

Appendix 1: Risk Management Framework Action Plan

Ref	Action	Resources	Estimated Timing
1	Refresh the current Corporate Risk Register in preparation for next scheduled reporting to the Audit Committee in June.	Internal	May 2017
2	Corporate Management Team (CMT) attend a facilitated session to: <ul style="list-style-type: none"> • agree the core principles of the new approach • commence the process to review and further embed risk management into business processes. 	External	September 2017
3	Senior Leadership Team (SLT) attend a facilitated session to ensure: <ul style="list-style-type: none"> • the approach going forward is ‘Corporate’ • Strategic / Project and Service Risks all link. 	External	September 2017
	Further refine and communicate the core principles of the new approach.	In-house	
4	Present the outcomes of the Senior Leadership Team session to Corporate Management Team for approval.	External	October 2017
5	Department Management Teams (DMTs) attend workshops to: <ul style="list-style-type: none"> • cascade the top down Strategic Risks for consideration at the Operational level • capture and consider operational level ‘bottom up’ risks facing services. 	External	October to December 2017
	Communicate the core principles of the new approach.	In-house	
6	Hold Member and officer sessions as part of the process to: <ul style="list-style-type: none"> • refresh and develop the Corporate Objectives 	In-house	October / November 2017
	<ul style="list-style-type: none"> • identify and capture risks which will: <ul style="list-style-type: none"> • inform the plan itself • be cascaded into the review and monitoring of the Corporate Risk Register as well as the financial and service planning processes. 	External	
7	Provide a progress update on delivering the action plan to Corporate Management Team. Check that the future action plan is still relevant.	External	December 2017

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8	Conduct a gap analysis regarding officer skills and the need for focused training (service management, project management, service performance, corporate performance, audit, members).	In-house	December 2017
	Hold workshops to up-skill officers, if required.	External	January 2018
9	Present an updated Risk Register to the Audit Committee.	In-house	January 2018
	Organise an Audit Committee Member briefing / training session on progress made and any proposed changes to Risk Management Framework being considered.	External	
10	<p>Refresh the Risk Management Strategy and procedural documentation to:</p> <ul style="list-style-type: none"> • reflect developed practices and increased focus on supporting the business • communicate the spirit of the policy / approach. <p><i>Also consider how:</i></p> <ul style="list-style-type: none"> • <i>some other processes will affected by the changes in the framework</i> • <i>changes in how risk is managed or appetite and tolerance might impact on other business process.</i> <p>Determine what training and induction needs to be provided to officers and Members regarding the roles and responsibilities they will be expected to operate as part of business as usual planned for 2018/19.</p>	In-house	January 2018
11	<p>Integrate the process of risk review and refresh at operational level into the Service Planning Process applied across the organisation.</p> <p>Organise Director and Lead Member sessions.</p>	In-house	January / February 2018
12	Senior Leadership Team reviews the Corporate Risk Register.	In-house	February 2018
13	Corporate Management Team approved the Corporate Risk Register.	In-house	March 2018
14	Present the updated Risk Register and Policy / Strategy to the Audit Committee.	In-house	March 2018

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Ref	Outcomes	Estimated Timing
A	The Strategic and Operational Risks can be used effectively to inform the audit planning process.	January 2018
B	The organisation has embedded Risk Management in business as usual as part of the governance framework. and Business processes are streamlined to reflect risk appetite and tolerance.	From April 2018
C	Cabinet reports contain relevant outputs from the Risk Management process to provide assurance to Members.	From April 2018
D	Positive assurances on the Risk Management framework are available for inclusion in the Head of Internal Audit Opinion.	2018/19