

## Appendix 2

Action	Priority (high, medium or low)	Timescale
Clearly align our strategic objectives with risk management and risk reporting systems.	High	December 2016
Compile an assurance framework which describes components of assurance system for compliance and for transformation. Ensure risks are identified, evaluated, controlled and have appropriate assurance mapped out in order to inform internal audit planning for the 2017/18 financial year. (May require external resource).	High	March 2017
Ensure that the revised risk management strategy incorporates risk management objectives.	High	February 2017
Amend the risk register formats in line with the report suggestions, especially the inclusion of assurances on the strategic risk register	High	March 2017
<b>Streamline risk reporting to include:</b>		
<ul style="list-style-type: none"> <li>clarity of delegation using risk tolerance levels</li> </ul>	Medium	June 2017
<ul style="list-style-type: none"> <li>escalation using risk scores</li> </ul>	High	February 2017
<ul style="list-style-type: none"> <li>service and directorate committees include review of their risk registers</li> </ul>	High	February 2017
<ul style="list-style-type: none"> <li>Council to review strategic risk register and corporate risk register at agreed intervals</li> </ul>	Medium	June 2017 -
Standardise risk register and recording system and terminology as far as possible, to validate the use of risk scores for escalation, metrics for success of mitigating actions and to incorporate different dimensions of impact.	High	March 2017
Develop an action tracker to assist the CMT in closure of actions	High	March 2017
Using the risk appetite statement, agree with IJB reporting routes for specific papers and establish their place in cycle of business	High	March 2017
Reinforce the assurance mapping task by: <ul style="list-style-type: none"> <li>Building review of assurances into Council business cycle</li> <li>Define and communicate the distinction between controls and assurances</li> <li>Engage heads of service in the recognition and analysis of assurances of good risk management.</li> </ul>	Medium	June 2017
Hold workshops with Council to discuss and agree risk appetite. Develop an associated risk appetite statement, to underpin Council decision-making.	Medium	June 2017

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Ensure there is supporting guidance or worked scenarios and advice on induction for elected members on procedures concerning conflict of interest and liability.	Following May elections.	
Establish a risk identification and moderation role for the ECMT which encompasses: <ul style="list-style-type: none"> <li>• Horizon-scanning, discussion and identification of new risks.</li> <li>• Compilation and refresh of corporate operational risk register.</li> <li>• Review of high level risks from directorate risk registers.</li> <li>• Submission of issues for escalation to the CMT for strategic risk register.</li> <li>• Moderation of risk scores in the corporate operational risk register.</li> </ul>	Medium	June 2017
<b>Support identification and discussion of risk by:</b>		
<ul style="list-style-type: none"> <li>• Formal training and induction</li> </ul>	Ongoing	
<ul style="list-style-type: none"> <li>• Standardising committee agendas</li> </ul>	Part of wider Governance Review	
<ul style="list-style-type: none"> <li>• Use of risk appetite within risk system</li> </ul>	Medium	June 2017
<ul style="list-style-type: none"> <li>• Promotion of a range of risk identification methods</li> </ul>	Ongoing (part of training process)	
Build risk management information needs and evaluation of the covalent system into Information Communications Technology (ICT) strategy and plans	Medium	April – June 2017
Develop training and development programmes tailored to stakeholder groups with summaries to be incorporated into induction packs.	Medium	April – September 2017
Evaluate the system for acceptability and consistency after year one of operation	Low	October 2017
Agree delegated tolerances and triggers for escalation with all ALEOs within agreed risk appetite and tolerance	As part of the Governance Review, the recommendations of the reports by both the GGI and CIPFA will be assimilated so that appropriate amendments to the ALEO governance process can be made which will ensure that the support of ALEOs is retained as we move forward	
Differentiate the scrutiny and assurance role of Governance Hub from the strategic and horizon scanning role of the ALEO board		
Agree objectives for each ALEO in line with the Council's vision and priorities, facilitating: <ul style="list-style-type: none"> <li>• revised KPIs</li> <li>• streamlined reporting dataset templates</li> </ul>		
Locate accountability for ALEO performance with the CGD, informed by Subject Matter Experts from the relevant service directorate		
Review opportunities to standardise or share risk management approaches		
Clarify acceptable ALEO assurances to include quality audits and external accreditation schemes		
Consider a range of initiatives to improve informal relationships between ALEOs and Council members and officers		

