

Action Plan

Finding	Recommendation	Management Response	Responsible Officer	Implementation Date
1	<p>Consistency of Understanding Around Risk Ratings</p> <p>The Risk Group should be re-established and it should re-assess the CorVu risks scored in light of this review to achieve consistency in the application of gross/net scores (or re-define its current method). Example Terms of Reference can be found at Appendix V. The Council should consider expanding its risk appetite statement in line with the COSO approach, detailed in Appendix III.</p>	<p>The Risk Group is in the process of being reconstituted and membership thereof reviewed. New terms of reference are being drawn up.</p>	Bill Lewis	November 2018
		<p>The Risk Group will review service risk registers on a rolling programme for consistency, wording and completeness</p>	Bill Lewis	December 2018
		<p>The next iteration of the risk management strategy will clarify the risk rating definitions and then this will be followed up with training</p>	Bill Lewis	March 2019
2	<p>Corporate Risk Register</p> <p>The risk wording and mitigating controls should be reviewed and potentially reworded. If, from the benchmarking information provided the Council feels that any areas have been neglected on the risk register, it may wish to add new risks.</p>	<p>The Council's Corporate Risk Register is currently being fully reviewed.</p>	Bill Lewis	November 2018
3	<p>Service Risk Registers</p> <p>It is recommended that each Service review its Service Risk Register. Where relevant, risks should be reworded and mitigating controls should be SMART. The re-established Risk Group should analyse the reviewed SRRs to identify any gaps or risks that should be closed, challenge any risk ratings they feel may not be appropriate, and include any relevant SRR risks as wider CRR risks.</p>	<p>Each service is required to review its risk register every year. This is the responsibility of the Head of Service. The risk group will review risk registers on a rolling programme.</p>	Alison Nash	November 2018
4	<p>Project and Partnership Risks</p> <p>It is recommended that the</p>	<p>Partnerships and projects are managed within services and risks will</p>	Bill Lewis	November 2018

	<p>Council assesses how best to integrate project and partnership risk registers with the SRRs/CRR risk management process, to allow increased transparency of cross-cutting risks. There are different ways to do this and the Council is best placed to decide how it would like to approach it, but some thoughts are provided in the report.</p> <p>The Risk Management Strategy should state what the Council's expectations for risk management with regard to projects and partnerships are. For example, a standardised risk management process for partnerships could be included in all Service Level Agreements / contracts. This would include setting out a process for risk identification at the beginning of a project, both from the Council's perspective, and as a joined up perspective with the partner organisation.</p>	<p>appear within the relevant risk register if appropriate. Significant partnerships - i.e. Fusion - have a joint risk register and these will be reviewed by the Risk Group. (NB this has happened in the past). Major projects will now also be reviewed by the risk group.</p>		
5	<p>Management Review and Monitoring of Risks</p> <p>The corporate risk register should be a standing agenda item at the SMT meetings on a quarterly basis, per the Strategy. Discussion should include considering the reasons for any changes in risk ratings, the appropriateness of the risk ratings, whether the Service Heads/Directors believe there is anything missing from the CRR and monitoring the effectiveness of the controls in place.</p>	<p>This will be discussed and implemented if feasible</p>	<p>Bill Lewis</p>	<p>December 2018</p>
6	<p>Training</p> <p>The Council should provide a risk management training session within the next six-eight months. This could be provided either by internal staff or external risk management specialists. This would help address some of the issues identified by the</p>	<p>Risk management has already been added onto the member training programme for the autumn. Staff training will be provided and will investigate whether it can be compulsory for all people entering onto Corvu / senior managers.</p>	<p>Bill Lewis</p>	<p>March 2019</p>

	<p>survey and our interviews, such as:</p> <ul style="list-style-type: none"> • Ensuring staff are confident and consistent about what is meant by 'current' and 'residual' risk, and if the target risk score element is to be introduced, clarifying this process • How to word risks • How to write SMART mitigating controls • How the risk escalation process works • What the Council's general risk appetite is • More detail on when risks should turn red, to ensure that the CEB has a clear view of risks that need more scrutiny within a reasonable time-frame. 			
7	<p>Risk Management Strategy</p> <p>Management may wish to consider adding the points raised into the Risk Management Strategy.</p>	<p>This will be discussed by the Risk Group once established, and where the Group agrees the Risk Management Strategy will be updated.</p>	Bill Lewis	November 2018
8	<p>Assessing Risk Management Effectiveness</p> <p>The Council could analyse the changes in the risk registers over the year (on an annual basis) to identify: where risks have crystallised; issues have occurred where the risk wasn't identified, and any lessons learnt from this. CorVu reports on risk management could be generated on a bi-annual basis.</p>	<p>Could use Q4 as a bit more of a wrap-up of the year - overall annual summary. Subject to comment above will look at this for 2018/19 year.</p>	Alison Nash	August 2019

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