

**APPENDIX 1 - Risk Management Strategy 2013 – RMIS Action Plan Update as at 31 August 2013**

Action	Responsible Officer	Target Date(s)	Update
<p>1. Develop a risk based review process for Internal Audit to test the maturity and integration of the Risk Strategy. This will be an agreed part of the scoping of all (appropriate) Internal Audit reviews that will provide assurance on the embeddedness and effectiveness of risk processes.</p>	<p>Head of Internal Audit and Risk Management</p>	<p>December 2013</p>	<p>Internal Audit include this in their audit scopes for each audit. As they do not cover all areas, to support this work, Risk Consultants from Zurich Municipal (the Council's insurers) have reviewed a sample (6) of the Council's Operational Risk Registers and met with the Directors responsible for those areas. A positive report was issued in June on completion, with progress against the actions being reported to SMB in January 2014.</p>
<p>2. Each Division's key operational risks to be reviewed and new significant risks or opportunities are fed into the Operational Risk register quarterly. This will include a review of the appropriateness and effectiveness of the mitigating actions/controls. These key risks to be informed by Divisions, Service areas and projects. Any significant operational risks identified by the Operational Board should be referred to the Strategic Management Board.</p>	<p>Operational Board (for completion) Head of Internal Audit and Risk Management (to facilitate)</p>	<p>Every 31 January; 30 April; 31 July; 31 October</p>	<p>The process of review and submissions continues to work well. There have been 100% returns from the Divisional Directors now in each of the last 21 months. The work referred to above by Zurich Municipal will help to re-enforce this.</p>
<p>3. The Strategic Management Board will continue to manage and monitor a strategic risk register for the risks which affect achievement of the strategic programme.</p>	<p>Strategic Directors</p>	<p>Every 31 January; 30 April; 31 July; 31 October</p>	<p>The Strategic Risk Register continues to be reviewed each quarter by Strategic Management Board (SMB) members individually and discussed quarterly at the SMB designated for the Risk Registers report.</p>
<p>4. Updates of Strategic and Operational Risk Registers should be reported to the Audit and Risk Committee (A&amp;RC).</p>	<p>Head of Internal Audit and Risk Management - (produce) Operational Board - (agree) Strategic Management Board - (approve) Audit &amp; Risk Committee - (note)</p>	<p>Corporate Registers Updated Quarterly in February; May; August; November.  Reports to A&amp;RC at next appropriate meeting.</p>	<p>The Operational and Strategic Risk Registers are brought for the Audit &amp; Risk Committee's review at the first Committee meeting following the submission of the Divisional Risk Registers to Risk Management in February, May, August and November.</p>

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<p>5. Continue with the targeted training delivery based upon recent experience of operational involvement in risk activity; the outcomes of specific risk audits; recent insurance events; and, key financial risks being identified by the Operational/Strategic Risk Register process.</p>	<p>Head of Internal Audit and Risk Management</p>	<p>1. 2013 Programme to be delivered by 31 December 2013 2. 2014 Plan to be published by 31 December 2013</p>	<p>1. 2013 Plan was published on our Intranet site and sent to all Divisional Directors and their Heads of Service in December 2013. 2014 plan is prepared and training rooms being arranged (due to move to City Hall). Anticipated to be issued in October 2013. 2. There are 13 formal sessions in the 2013 plan. 8 have now been delivered to near 100% attendees (maximum 15 per session) with two sessions having to be relocated to different training rooms to accommodate 25 attendees. In addition, Zurich Municipal have delivered five 'Contract Risk management' sessions to different Divisional staff, allowing us to take advantage of their wider and specialist subject knowledge.</p>
<p>7. Continue to develop project risk assessments, as appropriate and in line with the principles of Prince2, where these do not exist. Continue to support the quality based risk assurance process for projects.</p>	<p>Project Portfolio Manager, Corporate Portfolio Management Office (CPMO) Head of Internal Audit and Risk Management</p>	<p>Quarterly Reviews in February May August November</p>	<p>Review meeting between the CPMO; the Head of Internal Audit and Risk Management; and the Internal Audit Manager took place in February. The CPMO Manager is bringing a paper to the Committee in October to explain more about this assurance process.</p>