

UPWELL INTERNAL DRAINAGE BOARD

Administered by:



middle level
commissioners

Governance

Risk Management Strategy 2024 - 2027

This document replaces the Board's 2020 risk management documentation and outlines how Members, officers/employees and the Middle Level Commissioners staff govern the Board's risks.

Risk Management Principles

The five key principles from the UK Government's 'Orange Book' shall be used in a proportionate manner, recognising Internal Drainage Boards as small public authorities with limited resources.

- A. Risk management shall be an essential part of governance and leadership, and fundamental to how the organisation is directed, managed and controlled at all levels.
- B. Risk management shall be an integral part of all organisational activities to support decision-making in achieving objectives.
- C. Risk management shall be collaborative and informed by the best available information and expertise.
- D. Risk management processes shall be structured.
- E. Risk management shall be continually improved through learning and experience.

Risk Definition

A risk is the threat that an event or action will adversely affect the Board's ability to achieve its statutory responsibilities; remain viable and sustainable; deliver any wider objectives and; manage its reputation.

Risk is a function of the likelihood or probability of the event occurring versus the impact. A risk that materialises is no longer a risk, it is an issue.

Risk Categorisation

The Board will consider tactical risks and strategic risks that are within its control and/or influence to address.

Tactical risks will tend to be short term time horizon risks that are specific to the Board and within its control to address (ie it has the capacity, capability, finance, information, technology and responsibility).

Strategic risks will tend to be more generic to the local IDB community and potentially longer term in their time horizon. These are less likely to be within a single IDB's control to mitigate but will be within collective influence by IDBs working together and with other relevant authorities.

Risk (and Issue) Management Choices

The following four standard categories of risk response will be considered:

Terminate (heaviest strategy) - the risk will not be allowed to occur.

Treat - the risk may occur, but its impact or likelihood will be lessened through mitigating actions.

Transfer - the ownership of the risk will be formally moved to someone else not currently the risk manager. *The new owner may decide to terminate, treat or tolerate the risk.*

Tolerate (Lightest strategy) - the risk will be allowed to occur with little to no mitigating action.

Risk Management Approach

These are the actions and approaches the Board will take to managing its risks through the period 2024-2027.

- a) Receive papers and reports from MLC staff covering the topics Governance, Constitution & Membership, Finance, Environmental, Clerk's Report, Consulting Engineer (inc Operations, Capital Works and M&E) helping the Board identify and make choices around management of tactical and strategic risks.
- b) Receive papers and reports from the Board's District Officer(s), Health & Safety rep and others as appropriate to help the Board identify and make choices around management of tactical risks.
- c) Support the development and adoption of Key Health Indicators (KHIs) and Comparison Metrics across the portfolio of IDBs administered by MLC staff. These will be integrated into MLC staff authored papers and reports.
- d) The Chairman & Vice Chairman will actively engage with the MLC & IDB Chairs community and MLC Senior Officers to identify and mitigate generic tactical and strategic risks that impact multiple IDBs.
- e) Support the Middle Level Commissioners in managing its operational, environmental and asset management risks, including delivery of its capital programme, recognising the benefit to the IDBs within the MLC catchment.
- f) Empower and recognise that the MLC Senior Officers and staff engage in wider relationships, partnerships and strategic projects on their behalf to help identify and mitigate generic tactical and strategic risks. This includes Fens 2100+ and the Fens Reservoir programmes.
- g) Start to use language and terminology from this strategy at Board meetings within their consideration of risks.
- h) Adopt formal project risk management as part of any capital works projects led by MLC staff on behalf of the Board.
- i) Keep under review the need, benefit and cost of developing a formal risk assessment, risk register and risk response plan. It is currently not considered a proportionate approach.