



Committee Approver	Board of Management
Stakeholder Consultation	Executive Team and Board of Management
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1. Viewpoint's Values

Viewpoint is here to help people enjoy their later years. Everything we do is about realising this vision, which is supported by the following straightforward set of values:

- Inspire with positive smiles and words;
- Say 'yes I can and I will';
- Celebrate age, experience and wisdom;
- Do according to our customers' wishes and ambitions;
- Treat people (everyone is a VIP) as we would a "loved one";
- Work hard, have fun and laugh;
- Stay courageous, creative and ahead of the game; and
- Work with those that share our values.

These promises shape us. They are a commitment to our residents, staff and suppliers. They are fundamental to every single plan, decision and project we embark on.

Ensuring that we have systems and processes in place to manage risk effectively will support us to deliver those plans, decisions and projects, in accordance with our vision and values.

2. Policy Statement

The meaning of risk within the context of Viewpoint shall be:

Uncertainty of outcome, whether positive opportunity or negative threat, of actions and events.

We will, through our Board, Executive and staff teams, promote the integration of Risk Management in our governance and business as usual management.

We will ensure that Risk Management flows through our business, and its decision making, at strategic, operational and new initiative/ project levels.

We will use the principles of good or best practice in Risk Management to further develop and improve the effectiveness of our systems and processes of Risk Management.

Where issues arise or near misses occur, Risk Management processes may be used as a means of understanding lessons learned.

Viewpoint accepts that total elimination of risk is neither desirable nor achievable. We expect stakeholders to take all reasonable steps to mitigate risk to a level within the agreed appetite for risk. The level of risk accepted should be commensurate with the expected reward.

3. Aim (sometimes called Purpose)

The purpose of Viewpoint's Risk Management Policy, and the Risk Management Procedure which supports it, is to develop a consistent approach towards risk across the organisation, and outline processes for recognising, analysing and dealing with risks as well as assuring the effectiveness of the identified processes.

In addition, Risk Management should actively support the achievement of Viewpoint's agreed objectives, and not simply be about 'avoiding risk'.

The Risk Management Policy, and the Risk Management Procedure which supports it, are designed to enable Viewpoint to minimise the frequency and effect of adverse incidents arising from risks, and to identify improvements in procedures and service delivery in order to ensure the efficient and effective use of funds.

Risk Management extends to the culture, processes and organisational structures, which contribute to the effective management of potential opportunities, threats and adverse incidents.

4. Legislation/related policies

The Scottish Housing Regulator (SHR) considers it a matter of good governance for RSLs such as Viewpoint to engage in Risk Management activity. The Regulatory Code of Governance and Financial Management sets out the SHR's general expectation in Standard 4 and explicit expectations in the guidance relating thereto; both are reproduced below.

'Standard 4

The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

Guidance

- 4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.
- 4.2 The governing body challenges and holds the senior officer to account for their performance in achieving the RSL's purpose and objectives.
- 4.3 The governing body identifies risks that might prevent it from achieving the RSL's purpose and has effective strategies and systems for risk management and mitigation, internal control and audit.
- 4.4 Where the RSL is the parent within a group structure it fulfils its responsibilities as required in our group structures guidance to:
 - a) control the activities of, and manage risks arising from, its subsidiaries;
 - b) ensure appropriate use of funds within the group;
 - c) manage and mitigate risk to the core business; and
 - d) uphold strong standards of governance and protect the reputation of the group for investment and other purposes.
- 4.5 The RSL has an internal audit function. The governing body ensures the effective oversight of the internal audit programme by an audit committee or otherwise. It has arrangements in place to monitor and review the quality and effectiveness of internal audit activity, to ensure that it meets its assurance needs in relation to regulatory requirements and the Standards of Governance and Financial Management.'

The Office of the Scottish Charity Regulator considers it a matter of good governance for charities, such as Viewpoint, to engage in risk management activity. This might be interpreted as:

'The trustee body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.'

5. Scope

This policy applies to all Viewpoint Board Members and employees.

6. Compliance & Support

Board

The role of Viewpoint's Board is to ensure that its collective agreed appetite for risk is properly articulated and used as a factor in all strategic decision-making.

The Board shall also obtain assurance, through its Risk and Audit Committee, that the Risk Management process is and remains effective, without creating an unnecessary burden; the Risk Management process should be embedded in day to day activity and not exist as a stand-alone process.

Risk and Audit Committee

The Risk and Audit Committee is a formal sub-Committee of the Board, specifically charged with oversight of the assurance services to Viewpoint and the obtaining of assurance over the effectiveness of operation of the Risk Management process on behalf of the Board. The Risk and Audit Committee shall consider and obtain assurance over the completeness and relative accuracy of Viewpoint's Risk Register.

Executive

The role of the Executive is responsibility for ensuring that the implementation of strategic and business plans remain within the agreed risk appetite for Viewpoint.

The Executive shall also ensure that the Risk Management process is operated properly from day-to-day and that it is effective in its implementation, and that relevant senior managers and team members familiarise themselves with this policy, and the procedure that supports it, as necessary.

Staff

All staff are responsible for the management of risks for which they have been allotted ownership, or in relation to which they have been given responsibility for implementing actions.

Staff are closest to the operation of the organisation and therefore best placed to identify risks - uncertainties - as they occur, and should escalate these as appropriate.

Internal audit

Internal audit has the responsibility for advising and confirming that:

- the Risk Management Policy is consistently applied to all areas of our business;
- the policy and its operational application are reviewed in accordance with agreed schedules; and
- non-compliance with this policy is reported to the Board via the Risk and Audit Committee.

7. Equality Impact Assessment (EIA)

No potential equalities issues have been identified in relation to the development of this policy, and consequently an EIA has not been completed.

8. Privacy Impact Assessment (PIA)

No data protection implications have been identified in relation to the development of this policy, and consequently a PIA has not been completed.

9. Monitoring & Evaluation

Viewpoint's risk profile will be reviewed formally by the Executive quarterly. Following review, the revised Risk Register shall be presented for detailed consideration by the Risk and Audit Committee.

The Board will consider the Risk Register annually at the meeting where the audited financial statements are presented for approval. In the event of a significant change in the content of the Risk Register or the emergence of a material risk between formal reviews, the Executive or Risk and Audit Committee shall bring that to the attention of the Board.