

Appendix 2 - Risk and Safety Governance Action Plan




Overall Message

The Council has effective risk management and health and safety arrangements in place that enables risks to be taken in an informed manner.

There is a clear tone from the top from the Corporate Leadership Team (CLT) and senior management in risk taking and avoidance.

Essential Actions

Item	Description	What?	When?	Who?	Status
1	CLT should update the Strategic Risk Register and risk appetite statements to align to the new Corporate Plan.	As part of the review of strategic risk register (SRR), risk owners have agreed the risks against the new objectives. Report to CLT for agreement. <i>New Corporate plan in place, working on aligning this to the strategic risks.</i>	Mar 2021	CLT	In progress
		Risk appetite statements to be reviewed as part of work with Directorate groups and then fed into SRR <i>Session completed with Resources Leadership Team (RLT) on risk appetite and reviewed risk statements, following feedback. Looking to repeat the exercise with CLT in 2021.</i>	Sept 2021	CARM	In progress
2	CLT strengthen oversight of both health and safety and the Council's strategic risks. Ensuring effective monitoring and board intelligence on the key risks	Agreed to report to CLT 3 times a year.	Feb June Nov	CLT/LP	Complete
		CLT to ensure Directorate groups set up and reporting arrangements in place to both Directorate		CLT	Complete

	facing the Council.	<p>and Corporate Steering Group.</p>  <p>Risk and Safety Governance Arranger</p> <p>All directorates have some form of directorate risk & safety Group or reporting mechanism for risk management and report into the Corporate Risk & Safety group. This happens 4 times a year.</p> <p>We continue to report the red risks and issues to CLT on a quarterly basis.</p>			
3	Ensure that risk information is made clearer and more transparent in reports to guide all major decision making and transformation programmes.	<p>Council is currently reviewing decisions making process to include scrutiny – assessment of risks will be included as part of this. Project being led by Executive Director of Resources. – Andrew to update</p>	July 2021	Executive Director of Resources	In progress
4	A risk culture workshop is held with the Corporate Leadership Team / Senior Leadership Group to enable them to scrutinise and challenge the Council's risk culture.	<p>Workshop utilising the Institute for Risk Management's 'Ten Questions' to be arranged with CLT and SLG</p>  <p>Ten questions a board should ask itself</p> <p>10 questions snap survey has been distributed and responses being collated. Pulling together key messages from the survey and will share with relevant groups / committee in due course.</p>	Apr 2021	CARM team	In progress
8	More regular oversight of both risk and safety. The Corporate Risk and Safety Steering Group (CRSSG) should meet more frequently with the Corporate Leadership Team reviewing / challenging risk and safety	<p>A template has been developed for Directorate groups to use and report back to CRSSG</p>  <p>CRSSG Feedback Templates V1.docx</p>		CARM team	Complete

	intelligence on a more regular basis.	<p>Agreed that CRSSG will meet 4 times per year. February meeting took place on 2nd and all directorates completed highlight reports noting key messages both from risk management and Health & Safety.</p> <p>Agreed to report to CLT 3 times a year – CLT receive quarterly reports on the red risks and issues. They also receive confirmation of the updates to the strategic risk register on a twice yearly basis. This goes to RLT in the first instance, then CLT.</p>	Quarterly	CRSSG	Complete
			Quarterly / twice yearly	CLT	Completed
10	The Directorate groups should be reviewed to align with the new structures.	<p>Agreed that Directorate groups will align to new structure. (see 2 above for document)</p> <p>CARM team to support Directorate groups to review and challenge risk data. We continue to work with Directorate groups and services within them to review and challenge data. This is completed through the highlight reports received. We are also introducing new risk management software called Sharp Cloud which will enable better intelligence going forward on risks.</p>	Quarterly	CRSSG CARM/Directorate Gps	Complete In progress
11	A Health and Safety Committee is set up – with appropriate Union representation.	The Committee has been set up, terms of reference have been drafted and are awaiting approval and it will chaired by Head of Internal Audit & Risk Management. Meetings are planned for year ahead and minutes produced		H&S Committee	Complete

Recommended Actions

5	Our good practice tools to support management of risk	CARM team producing quick guides – drafted, more comments. Due to Covid and other priorities,	September 2021	CARM	On hold due to
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	should be simplified – using quick guides etc.	the review date has been revised. This is an area that will be looked at in 2021.			resource issue
6	Review our Health and Safety policies to align with the updated HR policies – simplifying and streamlining where appropriate. Improving access to information and website.	Awaiting updated HR policies, expected May 2020 to plan this review. New policies issued in January 2021 – work beginning	Apr 2021	CARM – H&S Lead	In progress
7	Review and maintain an effective health and safety / risk management training strategy within the context of overall organisational development strategies. This should include Senior Management induction and key roles in the risk and safety governance structure. A combination of e-learning/workshops is suggested.	Review current training provided and identify gaps. <ul style="list-style-type: none"> • Must dos • E-learning • Classroom based • Induction Due to Covid and the changes to delivery of training, this has stalled at present. However, moving forward, we will be looking at a blended approach to training which will incorporate more virtual training where appropriate.	Dec 2021	CRSSG	To be planned
9	Consider developing a communications strategy. The objective is to ensure that relevant information regarding risk and safety management is communicated effectively to all key internal stakeholders.	Communications Strategy to be reviewed and updated – On-going updates of the document, however in light of Covid, we need to update accordingly as to how communications will be delivered going forward. Need to use it as a key document to refer to rather than a tick box exercise with regular updates.	Initial work completed – on-going updates to document so live 2021	CARM/CRSSG	Planned
12	Better use of risk and safety data by both the Directorate and Steering groups to help drive improvements, share learning and take action.	Template developed for use by Directorate groups to feed through to CRSSG. (see 8 above for document) Actions arising will be fed into forward plan for CRSSG		CARM	Complete
13	Common themes / learning from major incidents should be shared as part of organisational development strategies.	Directorates to feed in themes/learning as part of updates to CRSSG. Any actions arising to be built into forward plan –	On-going	CRSSG	In progress

		Forward plan being created to ensure themes or 'hot topics' are included on the agenda. Highlight reports completed from all directorates and fed in to CRSSG meetings.			
14	Corporate oversight of project and partnership risks – limited information provided at the moment.	Link to corporate work within Commercial Directorate Training to be reviewed – tools/bite size sessions Continuous involvement with the Transformation programme / projects that sit within it both from Risk Management and Internal Audit.	On-going	CARM team	On-going
15	Directorate Groups to provide highlight reports to the Corporate Risk and Safety Steering Group to give insight and assurance on their risks	Template developed for use by Directorate groups to feed through to CRSSG. (see 8 above for document) CARM team to support Directorate groups and provide challenge to risks/assurance. This is happening and highlight reports provided at each CRSSG.	On-going	CARM team Directorate Gps/CARM team	Complete On-going
16	Development and oversight of risk registers at Directorate level – aligning to Directorate business plans and focussing on control measures.	Directorate Gp structure agreed to align to new structure. (see 2 above for document) CARM team to support Directorate groups to review/produce risk registers against new Directorate plans once produced. Work on-going with services to ensure that they have up to date risk registers. Risks and issues are being identified through the reporting of these to CLT on a quarterly basis.	On-going	CRSSP Directorate Gps	Complete On-going

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