

Outcome	Action	Success Measures	Lead	Deadline	Risk	Status
Risk management is actively supported by senior officers and elected members	Risk Management Policy Statement developed	Risk Management Policy approved by Executive	Head of Strategic Finance	31-Mar-11	Risk management is not seen to have support or commitment at a service level	Complete
	Risk management framework developed	Risk Management Framework approved by Executive	Head of Strategic Finance	31-Mar-11		Complete
	Risk management strategy developed	Risk Management Strategy approved by Executive	Head of Strategic Finance	31-Mar-11		Complete
	Risk management guidance developed	Risk Management Guidance approved by Executive	Head of Strategic Finance	31-Mar-11		Complete
	Risk management action plan developed	Risk Management Action Plan approved by Executive	Head of Strategic Finance	31-Mar-11		Complete
	Risk management policy, framework, strategy, guidance and action plan reviewed annually	Annual review of risk management complete and key documents updated and approved	Head of Strategic Finance	30-Apr-12		In Progress
Risk and action taken to investigate that they are regular monitored	The Strategic Risk Register (SRR) has been reviewed	Revised SRR approved by Executive	Head of Strategic Finance	31-Mar-11	The effectiveness of risk management activity is not monitored and stakeholders are unaware of the impact of this	In Progress
	The Operational Risk Register (ORR) has been reviewed	Revised ORR approved by Executive	Heads of Service	31-Mar-11		Complete /On-Going
	There is regular review and reporting of the SRR	Quarterly report on SRR to Executive	Head of Strategic Finance	July, Oct, Dec, Apr		Complete
		Annual report on SRR to Executive	Head of Strategic Finance	May-12		In Progress
	There is regular review and reporting of the ORR	Quarterly report on ORR to Executive	Heads of Service	July, Oct, Dec, Apr		Complete
		Annually report on SRR to Executive	Heads of Service	May-12		Complete
	SRR and ORR are updated regularly	SRR and ORR reviewed and updated quarterly in Pyramid	Heads of Service	July, Oct, Dec, Apr		Complete
	Risk management arrangements for key partnerships are developed	Key agreement on risk management responsibility	Head of Strategic Finance	Mar-12		In Progress
Key partnerships have a shared risk register		Head of Strategic Finance	Mar-12	In Progress		
Risk management contribute to the achievement of the Council objectives	Risk management is part of the planning process	A report on the SRR is prepared at the start of each planning round	Head of Strategic Finance	August		?
		A report on the SRR is prepared at the conclusion of each planning round	Head of Strategic Finance	March 2011 and 2012		?

Outcome	Action	Success Measures	Lead	Deadline	Risk	Status
		A report on the ORRs is prepared at the start of each planning round	Heads of Service	August		?
		A report in the ORRs is prepared at the end of each planning round	Heads of Service	March 2011 and 2012		?
	Risk Management is used to help drive improvement	Risk management assists in identifying improvement opportunities	Head of Strategic Finance	Mar-12		In Progress
		Projects and programmes have their own risk register that is actively monitored	Head of Strategic Finance	Mar-12		Complete
	Links developed between risk management and financial performance	Clear cost/benefit criteria and analysis development for risk management	Head of Strategic Finance	Mar-12		?
		A document linking risk management to financial performance is developed	Head of Strategic Finance	Mar-12		Complete
There is a systematic approach to help ensure all key risks are identified, prioritised and matched with appropriate responses	Staff in Strategic Finance allocated to support dept with risk management	Staff in place	Head of Strategic Finance	Mar-11	Lack of consistency in identification and evaluation of risks and inconsistent approach across the Council to risk management	Complete
		Use satisfaction survey to establish if depts. Feel support	Head of Strategic Finance	Nov-11		Delayed
	Training provided to support staff across the Council	Training needs analysis completed	Head of Strategic Finance	Jun-11		Delayed
		Training plan developed for risk management	Head of Strategic Finance	Jul-11		Delayed
		Training delivered	Head of Strategic Finance	Ongoing		Delayed
	Systematic approach to identifying and evaluating risk development that outlines mitigation action and residual risk arrangements	Included as part of Risk Management Guidance	Head of Strategic Finance	Mar-11		Complete
	Investigate options for computer package to hold SRR and ORR and support risk management	Review complete	Head of Strategic Finance	Sep-11		Complete

Theme	Management Activity	Improvement Areas	Specific Action Activity	Success Measures	Lead	Deadline	Status	Progress Update Quarter 1.
Leadership & Management	Senior Management and Executive support & promote risk management	Information and decision making Escalation and reporting systems Accountability and management responsibility Leading risk management implementation	Formation of Strategic Risk Group  Corporate Improvement Plan CG4	Maintain or Improve Assessed Level	SMT	31/3/13	On Track	Inaugural meeting of Strategic Risk Group scheduled 10 August 2012
Policy & Strategy	Clear policies and strategies in place	Risk Management Policy	Review Policy, Framework and Guidance  Corporate Improvement Plan CG7 Corporate Improvement Plan CG5	Maintain or Improve Assessed Level	Head of Strategic Finance	31/8/12	On Track	Review Paper tabled for discussions at Strategic Risk Group
People	People are equipped to manage risk	Culture  Responsibility Skills and Guidance  Communications	Develop and Deliver Training Programme  Corporate Improvement Plan CG6	Maintain or Improve Assessed Level	Head of Strategic Finance	30/9/12	On-Track	
Partnership & Resources	Effective arrangements for managing risk with partners	Partnerships  Finance Tools	Develop Shared Risk Arrangements	Maintain or Improve Assessed Level	Head of Strategic Finance	30/9/12	On-Track	Review Paper tabled for discussions at Strategic Risk Group - reference Strategic Risk Register options
Processes	Effective risk management	Links to business / service processes overview Risk identification and analysis Risk Response Risk Reporting and Review Investigation and root cause analysis Service continuity	Regularly Review ORR's and SRR's. Develop procedures for reporting risk movement	Maintain or Improve Assessed Level	Head of Strategic Finance	31/03/13	On-Track	
Risk Handling & Assurance	Risks are handled well and the organisation has assurance that risk management is assisting delivering successful outcomes and supports risk taking.	Risk Handling Assurance	Develop advanced annual Risk Assurance Statements	Maintain or Improve Assessed Level	Heads of Service	31/3/13	On -Track	
Outcomes & Delivery	Risk Managements contributes to achieving Outcomes	Risk Management contribution to overall performance Contribution to specific outcomes	Annual review	Maintain or Improve Assessed Level	Heads of Service	31/3/13	On -Track	