

Theme	Management Activity	Improvement Areas	Specific Action Activity	Success Measures	Lead	Deadline	Status	
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	Strategic Risk Group has been formed, terms of reference agreed and is scheduled to meet on a quarterly basis.
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	Complete	
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	Off -Track	Discussion will take place will Insurance partners re options available to deliver RM training. Revised deadline 31st January
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	Off Track	Discussions will take place at Strategic Risk Group (29th November) re preferred model for managing Shared Risk Arrangements.
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	Quarterly reviews and reporting is in place.
Risk Handling & Assurance	Risks are handled well and the organisation has assurance that risk management is assisting delivering successful outcomes and supports risk	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	