RISK MANAGEMENT
IMPROVEMENT PLAN
2008-09

September 2008 v1.2

AYLESBURY VALE
DISTRICT COUNCIL

Document Control Sheet

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Title	Risk Management Improvement Plan 2008-09
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Revision No.	Originator of change	Date of Change	Change Description
1.1	Evelyn Kaluza	Aug 2008	Initial Version
1.2	Evelyn Kaluza	2 Sept 08	Comments from Officers and members
1.3			
2.0			
2.1			

RISK MANAGEMENT IMPROVEMENT PLAN 2008-09

Risk Management Improvement No 1:

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LEADERSHIP – Improving leadership and support for risk management

Outcomes/Rationale

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

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Targets/improvements
- All directors and heads of service are active in challenging information they receive about risks and opportunities and ask for information when it is not automatically provided.   - Directors and heads of service support the objectives of the Risk Management Strategy and seek opportunities to demonstrate this.   - Directors and Heads of Service take the lead in developing and encouraging innovative solutions to the challenges facing the Council in order to demonstrate that well managed risk taking is essential to meet Councils aims.   - Directors and Heads of service encourage managers to raise risk issues and be open and honest without fear of blame

Actions to achieve this improvement	Milestones/ Success Criteria	Timeframe	Lead Officer
Briefing to directors and heads of service on Audit Commission publication "Seeing the Light" an approach to innovation and well managed risk taking.	Plans/strategies/decisions demonstrate consideration of innovative solutions and how risks will be managed	Sept 08	Risk Manager
Directors and Heads of Service continue to challenge plans, projects and policy changes where evidence of risk management is not explicit	Increased evidence that risk management improvement is being driven by senior managers	ongoing	Directors/Heads of Service

Risk Management Improvement [No 2]:

PEOPLE - Risk Management Skills and Capabilities
Outcomes/Rationale To improve the skills and capabilities of members and officers who have identified risk management responsibilities in order to increase their confidence and effectiveness in using risk management techniques to support decision making, plans and projects and place less reliance on a few individual experts.

Targets/improvements
Members understand the role of risk management and can provide effective challenge when needed. Increase the number of officers who know what risk management is, when it is needed and know how to do it. Improve consistent use of risk management vocabulary Directorate co-ordinators continue to expand knowledge and expertise in risk management

Actions to achieve this improvement	Milestones/ Success Criteria	Timeframe	Lead Officer
Development of Intranet Toolbox which includes case studies/practical examples	Increased evidence to support practical applications of risk management	March 2009	Risk Manager
Risk Management training offered through Corporate Training and Development programme	Increase quality of risk management	March 2009	Risk Manager
Training in Performance Plus risk module for relevant directorate staff	Directorate staff capable of updating risk information on a quarterly basis	September 2009	Risk Manager
Risk management training for Scrutiny Members	Scrutiny members providing challenge to information received in reports	March 2009	Risk Manager
Annual Risk Management training for Audit Committee	As knowledge increases more evidence of challenging risk management and its effectiveness	Dec 2008 and Dec 2009	Risk Manager
Managers below Heads of Service are identified who require risk management skills and appropriate level of training is provided.	An increase in the number of managers who are familiar with the risk management process and can apply it effectively to day to day business	March 2009	Risk Manager & Heads of Service

Risk Management Improvement No 3:

PROCESSES – improving embedding risk management in key business processes

Outcomes/Rationale
By increasing the range and quality of risk management tools and techniques used in planning, project management, partnerships, strategies and decisions the Council will be able to demonstrate continuous improvement in risk management and be identified as a benchmark site by other local authorities and public sector bodies.

Targets/improvements
- Reporting against performance and budgets always includes links to risks.   - Planning process uses risk information to drive plans and resources.   - Project Risk Management is effectively applied to a level where there are demonstrably fewer project failures and increased project successes.   - Partnership working is improved through better understanding and sharing of risks   - There is a range of techniques available to staff for undertaking risk and opportunity assessments.   - The analysis capability for risk registers is improved to include tracking interdependencies, cross cutting risks, and improved action planning.

Actions to achieve this improvement	Milestones/ Success Criteria	Timeframe	By Who
Performance management software (Performance Plus) developed which can hold risk management information and report on performance and risk.	Better analysis capability for risks. Performance targets linked to risks.	Corporate Plan Risks by September 2008 Service risks 2009/10	Risk Manager/ Performance Manager
Develop risk reporting to create better analysis capability	Risk information is easily accessible. Cross cutting and interdependencies can be identified	Linked to above	Risk Manager
Service and strategic risks under go a thorough review as part of the business planning cycle .	Risks are linked to business plan objectives and gaps are identified	Jan – March each year	Heads of Service
Ensure that all major programmes and projects have risk registers and monitor successes or failures to evaluate effectiveness of risk management	Risk registers proven to have impact on projects. Lessons learned communicated to other project teams.	Ongoing	Project Manager/Programme Board/CT
Joint Partnership risk registers developed where they do not exist for key partnerships.	Increased openness and transparency between partners	March 2009	Head of Service/ Risk Manager
Undertake a review of the risk assessment process for committee decisions and recommend	Increased evidence that risk assessments have contributed to decisions	March 2009	Risk Manager/Les White

improvements			
Develop alternative risk management tools for management teams to use to support decisions and prioritise	Increased support for risk management to aid decision process	August 2009	Risk Manager