** – based on an informed, evidenced-based analysis of both the risks and opportunities, creating the right conditions for challenge and innovation.
- **Improved insurance management** – a lower number of / level of claims, lower impact of uninsured losses and reduced insurance premiums.

The Risk Management Process

Derby City Council's risk management process has five key stages/steps, as outlined below. Further information on the process and its use, including risk management tools, is outlined within the Risk Management Handbook that is available on [iDerby](#).



Process Step	Description
Risk Identification	<p>Identification of risks that could significantly impact the Council's aims and objectives – at strategic, operational and project levels. In summary, risk identification involves anticipating changes to the internal and external environment and having a good understanding of the context of the project / service / change.</p> <p>There are many tools and techniques that can be used to identify and assess risks, and details of these can be found in our Risk Management Handbook.</p>
Risk Analysis	<p>Risk analysis or assessment requires consideration to the identified risks, potential consequences (both positive and negative) and likelihood of occurring. In some cases, risks that are at first identified as threats, with negative connotations, may be 'flipped' to become positive opportunities.</p> <p>All risks should be scored against Derby City Council's risk matrix, which allows assessments of risks as both threats and opportunities.</p> <p>When completing a risk analysis, the risk should be assessed using the 'so what' principle, to understand if the risk is within our accepted risk appetite and tolerance before a decision is taken on the most appropriate risk treatment(s).</p> <p>Risk appetite is the level of risk that an organisation is prepared to accept in pursuit of its objectives before action is deemed necessary to reduce the risk. It represents a balance between the potential benefits of innovation and the threats, which change inevitably brings. Our risk appetite is set by our senior leaders.</p>
Risk Treatment	<p>Treat; Tolerate; Transfer; Terminate – Identify which solution is best to manage the risk (this may be one or a combination of a number of treatments).</p> <p>If a risk is considered to be an opportunity the following definitions should be used to manage it - Take; Enhance; Share; Ignore.</p> <p>Further details on the definition of each stage of risk treatments for both threats and opportunities can be found within the Risk Management Handbook.</p>
Completing the Risk Register	<p>Document the previous steps within the appropriate risk register, which is a tool for facilitating our risk management discussions. A standard template is utilised to ensure consistent reporting, for both risks as threats and opportunities.</p>
Monitoring, Reporting, Reviewing the risks	<p>Review risks against the agreed reporting structure to ensure that they remain current, accurate and where possible within agreed 'tolerances,' taking into account the level of risk appetite at both strategic and operational levels.</p> <p>As part of the on-going analysis and management of risks, risk assurance activities will include 'deep dive reviews' and 'risk surgeries,' coordinated through the Corporate Risk Management Group, Cabinet and the Audit and Governance Committee. More information on this, including the recommended criteria for a deep-dive assessment and/or risk surgery is set out in our Risk Management Handbook.</p>



Derby City Council Risk Matrix

Derby City Council's Risk Management matrix aims to provide a comprehensive framework, systems and processes to identify, evaluate and manage risks as both threats and opportunities. It was refreshed, as part of the 2020 review, to integrate risk opportunity into our organisational culture and to encourage an environment of both challenge and innovation.

Risk – Threats						Risk – Opportunities					
Impact	Very high – 4	4	8	12	16	16	12	8	4	Significant - 4	Impact
	High - 3	3	6	9	12	12	9	6	3	Moderate - 3	
	Medium - 2	2	4	6	8	8	6	4	2	Minor - 2	
	Low – 1	1	2	3	4	4	3	2	1	Insignificant – 1	
		1 Remote	2 Possible	3 Probable	4 Highly probable	4 Highly probable	3 Probable	2 Unlikely	1 Rare		
		Likelihood				Likelihood					

Derby City Council Risk Matrix – Analysis Criteria

Threats criteria		Opportunities criteria	
Impact	Thresholds and Description	Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, financial loss less than £500,000, no media attention	1 – Insignificant	<ul style="list-style-type: none"> • Little or no improvement to service • Little or no improvement to welfare of staff / public • Little or no financial income / efficiency savings (less than £500,000) • Little or no improvement to the environment or assets • Little or no feedback from service users
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £500,000, adverse local media attention, breaches of local procedures	2- Minor	<ul style="list-style-type: none"> • Minor improvement to service • Minor improvement to welfare of staff / public • Improvement that produces £500,000+ of income / efficiency savings • Minor improvement to the environment or assets • Positive user feedback
3 – High	Significant threat to council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £1million, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners	3 – Moderate	<ul style="list-style-type: none"> • Moderate improvement to service • Moderate improvement to welfare of staff / public • Improvement that produces £1million of income / efficiency savings • Moderate improvement to the environment or assets • Positive local media contact
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £5million, adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, council unable to work with partner organisation	4 – Significant	<ul style="list-style-type: none"> • Significant improvement to service • Significant improvement to welfare of staff / public • Improvement that produces £5million or more income / efficiency savings • Significant improvement to the environment or assets • Positive local media coverage



Threats criteria		Opportunities criteria	
Likelihood	Description	Likelihood	Description
1 – Unlikely	May occur only in exceptional circumstances (<i>e.g. once in 10 years</i>)	1 – Rare	Opportunity has not been fully investigated but considered extremely unlikely to materialise
2 – Possible	Unlikely to occur but could at some time (<i>e.g. once in 3 years</i>)	2 – Unlikely	Opportunity has not been fully investigated; achievability is unproven / in doubt
3 – Probable (<i>in 2 years</i>)	Fairly likely to occur at some time or under certain circumstances (<i>e.g. once in 2 years</i>)	3 – Probable (<i>in 2 years</i>)	Opportunity may be achievable, but requires significant management, planning and resources
4 – Highly probable (<i>in 12 months</i>)	Will probably occur at some time or in most circumstances (<i>e.g. once in 12 months</i>)	4 – Highly probable (<i>in 12 months</i>)	Opportunity is achievable with careful management



Roles and Responsibilities

All councillors and colleagues have a role to play in delivering the Council's Risk Management Framework, by making themselves aware of risks and opportunities within their day to day duties, and by ensuring that any issues are escalated, as appropriate.

It is part of everyday leadership and management as outlined in the [Leadership Accountabilities and Expectations](#), and therefore a duty of all managers, to identify risks and opportunities within their areas of responsibility, and to follow the procedures set out in this Strategy and the supporting Risk Management Handbook.

Programme and project risk management responsibilities are outlined in the roles and responsibilities of the [project management platform](#).

Group / Individual	Roles and Responsibilities
Cabinet & Cabinet Members	<ul style="list-style-type: none"> • Overall responsibility for Council's Strategy and Policies. • Approve risk tolerance levels i.e. the definition of high (red) risk, medium (amber) risk and low (green) risk as recommended by Corporate Leadership Team (CLT). • Receive quarterly updates on strategic risks, as part of performance reporting, to understand possible impacts on the achievement of objectives, and the level of assurance on our mitigations.
Lead Cabinet Portfolio Holder	<ul style="list-style-type: none"> • Promote risk management across the Organisation. • Understanding of risk management and risk management processes for the organisation. • Support and encourage wider risk management training and briefings to maintain knowledge across the organisation. • Ensure consistent and clear communications are issued. • Attend the Corporate Risk Management Group.
Audit and Governance Committee	<ul style="list-style-type: none"> • To consider, approve and monitor the Council's risk management framework, and to seek assurances on its effectiveness. • Promote risk management within the authority.
Scrutiny Committees	<ul style="list-style-type: none"> • Review and challenge strategic risk information reported to Cabinet quarterly, as part of performance monitoring reports. • Challenge risk management information provided to Cabinet for decision making. • Review and challenge the robustness of risk implications and assessments in recommendations to Cabinet. • Promote the benefits of an embedded risk management process, and an open culture of challenge and review.
Councillors	<ul style="list-style-type: none"> • Councillors are responsible for governing the delivery of services to the local community and have a responsibility to understand the risks that their Council faces and be aware of how these risks are being managed. One way of gaining assurance that identified risks are being effectively managed is by robust, constructive challenge and scrutiny. • Requesting sight of risk registers, as appropriate, and challenging the robustness of risk assessments in committee reports.



Group / Individual	Roles and Responsibilities
Corporate Leadership Team (CLT)	<ul style="list-style-type: none"> • To promote an understanding of the management of risk, in accordance with best practice, throughout the City Council. • Preparing and recommending changes to the Risk Management Strategy. • Reporting key strategic risks to Council Cabinet quarterly and providing assurance to the Audit and Governance Committee on the effectiveness of the risk management framework every six months. • Approving the quarterly strategic risk report on risk management informed by the Corporate Risk Management Group.
Directors	<ul style="list-style-type: none"> • To promote an understanding of the management of risk in accordance with best practice, throughout the City Council. • Responsible for directorate and department risk registers. • Oversee and challenge project risks related to their service areas. • To work with the Assurance Team to complete 'deep dive reviews' and/or 'risk surgeries;' supporting analysis of the effectiveness of current risk controls/actions and the effectiveness of our risk management framework in mitigation. • Nominate Risk Champions (Assurance Advocates) and advocate for them in their role.
Chief Executive	<ul style="list-style-type: none"> • Overall responsibility for ensuring that strategic risks are effectively managed within the Council. • Champion and take overall responsibility for implementing the Risk Management Framework and embedding risk management throughout the Council. • To provide an annual assessment on risk management and strategic risks, as part of the Annual Report.
Corporate Risk Management Group	<ul style="list-style-type: none"> • Chaired by the Monitoring Officer. • Attended by Risk Champions (Assurance Advocates) for each Directorate, subject matter experts in priority areas and members of the Assurance Team. • Consider escalated operational risks and recommend actions to mitigate. • Promote a risk aware culture and embed risk management throughout the Council. • Review and challenge strategic, directorate, department and operational risks. • Monitoring and reviewing the strategic risk register. • Inform the review and refresh of Derby City Council's Risk Management Strategy and Handbook. • Undertake deep dive reviews of risk to seek assurance on controls/actions. • Identification and analysis of emerging risks - both threats and opportunities. • Horizon scan on matters related to; local and national policy, finance, insurance, safeguarding, emergency planning, project management, health and safety, performance and audit, to inform a strategic assessment of current threats and opportunities. • Agree an annual programme of risk management training to be coordinated by the Assurance Team. • The Corporate Risk Management Group has overall responsibility for identifying, analysing and scoring strategic and directorate risks; to ensure consistency in the application of the risk management matrix.



Group / Individual	Roles and Responsibilities
Strategy and Performance Service	<ul style="list-style-type: none"> • Ensure that the Risk Management Framework aligns with associated key strategic planning documentation (i.e. performance management framework, project management guidance, business planning guidance etc.). • Inform the identification of risks through inspection and assessment activity, business planning workshops and performance monitoring/reviews. • Identification and coordination of performance surgeries, which may be linked to areas of risk and/or opportunities.
Assurance Team	<p>The Assurance Team are pivotal in the promotion and embedding of risk management by managing a culture change within the Council. They are responsible for managing strategic risks, as well as supporting services in their individual areas of responsibility. Assurance Team key tasks are to:</p> <ul style="list-style-type: none"> • Review the Council's approach to risk management and supporting processes and recommend for approval any subsequent changes • Recommend any appropriate changes to the Risk Management Strategy to councillors • Support and promote risk management throughout the Council – ensuring that it works effectively • Actively identify, analyse and profile strategic risks on a quarterly basis • Determine and prioritise actions on strategic risks, ensuring appropriate allocation to individuals • Receive escalated directorate, service, department and project risks and consider their inclusion onto the strategic risk register • Propose the risk scoring matrix of the Council i.e. the definition of high (red) risk, medium (amber) risk and low (green) risk • Monitor progress of risk arrangement activities as part of existing performance management approaches • Coordinate deep-dive risk assessments and risk surgeries • Coordinate the annual risk management training programme as agreed through the Corporate Risk Management Group, with targeted sessions available, as required • Report quarterly to Cabinet on strategic risks and their management • Issue a six-monthly report to Audit and Governance Committee on risk assurance • Ensure that the Council has robust processes and procedures in place that are consistently applied, for the management of operational risks, including project risks.
Risk Champions (Assurance Advocates)	<ul style="list-style-type: none"> • Individuals identified within each directorate with responsibility to support the risk management process within their directorate. • Act as a point of contact for officers within the directorate to assist in the application of Risk Management by championing best practice, supporting colleagues and assisting in the application of the risk management handbook. • Attend the Corporate Risk Management Group, providing quarterly updates on strategic and operational risks from within their Directorate. • Responsibility for championing a culture of promoting and embedding risk management in Derby City Council. • Identifying areas of non-compliance with the Risk Management Strategy, and escalating areas for assurance support as appropriate.



Group / Individual	Roles and Responsibilities
	<ul style="list-style-type: none"> Supporting the continuous improvement of the risk management processes and framework.
Service professionals / subject matter experts	<ul style="list-style-type: none"> Individuals responsible for any of the below areas should attend the Corporate Risk Management Group to support horizon scanning, risk identification, analysis and assurance... <ul style="list-style-type: none"> Policy, Finance, Insurance, Safeguarding, Project Management, Emergency Planning, Health and Safety, Performance, Legal and Audit. Support in the alignment of risks and the development of our risk culture through their attendance at other Board/Committee meetings.
Heads of Service	<p>Their primary role is to:</p> <ul style="list-style-type: none"> Contribute towards the identification, recording and management of operational risks for their service Maintain an awareness of, and help promote, the approved risk management strategy to all staff Ensure that risks (threats and opportunities) that have been identified are addressed and mitigated and that any high risks/threats are addressed urgently Escalate service and project risks, as appropriate, to the directorate risk registers; and ensure any risks de-escalated to service level are captured in the department risk register Ensure that risk management is incorporated into service plans and project plans and reviewed regularly; particularly in instances where risk assessment has identified opportunities as well as threats.
Service / Team Managers	<p>Their primary role is to:</p> <ul style="list-style-type: none"> Contribute towards the identification, recording and management of operational risks for their service, undertaking constant horizon scanning Maintain an awareness of, and help promote, the approved Risk Management Strategy to all colleagues Ensure that risks (threats and opportunities) that have been identified are addressed and mitigated and that any high risks/threats are addressed urgently and reviewed regularly.
Programme Management Board (PMO)	<ul style="list-style-type: none"> The Programme Management Board has responsibility for ensuring that project risks are assessed accurately, and assurances are sought on the effectiveness of controls/actions. Ensure risks that have been identified as 'significant' are appropriately reviewed and escalated, with evidence of more frequent monitoring.
Assurance and Development Group	<ul style="list-style-type: none"> Strengthen the Programme Management Office risk assurance activity by providing technical expertise and strategic insight and guidance. Review gateway submissions prior to attendance at the Programme Management Office Board to support identification of additional risk management support.
Project Manager Network	<ul style="list-style-type: none"> Communicate best practice on risk management through the Project Manager Network sessions. Individuals involved in project management should attend network sessions to support sharing oversight and risk management lessons.



Group / Individual	Roles and Responsibilities
Project Sponsors, Leaders and Managers	<ul style="list-style-type: none"> • Project leaders have a responsibility to ensure that the risks associated with their projects are identified, recorded and regularly reviewed as part of the project management process. • Programme managers should maintain oversight on progress and the strategic implications of any risks and opportunities on linked programmes and projects. • Project managers should escalate, as appropriate, through the Project Lead, Sponsor, Assurance Team and Corporate Risk Management Group, project risks (threats and opportunities), for consideration by the PMO or CLT. • Project Sponsors are ultimately accountable for the management of project risks and opportunities, and should ensure programme and project risk management responsibilities are followed as outlined in the project management platform
Internal Audit	<p>Internal Audit's role is to maintain independence and objectivity. Internal Audit is not responsible or accountable for risk management, or for managing risks on management's behalf. Internal Audit will:</p> <ul style="list-style-type: none"> • Audit the risk management process • Assess the adequacy of the mechanisms for identifying, analysing and mitigating key risks • Provide assurance to officers and councillors on the effectiveness of controls • The risk registers will drive the Internal Audit Plan to ensure resources are used on the areas of highest risk and where the need for assurance is greatest • Attend the Corporate Risk Management Group, to support horizon scanning, risk identification, analysis and assurance.
All Colleagues	<p>All colleagues have a responsibility to:</p> <ul style="list-style-type: none"> • Manage risk effectively in their job and report opportunities and risks to their service managers • Participate in risk assessment and action planning, where appropriate • Adhere to Council policies and procedures • Attend training and development sessions as appropriate.



Risk maturity

Understanding how effective a risk framework is in shaping an organisations response to risk management is key. An organisation with a mature risk culture will not see risk management as a negative process, it will embrace risks as both threats and opportunities and use the insight from a well-established and embedded risk framework to shape decision making. Taking appropriate and informed risk in areas senior leaders have identified as appropriate.

In October 2022, to inform the refresh of this Strategy and the supporting Risk Management Handbook a review of Derby City's risk maturity was completed, using two industry models to shape a view on areas that are well developed, alongside opportunities for further improvement.

The evaluation of Derby's level of risk maturity was ***'proactive and engaged, moving towards optimized and embedded'***, with key highlights presented below:

What are we doing well?	Opportunities for development
<ul style="list-style-type: none">• There is a Risk Management Strategy and supporting Handbook in place, with regular communication with colleagues on this alongside reviews of 'compliance and impact' via regular assurance reviews• The Assurance Team within the Strategy and Performance service provides leadership, guidance and oversight to aid effective implementation of risk management frameworks• Risks are anticipated and effectively recorded to enable senior oversight and management• The management of risk (both threats and opportunities) is being used as an important tool to inform and improve performance in all areas of the business including strategic decision-making, financial and operational planning• We seek to learn from events, and this shapes future activities, an area that has been strengthened from a programme and project perspective over the last 12-months• There are formalised processes in place for risk identification, analysis, monitoring and reporting that are in line with our Strategy• Indicators to flag or inform on changes in the status or trend of significant risks have been identified and are routinely monitored; and reporting of risk is aligned with performance and projects to strengthen this• Risks are not just allowed to occur, and we seek to consider risk management activities beyond compliance• There is alignment of the internal audit programme to the strategic and directorate risk registers; shaping the foundations of our wider assurance framework• Senior managers receive clear information on the status of key risks and emerging risks• All relevant managers and stakeholders have been made aware of the purpose and benefits of risk management• Senior managers play an active role in building a strong risk management culture, proactively seeking assurance from risk owners on the effectiveness of mitigations	<ul style="list-style-type: none">• Strengthened and routine training offer in place• Risks associated with working in partnership with other organisations informed by a shared understanding of any key risks arising from significant partnership relationships• Derby's risk appetite is understood by all levels of the organisation and used to inform and assist decision-making and planning; with the benefits of risk management understood by all• Risk maturity is routine and consistent across all service areas

To maintain effective oversight of Derby's culture shaping development priorities the self-assessment will be reviewed at least annually, with any updates presented through 6-monthly assurance reviews alongside on [iDerby](#).



Risk appetite

Risk appetite is an organisation's willingness to take on risk in key areas before mitigations are assessed in detail, to consider appropriate management of the potential threat / opportunity. There will be instances, where in the pursuit of objectives or in response to opportunities or threats, that leaders will actively seek to take appropriate risks to achieve outcomes for both the city and council.

In the pursuit of the achievement of our outcomes, there will be instances where we are willing to accept a higher level of uncertainty. Colleagues should consider our risk appetite statements presented within the Risk Management Handbook as a balance between; the potential benefits of risk exposure, and the benefits this may deliver, versus the possible threats this could present to our services or residents.

Presented below, using key risk themes is a summary of our risk appetite boundaries, informed by workshops with senior leaders in 2021 to 2023.

Category	Averse	Minimal	Cautious	Open	Hungry
Financial					
Compliance and Regulatory					
Contract Management and Business Acumen					
Partnership					
Colleague Wellbeing					
Safeguarding					
Innovation					
Technology					
Environmental					
H&S & Physical Security					
Reputation					
Council Assets					
Projects and Programmes					

*NB – the risk appetite boundaries and supporting statements represent **where we want to seek to take risk**, this may not reflect where we are at present, but where we will be working alongside our colleagues to move to. These statements will be reviewed at least annually, as a minimum.*

Further details on risk appetite, including the difference between risk appetite, tolerance and exposure, alongside our risk statements for the categories above can be found within our Risk Management Handbook.

If after reading this document, you would like more information please contact performance@derby.gov.uk



We can give you this information in any other way, style or language that will help you access it. Please contact us on **01332 640767** or **derby.gov.uk/signing-service**

Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਇੱਥੇ ਸੰਪਰਕ ਕਰੋ: **01332 640767** ਜਾਂ **derby.gov.uk/signing-service**

Polish

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Slovak

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Prosím, kontaktujte nás na tel. č.: **01332 640767** alebo na stránke **derby.gov.uk/signing-service**

Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم **01332 640767** یا **derby.gov.uk/signing-service** پر ہم سے رابطہ کریں



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