

Appendix B

Zurich Recommendation	Comments / Agreed Action	Responsible	Target Date for Implementation
<p>1. Develop the role of the Executive and Portfolio Holders within the Risk Management framework to include consideration of, and input into, Strategic and Directorate Risk, as relevant and to be aligned with existing processes.</p>	<p>Whilst efforts will be made to progress this informally with Executive Members, under the Constitution, oversight of Risk Management is delegated to the Audit Committee and therefore it would be appropriate for the individual Directorates to brief the Audit Committee regarding their own risk information. A cyclical programme of attendance will be established in line with the requirements of the Audit Committee.</p>	<p>Audit Committee</p>	<p>July 2019</p>
<p>2. Address the sentiment that Directorate risk isn't seen as a relative priority, perhaps initially within a Corporate Management Team (CMT) meeting, in order to understand the common challenges and to agree collaborative solution.</p>	<p>Directors are clear about the importance of Risk Management and will address this directly at their Directorate Management Teams (DMT).</p>	<p>All Directors</p>	<p>April 2019</p>
<p>3. Provide greater direct support to Directorate management teams to build a robust risk profile and support the embedding of effective risk management practices. Options include utilising external partners to facilitate workshops, developing the role and responsibilities of risk coordinators or increasing the capacity within Audit.</p>	<p>CBC remains committed to the delegated / decentralised approach with the business taking full responsibility for all aspects of their own risk management and with Action 1 this will extend to reporting to the Audit Committee. A package of support will be offered to the Directorates involving a training / risk workshop session at DMT and potential for Risk Co-ordinators to be provided with further training to allow them to be the subject matter expert for the Directorate and allow them to provide more meaningful prompt and challenge in future.</p>	<p>Head of Internal Audit &amp; Risk  To co-ordinate this approach. Requires DMT engagement.</p>	<p>July 2019</p>

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4. Share the Strategic Risk Register with members of DMTs and discuss key risks in order to inform local risk profiles and vice versa and enable a better quality of risk discussion.	Agreed as Recommendation.	All Directors	April 2019
5. Revisit the format and attendance of the risk matters forum and consider placing Directorate risk at the forefront of meeting agendas.	Agreed as Recommendation.	Head of Internal Audit & Risk	March 2019
6. Consider the suggestions made with regards to the risk management strategy.	Agreed, the Risk Management Strategy is due for updating and this will be incorporated.	Head of Internal Audit & Risk	July 2019
7. Articulate the Council's appetite to risk across a variety of risk categories to support decision making and alignment of risk taking.	This will be considered as part of the workshops referred to in action 3.	All Directors	July 2019
8. Include Directorate risk coordinators in the scoping and development of an alternative risk management system to JCAD.	Options are now being considered for the long term replacement / upgrade to JCAD. Depending on the way forward agreed in action 3, some form of business user engagement will take place.	Head of Internal Audit & Risk	March 2020
9. Adapt the risk register spreadsheets as outlined. Zurich have template risk registers that can be adapted to support this recommendation.	This will be considered as part of the workshop exercises referred to in action 3.	Head of Internal Audit & Risk	July 2019
10. Produce a short risk management toolkit to provide guidance to managers on how to identify, assess and manage risk.	This is in place on the Risk Management intranet site, some updating may be required but this needs wider promotion to raise awareness.	Head of Internal Audit & Risk	May 2019

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11. Formal training intervention for Risk Coordinators and relevant Members to develop their role within the risk management framework.	Following the May Election, the newly composed Audit Committee will be provided with relevant training on Risk Management. Training for Risk Co-ordinators can be considered once their role has been clarified in action 3.	Head of Internal Audit & Risk	July 2019
12. Thought to be given to the training needs for DMT members and risk owners within Directorate levels. Awareness training could potentially be combined with facilitated workshops referenced in recommendation 5.	As per action 3 each Directorate will be offered the option of a facilitated DMT workshop and training session.	Head of Internal Audit & Risk	July 2019
13. Develop guidance, in conjunction with the Council's Procurement team, for managing risks within partners and suppliers adopting a segmented approach focussing on those which represent a greater level of risk to the council. Risk guidance should be part of a wider contract management approach and include topics such as communication on emerging risks and maintenance of joint risk registers.	Agreed as Recommendation.	Head of Procurement & Head of Internal Audit & Risk	October 2019
14. For each of these areas, consider how risk is reported to both CMT and Directorate areas to ensure necessary risk information informs the relevant risk profiles.	Agreed as Recommendation. This will form part of a larger piece of work also involving project risk.	Head of Procurement & Head of Internal Audit & Risk	October 2019