

Function	Corporate & Service Plan Objectives	Project/Tasks	Priority Rating	Target Date	Review Date	Action Required	Accountable Person	Measurable Outcome	Progress To Date	Actual Completion Date	Progress Since Previous Audit Committee Date: 17th Jan-08		
RISK MANAGEMENT	1 GRL1 - Provide support to the Governance and decision making functions of the Council	1.1 Re-establish and provide support to the Risk Management Strategy Steering Group (RMSSG).	D 2	02.11.05	Annually	Determine representation on group / arrange meeting / agree admin support / Prioritise agenda items / Corporate risk review / review software requirements / SIC / CPA / Determine assurance function / schedule meeting / partnership risks / Communicate refocus and timetabling on RMSSG/ Schedule of meetings agreed.	Stuart Wardle	RMSSG meeting is held with appropriately prioritised agenda and measurable outcomes detailed in minutes. Project Plan adherence. Quarterly report to Audit Committee.		01.01.07			
		1a Outcome 2 - Develop risk management to ensure it remains an integral part of business processes and decision-making.	1.2 Report on risk management progress and liaison with Audit Committee.	B 2	01.01.06	Annually	Regular progress reports to Audit Committee. Develop Audit Committee Risk assurance work programme	Stuart Wardle	Audit report (Use of Resources- KLOE) confirm Councils arrangements are adequate. SIC confirmation / Local Code of Governance.	Further development via Risk Mgt Performance Workplan to monitor and report progress to Audit Committee implemented Jan-08	Jan-08 (updated from May-06)	Quarterly reports to Audit Committee now in place as of Jan-08.	
		1b HLA 2 - Develop and keep under review Risk Management Strategy	1.3 Develop future Audit Committee links.	D 2	01.02.06	6 Monthly	Report to RMSSG / Link to political management review - Annual Meeting of Council.	Stuart Wardle	Develop future Audit Committee links. Ensure risk strategy is integrated with Audit Committee & Internal Audit processes and work programmes.		May 06 and ongoing		
	2 GRL3 - To effectively manage and continually improve the Unit's services	2a Outcome 4 - Improved effectiveness and efficiency in service delivery.	1.4 Facilitate Corporate Risk Review.	A 2	30.04.08 (Updated from 28.02.08)	01.04.08 (Updated from 01.02.08)	Create Risk Management Action Plans. Corporate Risk Review arranged with Management Team. Corporate Risk Review arranged with Executive.	Stuart Wardle	Risk Management Action Plans created. CRR completed. Risk Register updated.	Service Planning Risks completed 20/09/07. Impact of the LGR has led to the Executive and MT "desktop" reviews being postponed from Nov 2007. Arrangements being finalised for CRR involving Mgt Team & Executive for April 2008.		CRR underway - current Service Plan. Corporate and LGR risks have been combined together pending "desktop" review with MT & Executive. Arrangements being finalised for CRR involving Mgt Team & Executive for April 2008.	
			1.5 Risk Management Action Plans are monitored and reviewed	B 2	30.09.07	Quarterly - Apr-08	Effective assurance arrangements are in place to monitor and review key risks across the Council, including LGR implications.	Stuart Wardle Gordon Fletcher	Assurance obtained that risks are effectively managed, monitored and reviewed. Risk assessments are appropriate & effective. Resolution of issues arising from Internal Audit Report	Audit Committee review progress on the top 4 Key Corporate risks. Internal Audit provide assurance via RMSSG. Risk Management arrangements to be reviewed as per Internal Audit work plan and additional assurance provided by audit report on quarterly basis. Date of next report: Apr-08	Refer to Internal Audit work plan	Internal Audit Report on risk Management due Apr-08.	
			1.6 To provide risk management support to Council's Service Units and Partners	B 2	Mar-07	Quarterly	Raise awareness of RM function. Undertake unit review / survey and provide guidance. Create capacity to support LGR.	Stuart Wardle	Council's practical application and understanding of RM is enhanced with measurable benefits / Review of Risk Mgt Function (BVRSS)		Sept 06 and Ongoing	BVRSS report to Working Executive 8th Apr-08 which details the proposed Governance, Risk and Legal Unit.	
		2b HLA 4 - Implement improvements in service design, performance management and service process as outlined in BVRSS Improvement Plan.	2c To ensure performance management principles are integrated within the risk management function.	1.7 Develop Risk Management Training in accordance with Risk Strategy	A 2	Mar-07	Mar-07	Develop & Implement appropriate training programme and resource for: Employees, Members, Partners and Induction. Training to be proportional to LGR.	Stuart Wardle	Training programme and resource in place and training completed and monitored and reviewed for effectiveness.	Rolling Training Programme completed and subject to annual refresher Sept 07. Member Awareness Session completed 22/11/07. Refresher AC Training completed 17.01.08. New AC Member Training completed 24.01.08. Staff RM Induction Manuals circulated to personnel Mar-08. Member RM Induction manuals to be circulated to Councillors May-08	Sept 07 and Ongoing	Refresher AC Training completed 17.01.08. New AC Member Training completed 24.01.08. Staff RM Induction Manuals circulated to personnel Mar-08. Member RM Induction manuals to be circulated to Councillors May-08.
				1.8 Ensure responsibility for managing risk is included in appropriate job descriptions or a core management competency	C 2	Mar-08	April 08	Liaise with HR to include Risk management in appropriate job descriptions & core competency framework	Stuart Wardle	Risk Management is included within appropriate job descriptions.	Confirmation received from Head of HR to include responsibility for R Mgt in JD's for Service Heads & Functional Managers	01.08.07	Subject to review.
				1.9 Review Risk Management training needs.	C 2	Oct-07	Nov-07	Perform gap analysis ("where we are, where we need to be, how do we get there"). Complete Corporate Risk Management training needs analysis. Develop staff and Member Risk Management manual.	Stuart Wardle	Service Unit Gap analysis report with SWOT and STEEP inclusion. Training needs analysis completed. Integrate needs analysis into established Risk Management Training Programme. Risk Management training in the context of the LGR. Staff / Member Risk Management manual developed and circulated.	Service Unit questionnaire completed and utilised to develop future training plan/options. Inclusion of training needs proforma in induction manual. Ad Hoc advice, training and support carried out to Services Heads on request.	Oct 07 and Ongoing	Staff Risk Management induction manual to be distributed to all new starters Feb-08. Member Risk Management induction manual to be distributed in May-08.
		4 Local Government Reorganisation (LGR)	1.10 Engage appropriate Council staff in the effective use of Risk Register software.	1.10 Engage appropriate Council staff in the effective use of Risk Register software.	C 2	Mar-07	Quarterly (Updated From Aug-07)	Undertake service unit review / survey on RM / assess outcomes of RM usage and their measurable benefits / Develop staff and Member Risk Management manual. / Develop Risk Register User manual. Ongoing Risk Management support provided by the Governance, Risk and Legal Function, proportionate to LGR.	Stuart Wardle	Risk software fully integrated and utilised within Councils Risk Management process. Staff / Member Risk Management manual developed and circulated. Risk Register User manual developed and circulated. Outcomes/recommendations of Internal Audit Report	Slippage with Service planning risks and use of Risk Register by Services. Provision of direct support by Risk Mgt function to capture risks and management action plans continues to be provided to ensure achievement of tasks. Risk Register user manual developed and circulated. Draft Internal Audit Report received Jan-08	Mar 08 and Ongoing	Pragmatic approach has led to Risk Management function collecting service plan risks from HOS and inputting these onto Risk Register where necessary. Training repositioned due to findings in draft Internal Audit Report 5.5.3 - some managers still had difficulty in operating the Risk Management software.
			2.1 Roll out risk software to Authority using a project planned and phased approach	2.1 Roll out risk software to Authority using a project planned and phased approach	B 2	01.04.06	01.06.06	Draw up project plan / liaise with software company for training / identify delegates / communicate effectively.	Stuart Wardle	RSL risk management software rolled out to all nominated delegates within time and budget constraints	RSL risk management software rolled out in accordance with project plan. Link with Tasks 1.10 and 1.11.	Nov-06	
1.12 Strengthen Corporate approach to risk, report to Management Team and link to Corporate Governance.	A 2												