

JCAD Risk Workshop



Phil Walden - Sales & Marketing

Sandra McGinnis - Client Success Manager

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- 10:00 Introduction
- Workshops - 1 to 4
- Risk Appetite
 - Risk Culture
 - Opportunity Management
 - Audit recommendations
- Noon Lunch
- 13:00 User Group
- JCAD CORE Developments
- Client feedback

Knowledge sharing

Best practice examples

Feedback

We will share the results from the 4 sessions

Definition:

‘The amount and type of risk that an organisation is willing to take in order to meet their strategic objectives’.

The Institute of Risk Management



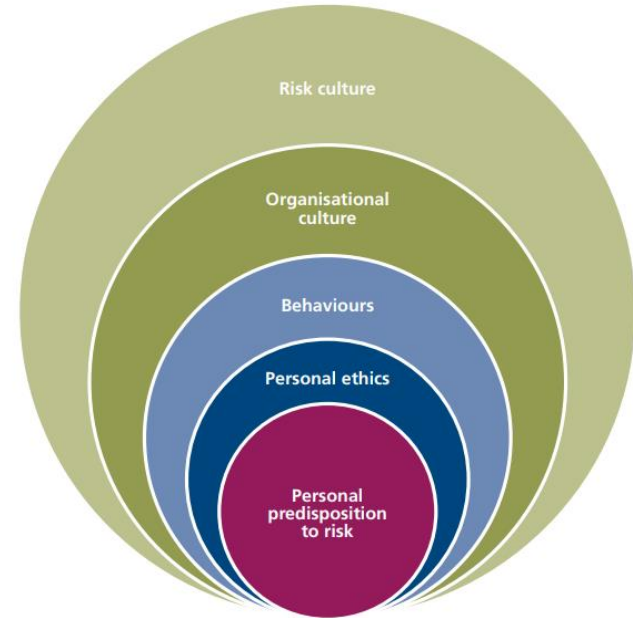
- There is no such thing as having NO appetite!
- There should always be an Appetite statement within the organisation
- Risk Appetite is about decision-making.
- Risk Appetite doesn't always need to be understood operationally.
- Risk Appetite is reviewed annually and approved by the Board/SMT
- Appetite documents are included in the risk management methodology/framework
- It can be hard to understand Risk Appetite concept across a wide range of different areas of a business
- Sometimes shared services work towards different Risk Appetite statements/levels
- Difficult to understand exactly how to measure and report on it
- Quite often used for budgeting purposes and change-management decisions
- Risk Appetite may change as an organisation becomes more risk aware



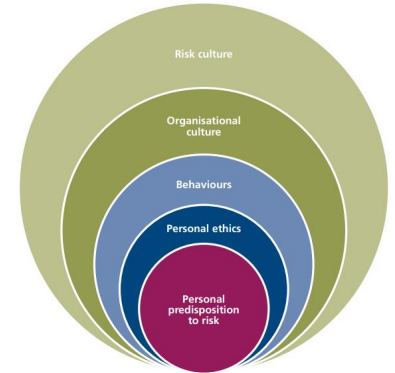
Definition:

'Risk culture is a term describing the values, beliefs, knowledge, attitudes and understanding about risk shared by a group of people with a common purpose.'

The Institute of Risk Management



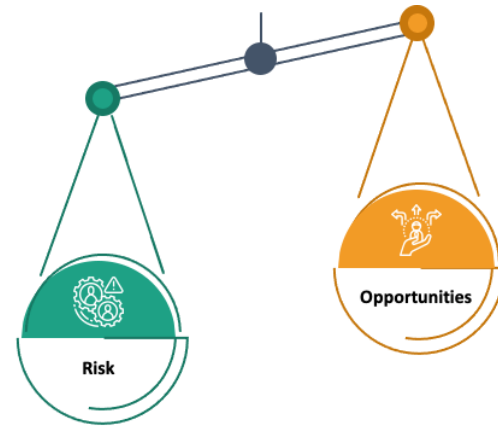
- Engage staff through workshops/surveys/consistency and common language
- Surveys to all staff seeing what they know about Risk and Risk Management – gives a starting point
- Everyone is responsible for Risk Culture within an organisation
- A good Risk Culture is difficult to define but is a ‘feeling’ towards risk within the organisation
- Can be improved by risk awareness training and risk awareness campaigns
- LILAC – Leadership, Involvement, Learning, Accountability and Communication.
- Risk Culture often comes from buy-in from the SLT, and is a top-down driver.
- Risk Culture is a group of values, attitudes and behaviour towards Risk
- Engage through an open-door culture
- Risk Culture should enable good Risk Management and not act as a blocker
- Risk Champion forums encourage good Risk Culture
- Risk and Risk Management should be part on onboard for new members of staff
- Often a fear/blame culture towards risk -
- Reframing risk as not bad and something that people don't wish to highlight in fear of blame by congratulating people for highlighting risks that could hopefully save the organisation money
- Different maturity levels in different organisations/services
- Defining and encouraging a good Risk Culture should be part of the Business Strategy



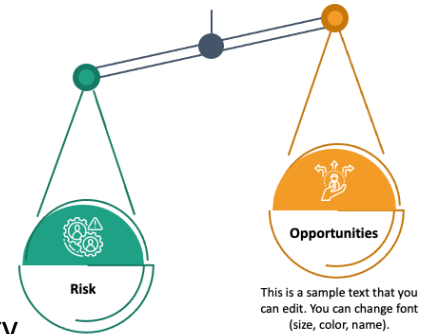
Definition:

“An opportunity-risk is defined as an uncertainty that if it occurs would have a positive effect on achievement of project objectives. The exploit response seeks to eliminate the uncertainty by making the opportunity happen”.

Project Management Institute



- Opportunities should be celebrated
- Opportunity risks are often financial in nature
- Positive outcomes and impacts
- Most organisations do NOT have a separate Opportunity Register
- Opportunities are part of Project/Programme Management
- Registering Opportunities is part of the risk culture of the organisation
- Risks could be caused by NOT taking opportunities but also by taking an opportunity
- Positive outcomes are not always guaranteed
- Examples:
 - Artificial Intelligence
 - Shared Service working
 - Economic downturn - more land available to buy to build more houses
 - Commercial Programme – additional revenue outside of government funding for LAs
 - Social Worker Academy – in order to retain staff
 - Moving an office to a new location



Definition:

“Ensuring the outcomes from audit are effectively followed up and actioned”.

Phil Walden



- Risks are NOT owned by Audit!
- Internal Audit – have access to JCAD Audit Register but additional features required for Audit Team
- Risk Champions chivvy along the implementation of the Audit recommendations
- Ownership is important as risk may be unmitigated until recommendations have been implemented
- Risk based service audits but an Audit can also identify a risk not yet registered
- JCAD – Quarterly Audit scores are reported to the Audit Committee
- Audit/Outcomes – hard to manage permissions/accountability
- Audit is process driven with more steps to record
- Audit recommendations are tracked through committee / governance framework
- Risk & Assurance Committee keep an eye on implementation of Audit recommendations
- Definite gaps in the whole process between recommendations and risk management
- Lack of communication between risk owners and audit team
- Responsibility of team leaders and individuals to ensure recommendations are implemented
- Audit recommendations are prioritised and escalated to insure implementation
- Can be improved by better communication/setting milestones
- Those without JCAD, process recommendations by email which is not very efficient



Development plans for CORE

Feedback

Discussion of client requirements to feed into development roadmap.

Product roadmap

- 5.11 Release
- Further grid enhancements to allow users to configure and save their own grid layouts in terms of columns, grouping, sorting.
- Allow for Managers to be able to move risks
- Add the ability to copy user configurations
- Ensure that the business unit selections are filtered specific to the user's access permissions
- Enhancements to the risk appetite and risk tolerance recording

Product roadmap

- 5.20 Release
- Review Related Links area with respect to Business Assurance
- Categorisation and colour coding of controls
- Ability for 'View Only' users to add 'Emerging Risks'
- 'Email Notification Summary' email for Managers
- User-defined dashboards with data-charts
- Favourites' reports area

New development - simpler and includes tolerance.

JCAD CORE 5 Dashboard Explorer Reports Control Library Key Indicator Links New Record

Risk - SRG0019 ACTIVE

Appetite Statement: (Open)
Development: "We are committed to fostering sustainable and inclusive growth within our community"

Warning: The current Risk exposure is (9). It is **exceeding** the expected Risk appetite (6). It is **the same as** the expected Risk tolerance (9).

The next review is due on 13 November 2024 and is assigned to Phil Walden. [Change Review Settings](#)

This Risk was last reviewed on 13 November 2023 by Phil Walden. [View Risk History](#)

Risk Summary

This Risk is assigned to **Phil Walden** and is set to be reviewed every **12 Months**. The Status is **Tolerate**

Business Unit: Corporate | **Corporate Plan:** select...
Objective: select... | **Business Process:** select...
Description: Strategic risk - climate change causes

High - 12	Gross Risk Assessment Exposure: £0 Worst Case: £0 Most Likely: £0 Best Case: £0
High - 9	Current Assessment Exposure: £0 Worst Case: £0 Most Likely: £0 Best Case: £0
Moderate - 6	Target Assessment Exposure: £0 Worst Case: £0 Most Likely: £0 Best Case: £0

Risk Information 14°C Windy 11:55 13/11/2023

Category, statement, stance and profile are all setup in the Admin module.

The screenshot shows the JCAD CORE 5 interface for Risk - SM0010. A modal dialog titled "Link to Appetite Statement" is open, displaying the following information:

- Warning:** The current Risk exposure High (12). It is **exceeding** the expected Risk appetite (4). It is **exceeding** the expected Risk tolerance (6).
- Appetite Statement:** A dropdown menu with the selected text: "I seeks to optimize opportunities while mitigating potential threats".
- Description:** This financial risk appetite statement guides our decision-making processes, providing a framework for responsible financial management that balances risk and reward in the best interest of our community.
- Category:** Financial
- Level:** Cautious (indicated by a yellow square). The text states: "The appetite statement level is set to Cautious."

Buttons for "Cancel" and "Save" are visible at the bottom of the dialog. The background interface shows the risk details, including a review history chart and a "Gross Risk Assessment" box with a "Moderate - 6" rating and exposure of £500,000.

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