

A) IMPROVE RISK MANAGEMENT (both “downside” negative and “upside” positive risks)		Rationale/outcome	Resources Required	Target Date	Progress Update (and lead officers)
A)1	Review existing and develop risk management tools & techniques to suit Commissioning Framework delivery	Proactively encourage opportunity taking (using ROM techniques) and minimisation of downside/negative risks	Officer Time (to be absorbed within the existing staff arrangements)	Mar 12	<p>Achieved (Jackie Algar)</p> <ol style="list-style-type: none"> 1) Input to review of Performance & Risk Management Framework “PRMF” (risk management strategy 2012 incorporated) 2) As part of set out commissioning process, Risk Management consultancy provided to facilitate creation of risk registers for commissioning project groups, boards and teams <p>Partially Achieved (Jackie Algar and Paula Black) Roll out and deadlines set to implement reviewed PRMF</p>
A) 2	Link risk management to structure of council and organisations with whom the council works to enable provision of risk management advice and service	To embed Risk Management in the delivery of services for the city	Officer Time (to be absorbed within the existing staff arrangements)	May 11 onwards	<p>Achieved (Charlie Stewart/Jackie Algar) As approved by the Public Service Board begin work with statutory city partners to share understanding of risk management processes and methodology</p>
A) 3	Produce & seek Cabinet approval of a current & updated risk management approach through new “Risk Management Standard 2012”	To improve the capacity of the organisation to practice RM effectively	Officer Time (to be absorbed within the existing staff arrangements)	Mar 12	<p>Achieved (Jackie Algar) Cabinet approval for Risk Management Strategy (not Standard) on 9 February 2012. Reported to Audit Committee on 21 February 2012.</p>

B) TO PROVIDE TRAINING FOR MEMBERS AND OFFICERS IN RISK MANAGEMENT		Rationale/outcome	Resources Required	Target Date	Lead Officer
B)1	Provide training for officers as part of the Learning & Development Programme and extend training offer to outside organisations	To improve the capacity of the organisation to practice Risk Management effectively	Officer Time (to be absorbed within the existing staff arrangements)	Apr 11 onwards	Achieved (Jackie Algar) 1) On average 1 or 2 risk management workshops per week with officers, teams, project groups 2) Risk Management training as part of INLoGOV training programme for Commissioners – 14 December 2011
B)2	Provide risk management overview training for Members and information on the Strategic Risk Register	To improve the capacity of the organisation to practice Risk Management effectively	Officer Time (to be absorbed within the existing staff arrangements)	May 11 onwards	Achieved (Jackie Algar) 1) Update to the Member Handbook on risk management sections - May 2011 2) Presentation and papers on risk management as part of Audit Committee Induction Training – 24 June 2011
C) ENHANCE LINKS WITH PARTNERS ON RISK MANAGEMENT		Rationale/outcome	Resources Required	Target Date	Lead Officer
C) 1	Establish good links with partner organisations to share risk management approach	To work better with partners and other organisations to deliver the council's commissioning framework and city outcomes	Officer Time (to be absorbed within the existing staff arrangements)	Mar 12	Achieved (Jackie Algar & Charlie Stewart) Reports to city's Public Service Board on risk management – May, June, November 2011. Work with nominated risk representatives from city statutory partners.
D) TO IMPROVE RISK REPORTING ARRANGEMENTS		Rationale/outcome	Resources Required	Target Date	Lead Officer
D) 1	Fully use risk management software to enhance the council's ability to record risks, inform analysis, highlight areas and provide an overview of risks and opportunities, particularly for reporting to Audit Committee	To assist the Audit Committee to form an opinion on the effectiveness of the Risk Management & Internal Control environment	To be confirmed	Mar 12	Partially Achieved (Jackie Algar & Paula Black) Further work to be done to reflect the council's structure and integrate risk management with business planning.

Appendix 1

Progress against the annual Risk Management programme 2011/12

D) 2	Share and report risk registers as appropriate with other organisations to increase business resilience , inform joint working & achievement of shared objectives, in order to provide assurance across the range of service delivery methods	To assist the Audit Committee to form an opinion on the effectiveness of the Risk Management & Internal Control environment	Officer Time (to be absorbed within the existing staff arrangements)	Various Officers	<u>Partially Achieved (Jackie Algar)</u> The council's Strategic Risk Register has been provided to all Public Service Board organisations, and updates will continue to be sent. Separate arrangements for Civil Contingencies Act 2004. Began work to share information on risks faced across the city.
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