

RISK MANAGEMENT IMPROVEMENT PLAN 2008 – 2009

Improvement Area One

Leadership: Further improving leadership and support for risk management

Outcomes

Risk Management is reinforced and sustained through the attitudes and behaviours of Directors and Heads of Service. This will ensure that the culture of the Council is seen by managers as one that is not averse to taking appropriate risk.

Actions to achieve outcomes	Milestone/success criteria	Timeframe	Lead officer
Directors and Heads of Service take the lead in encouraging managers to identify opportunities for improvement through the application of risk management.	Increasing evidence of opportunities appearing in risk management documentation.	Continuous	Directors, Heads of Service & Corporate Risk & Performance Adviser

Improvement Area Two

People: Risk management skills

Outcomes

To further develop the organisational culture to one where:

- risk management is accepted as an integral aspect of all managers' 'day job';
- risk and performance management are seen as complementary;
- risk documents are dynamic and are routinely used to inform management decisions;
- risk drives the innovation that is needed to move beyond the achievement of incremental performance improvement; and
- taking properly calculated risk is considered desirable.

To improve the understanding and application of risk management by all members and managers who have risk management responsibilities.

Actions to achieve outcomes	Milestone/success criteria	Timeframe	Lead officer
Develop and enhance Intranet risk management guidance.	Guidance reflects current best practice.	Continuous	Corporate Risk & Performance Adviser
Include appropriate level of risk management awareness in the induction process for all new Members and employees.	Reflect importance and the culture of Council at the earliest opportunity	May 2009	Corporate Risk & Performance Adviser
Directorate Risk Management Leads receive annual update training on developments in risk, performance and project management and service and resource planning.	Directorate Risk Management Leads understand the corporate requirements for all areas of risk management so they can challenge managers effectively.	Continuing	Corporate Risk & Performance Adviser
Electronically delivered development (E-learning) on risk management so that information is available for all.	Efficient and effective learning. Provide development focused information to a large number of staff.	June 2008	Corporate Risk & Performance Adviser & Learning & Development

Improvement area three

Processes: Improving integration of risk management in all key business processes
Outcomes Improving risk management processes that are aligned with performance and are simple for all to use including partners.

Actions to achieve outcome	Milestone/success criteria	Timeframe	Lead officer
Joint partnership risk registers consistently used.	Risk registers produced and reported on for Quarter 3 LAA performance and risk report.	March 2009	Heads of Partnerships & Corporate Risk & Performance Adviser

Actions to achieve outcome	Milestone/success criteria	Timeframe	Lead officer
Introduce a reporting link to risk registers that is performance target focussed.	Pilot a revised risk management process, review and adapt risk management process accordingly.	March 2009	Corporate Risk & Performance Adviser
Introduce a methodology for reporting issues as opposed to risk as found in project risk management	Pilot a revised risk management process, review and adapt risk management process accordingly.	March 2009	Corporate Risk & Performance Adviser
Introduce a risk management peer review process facilitated by directorate risk management leads.	Facilitate closer examination of the application of risk management at all levels of the Council to identify improvement opportunities.	April 2009	Corporate Risk & Performance Adviser & Directorate Risk Management Leads
Continue to align risk and performance management.	Risk and performance management processes are complementary.	Continuous	Corporate Risk & Performance Adviser
Regular review and challenge of risk documentation to focus on the production of effective and timely risk mitigation plans.	Mitigation plans consistently produced and updated.	Continuous	Corporate Risk & Performance Adviser & Directorate Risk Management Leads
Introducing Directorate specific improvement plans to support Risk Management Improvement Plan.	Commence implementation of improvement activities.	February 2009	Corporate Risk & Performance Adviser & Directorate Risk Management Leads
Develop Directorate Risk Management Leads Working Group.	Production of an annual work plan for the group.	December 2008	Corporate Risk & Performance Adviser & Directorate Risk Management Leads