

Strategic Objective & Aim 1. Modernising the council

The council will use risk management to enable open and transparent decisions; prioritise resources; and improve performance management to achieve outcomes

Action 14/15	Outcome measure(s)	Progress update at March 2015
1.1. Work with Performance Team to maximise the use of Interplan software to integrate links between risks into business plans at service delivery level	1.1 relevant officers in services access risk register as part of their 2014/15 business plan via Interplan; and additionally all business plans with integrated risk registers are available for all officers via the intranet (the Wave)	1.1 <u>Achieved</u> All service business plans had risk registers for 2014/15, were quality checked by the Risk Managers, amendments made and input onto Integrated Risk Manager. The Corporate Performance Team made available all service plans, including integrated risk register, onto the Wave in Microsoft Word form.
1.2 Work with the Performance Team to deliver Interplan training programme for managers and nominated staff to introduce linking of risk management actions to performance reporting	1.2 Interplan performance reports are used to track actions and input from officers across all business plans including actions to manage risks	1.2 <u>Achieved</u> Interplan training delivered by the Corporate Performance Team to all management teams to update business plans; individual training provided as requested. Risk management actions automatically linked once Software company provided free upgrade to Integrated Risk Professional module; prior to this the council used an earlier version.
1.3. The council's Learning Development Programme currently offers risk management training which will be continued, but the offer will be extended by integrating risk management within Induction; and Being a	1.3 Number of sessions; attendees and feedback forms monitored as part of Learning & Development programme reports	1.3 <u>Partially achieved</u> As a result of discussions with the Learning & Development team, it was felt appropriate to prioritise including risk management module in project and programme management training and with business improvement training as these are linked to the Modernisation Programme. As part of refresh for 2015-16, assessment will be made as to which other courses need to incorporate risk.

<p>Manager courses <i>Outcome measure: Number of sessions; attendees and feedback forms monitored as part of Learning & Development programme reports</i></p>		
<p>1.4. Provide an overview of Modernisation programme risk registers, regularly updated by responsible officers and quality checked by the Risk Manager, to receive consideration</p>	<p>1.4 Programme plan actions include those to address risk and opportunities and are performance managed</p>	<p>1.4 <u>Achieved</u> Implemented from December 2015. Risk Manager part of Advisory & Support Group for corporate Modernisation programmes. Programme/project highlight reports to Executive Leadership Team/Corporate Modernisation Board include assessment of risks.</p>
<p>Strategic Objective & Aim 2. Enable a risk aware culture which manages risks and takes up opportunities. The council, and in its work with partners, uses risk management to be better at anticipating and/or responding to changes affecting our operating environment.</p>		
<p>Action 14/15</p>	<p>Outcome measure(s)</p>	<p>Progress update at March 2015</p>
<p>2.1. Promote method to enable accountability, escalation methods and understanding of risk reporting; and where there are unexpected outcomes or failures from taking risks and opportunities, be</p>	<p>2.1 Track communications and report number of escalated risks and actions agreed by the Officers' Governance Board¹</p>	<p>2.1 <u>Achieved</u> Risk escalation through ELT review process; DMT risk register reviews; facilitated risk sessions at service level. Informed all of process and used risk matrix to show how to escalate risks. Standing item for risk escalation through Officers' Governance Board; focus sessions undertaken</p>

¹ Officers' Governance Board is a group of council officers meeting at least 4 times a year. It is chaired by the interim Executive Director, Finance & Resources with representation by the Head of Legal Services; the Head of Internal Audit and the Risk Manager.

accountable and learn and improve		
2.2 Continue with partnership working to identify and develop the city wide risk approach; and also seek further commitment across organisations and sectors to reflect risk and opportunity in the governance and management arrangements that support major change across organisations	<p>2.2.1 City Management Board receive and consider regular updates on risk management action plans and city wide risks within City Performance Plan reports</p> <p>2.2.2 Major Change projects across organisations are informed by a shared risk management process and risk register</p>	<p>2.2.1 <u>Achieved</u> City Wide Risk Register refreshed and reported to City Management Board. City Wider risks updated. Six month reporting agreed as a dual item with City Performance Plan reports within the same timescale and item at the City Management Board.</p> <p>2.2.2 <u>Achieved</u> Major Change projects, some of which include partners, are now part of the Corporate Modernisation Programme and co-ordinated from June 2014 by the Performance, Improvement & Programmes Team to ensure that both sides of risk, downside (negative) risks and upside (positive) opportunities considered in accordance with the risk management process.</p>
2.3 Review the risk management process and incorporate improvements from practice and initiatives in other sectors to enable a risk process and culture that reflects the council's activities and partners across the sectors with which it relates to; and assist work to enable better 'collaboration between communities, the Third	2.3. Revisions to Risk Management process to improve cross-organisational focus reported at year end	2.3 <u>Achieved</u> Risk Management Process updated throughout the year and (Interim) Executive Director of Finance & Resources has delegated authority from Policy & Resources Committee to approve changes made. Risk Manager was a judge (Oct. 14) for three categories of the Institute of Risk Management's Global Risk Management Awards 2015 which afforded insight into risk management practices and different perspectives from other 35 organisations across sectors and countries to compare the council's risk management process; improvements made to risk management process, for instance further expanded risk management to reflect Health Service project management methods; validated risk register

Sector and the council to improve the design and delivery of public services, and maximise the impact of public investment'		template against Managing Successful Programmes (MSP)..
2.4 Reinstate the Opportunity Management Training offer in the Learning & Development Programme	2.4 Number of training sessions and attendees, and record of risk management actions	2.4 <u>Partially achieved</u> Discussion took place with HR & Organisational Development. It was decided that risk & opportunity management training would be better integrated into change disciplines such as project management training; and Business Process Improvement.
<p>Strategic Objective & Aim 3. Continually improving and embedding risk management into the existing processes of the council.</p> <p>The council is a learning organisation and will combine its resources and effort to meet challenges and succeed from a risk aware position which is continually reviewed, to enable services to be delivered and manage uncertainty as best it can.</p>		
Action 14/15	Outcome measure(s)	Progress update at March 2015
3.1. Work with Human Resources & Organisational Development to incorporate risk management further into the Learning & Development Programme to develop capability around performance including responsibilities for risk management so that we are all equipped with knowledge and awareness of how we are all risk	3.1 Risk Management awareness better recognised as a skill required of employees	3.1 <u>Partially Achieved.</u> Learning & Development Programme not changed beyond current risk management training offer, however more 'sign posting' to Risk & Opportunity Management e-learning within existing course. Outcome of risk management as skill for employees not formally recognised; skills not set for employees;

<p>managers each with:</p> <ul style="list-style-type: none"> • courage to take informed risks; • improved ability to recognise where, when and how to take up opportunities and also minimise negative risk impacts; • confidence to demonstrate the risks and opportunities have been managed 		
<p>3.2. Work with the Performance Team to 'roll out' Interplan to services to enable 'real time' updates and reminders to update progress</p>	<p>3.2 Relevant performance reports include risk management actions from start date of implementation</p>	<p>3.2 <u>Achieved</u>. Risk and Performance Team now co-located and managed as part of Performance, Improvement & Programmes team. Relevant performance reports, e.g. City Management Board reporting six monthly, now include risk management detail.</p>
<p>Strategic Objective & Aim 4. Work to increase the capability of services to plan for unexpected events; meet service expectations; and manage business activities Council services are resilient to unexpected event(s) and able to provide assurance on its business continuity readiness.</p>		
<p>Action 14/15</p>	<p>Outcome measure(s)</p>	<p>Progress update at March 2015</p>
<p>4.1. Provide risk management advice to</p>	<p>4.1.1 ICT Disaster Recovery arrangements are</p>	<p>4.1.1. <u>Partially Achieved</u>. Risk Management assistance provided to prioritise actions.</p>

<p>assist work between ICT and the Civil Contingencies Team to re-assess the links between service business continuity plans and IT Disaster Recovery arrangements. This will reflect ICT Governance requirements and the scale of organisational change as the council works towards achievement of Corporate Plan Objective 4, Modernising the Council</p>	<p>made clear to services, and business plans and contingency arrangements are revised as necessary</p> <p>4.1.2 Revised business continuity plans are tested, in key areas to be determined by ELT on the advice of the Civil Contingencies Team</p> <p>4.1.3. Directorates and services undertake business continuity planning as part of their usual business and risk management planning activities. Information is 'real time' and accessible to all users of the system</p>	<p>Set up Corporate Business continuity group; reviewed business continuity template format; identified resource to facilitate review of risks and priority areas. The Emergencies and Resilience Manager is due to provide a final report for approval to the Executive Leadership Team. To take these matters much further will require the assistance of ICT. Due to staff departures from ICT there is no dedicated resource to manage business continuity and disaster recovery with the ICT environment.</p> <p>4.1.2. <u>Partially Achieved.</u> Review of risks undertaken and priority areas reported to Executive Leadership Team on 4 February 2015. Emergencies & Resilience team sample and test Business Continuity Plans on an ongoing basis and as incidents occur.</p> <p>4.1.3. <u>Partially Achieved.</u> Corporate Modernisation Programmes; Directorate modernisation programmes and large projects are informed by a risk register. Contacts between Programmes team and business continuity team are developing, some work done.</p>
<p>4.2. Provide risk management advice to assist work between the Civil Contingencies Team</p>	<p>4.2 Directorates and services undertake business continuity planning as part of their</p>	<p>4.2 <u>Partially Achieved</u> Risk Management advice provided in conjunction with Performance Team and links between business continuity planning and performance reporting arrangements in 2014/15</p>

<p>and the Performance Team to include actions from business continuity plans in the council's regular performance and risk management reporting using Interplan software system.</p>	<p>usual business and risk management planning activities. Information is 'real time' and accessible to all users of the system</p>	<p>was discussed. Agreement to integrate an indicator relating to Business Continuity Plan review into Service Plans for 2015/16. Service Plan progress is reported to DMT on a quarterly basis</p>
<p>4.3. Ensure that main programmes and projects delivering change are informed by a risk register; business continuity plan and project management arrangements and the impact of major changes on existing service arrangements are communicated and understood as part of the project management arrangements.</p>	<p>4.3 Business Continuity is considered at all stages and at appropriate times in programme and project review.</p>	<p>4.3 <u>Partially Achieved.</u> The governance arrangements to report to the Corporate Modernisation Delivery Board requires regular assessment of risks and mitigating actions are planned. All relevant initiatives are reported to the Directorate Modernisation Boards to ensure services are aware of the potential impact. Programme Management Office Business Partners are assigned to Directorates to ensure relevant information is communicated to services as required.</p> <p>Contacts between Programmes team and Emergency Planning & Resilient teams are developing and some joint work done.</p>

