Zurich Risk Management Review 2012 – Action Plan

Recommendations

The recommendations are taken from the 2012 Zurich report on the Strategic Risk Management Review. They are set out under the theme headings from the report.

Recommendation / Findings	Proposed Action	Responsible Officer(s)	Target date for Completion
Risk Management Approach – Strategy/Methodology			
1. As part of any future training in Risk Management to re-inforce the message that opportunities can arise out of managing risks.	To liaise with HR regarding the inclusion of risk management in the training programme for Heads of Service.	Audit & Assurance Manager	June 2012
2. To further clarify the role of the Risk Champion within the roles and responsibilities section of the Council's Risk Management Strategy.	Include details of the roles and responsibilities of the Risk Champions in the revised Corporate Risk management Strategy.	Risk, Governance and Value for Money Co-ordinator	June 2012
3. To continue to work to clarify and streamline key processes adopting the concept 'update once and use many times'.	Continue to enhance the MAF reporting and challenge process. Include consideration of the implications/impact of issues identified in the MAF returns to ensure that risks identified are included in the departmental risk registers where relevant.	Risk, Governance and Value for Money Co-ordinator	September 2012
Risk Identification			
4. To more explicitly identify risks and opportunities as part of the Annual Policy Review and 6 weekly Policy Report process to ensure that risks linked to policy changes and any associated decisions are clearly identified.	Liaise with Policy to consider including the identification and recording of risks associated with policy changes as part of the decision making process.	Audit & Assurance Manager and Head Policy	September 2012
5. To implement the Partnerships Governance Framework to further strengthen governance arrangements within key partnerships	The Partnership Governance Framework to be agreed and implemented. The checklist within the Framework will then be completed for each of the significant partnerships agreed by the SRRF and retained in the relevant department for review.	Partnership Lead Officers	March 2013

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6. To consider (random) 'spot checks' on the MAF to ensure compliance and accuracy of data.	Checks on the MAF returns will be introduced to ensure that the information reported is accurate and supported by appropriate evidence.	Risk, Governance and Value for Money Co-ordinator	March 2013
7. To ensure that any 'single points of failure' identified through the Business Impact Analysis (part of the Business Continuity Management process) are captured in strategic departmental risk registers.	The single points of failure identified in the BIAs and departmental Business Continuity Plans will be included in the relevant departmental risk registers, along with any actions identified. Sample checks will be carried out by as part of the monitoring arrangements.	Directors and Heads of Service	December 2013
8. To consider at a future stage a more detailed assessment and formulisation of the Council's actual and desired risk appetite to further support strategic risk management.	This issue will be considered as part of the ongoing development of the risk management arrangements once the new risk management arrangements are more fully established	Audit & Assurance Manager / Risk, Governance and Value for Money Co-ordinator	March 2013
Risk Management			
9. To ensure operational risk registers are consistent in terms of approach in line with the revised risk register format containing SMART actions.	Departmental risk registers will be reviewed and challenged as part of the overall risk management monitoring arrangements.	Risk, Business Continuity and Governance Group, Risk, Governance and Value for Money Co-ordinator, and Risk Champions	September 2012
10. To consider the introduction of target risk scores for those risks the Council has agreed to manage. This provides a measure in terms of testing whether the controls in place are having a desirable effect.	See response to Recommendation 8 above	Audit & Assurance Manager/ Risk, Governance and Value for Money Co-ordinator	March 2013
Monitoring, Reporting Mechanisms			
11. To consider updating the risk register format to incorporate the source of the risk (where the risk has come from). This helps in terms of understanding the risk.	See response to Recommendation 8 above	Audit & Assurance Manager/ Risk, Governance and Value for Money Co-ordinator	March 2013

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12. To include in reports a summary showing movement of key risks to provide further evidence that effective controls are in place to manage the risks.	This will be addressed as part of the planned development of the risk monitoring and monitoring arrangements using the risk maps which are included as part of the risk register suite of documents can be in the reporting and	Audit & Assurance Manager/ Risk, Governance and Value for Money Co-ordinator	July 2012
13. To consider the use of scrutiny to act as a resource to examine/challenge and review key areas of risk to further support the risk management approach.	Liaise with Policy to consider the use of the Overview and Scrutiny process to examine/challenge and review corporate or key departmental areas of risk to further support the risk management approach.	Audit & Assurance Manager and Head Policy	June 2012