

Strategic Objective & Aim 1. Modernising the council The council will use risk management to enable open and transparent decisions; prioritise resources; and improve performance management to achieve outcomes		
Action 15/16	Outcome measure(s)	Progress update at February 2016
1.1. Work with Performance Team to maximise the use of Interplan software to integrate links between risks into business plans at service delivery level	1.1 Relevant officers in services access risk register as part of their 2014/15 business plan via Interplan; and additionally all business plans with integrated risk registers are available for all officers via the intranet (the Wave)	<p>ACHIEVED</p> <p>Further update February 2017: The Risk Reporting Timetable 2016/17 with quarterly reviews by Directorate Management Teams, has been successfully delivered. Compliance with the timetable and the use of Interplan module (IRM) has enabled the Corporate Risk Assurance Framework (CRAF) to be formulated. Links between the Performance and Risk Management continue. The link between business plan objectives and risks has been reviewed and will be strengthened by May 2017 to coincide with new Directorate Plans being developed for 2017-20.</p> <p>Previous Year Progress - as reported March 2016</p> <p>ACHIEVED</p> <p>a) Risk Reporting Timetable 2015/16 has involved timetabled quarterly reviews at Directorate Management Teams, lead by the Director with support from the Risk Management Lead. All Directorate Risk Registers are updated and reported by Integrated Risk Manager (IRM), a module of Interplan.</p> <p>b) Directorate Risk Registers and the Strategic Risk Register inform the Directorate Plan. The Corporate Performance Team enable officers to record data on Interplan and produce performance reports for DMTS, ELT and politicians and partners.</p>

<p>1.2 Work with the Performance Team to deliver Interplan training programme for managers and nominated staff to introduce linking of risk management actions to performance reporting</p>	<p>1.2 Interplan performance reports are used to track actions and input from officers across all business plans including actions to manage risks</p>	<p>ACHIEVED Further update February 2017: The processes put in place as reported last year are working well. Work to reflect structural change, and change of personnel at the council has been reflected on Interplan and IRM, the risk management module, and training is provided as necessary.</p> <p>Previous Year Progress - as reported March 2016 ACHIEVED a) A change of approach has been agreed and implemented. The Executive Leadership Team decided in late 2014/15 that for 2015/16 there would be focus on Directorate Plans and Directorate Risk Registers, with optional Service Plans and accompanying risk registers where the directorate considered it appropriate. The method for storing and updating information is Interplan, and the accompanying IRM module. b) All Interplan and IRM users have been offered support and training by the Corporate Performance Team and the Risk Management Lead. Guidance has been produced and is kept up to date.</p>
<p>1.3. The council's Learning Development Programme currently offers risk management training which will be continued, but the offer will be extended by integrating risk management within Induction; and Being a</p>	<p>1.3 Number of sessions; attendees and feedback forms monitored as part of Learning & Development programme reports</p>	<p>WORK IN PROGRESS Further update February 2017: The Executive Leadership Team approved the new Behaviour Framework in November 2016. The Risk Management Lead was part of a working group which enabled risk management and opportunities to be recognised as integral behaviour required of all staff in all four categories, i.e. How we: manage ourselves/work together/shape our future/lead and empower. Work to develop the risk management aspect of the training content</p>

<p>Manager courses <i>Outcome measure: Number of sessions; attendees and feedback forms monitored as part of Learning & Development programme reports</i></p>		<p>for the behaviour framework will be taken forward by the Risk Management Lead working with Workforce Development Team.</p> <p>In addition, work to review how risk management is presented in courses delivered as part of the corporate training offer is in progress.</p> <p>Previous Year Progress - as reported March 2016 PARTIALLY ACHIEVED As for 2014/15 as a result of discussion with the Learning & Development team in HR, it was felt more appropriate to include risk management module in project and programme management training and with business improvement work as these are linked to the Modernisation Programme.</p> <p>There is a review underway of the Learning & Development Programme lead by HR. The Risk Management Lead and the Head of Performance & Improvement have provided input.</p>
<p>1.4. Provide an overview of Modernisation programme risk registers, regularly updated by responsible officers and quality checked by the Risk Manager, to receive consideration</p>	<p>1.4 Programme plan actions include those to address risk and opportunities and are performance managed</p>	<p>ACHIEVED Further update February 2017: This work continues and is working well. The risk section forms an important part of the modernisation Highlight Reports and is included on the Modernisation Dashboard which gets reported to the Corporate Modernisation Delivery Board and to the Modernisation Member Oversight Group.</p> <p>Previous Year Progress - as reported March 2016 ACHIEVED The Risk Management Lead is part of the Advisory & Support Group and provides a quality check of risk registers relating to corporate Modernisation programmes. Programmes and</p>

		projects reported to the Executive Leadership Team/Corporate Modernisation Board.
<p>Strategic Objective & Aim 2. Enable a risk aware culture which manages risks and takes up opportunities. The council, and in its work with partners, uses risk management to be better at anticipating and/or responding to changes affecting our operating environment.</p>		
Action 15/16	Outcome measure(s)	Progress update at February 2016
2.1. Promote method to enable accountability, escalation methods and understanding of risk reporting; and where there are unexpected outcomes or failures from taking risks and opportunities, be accountable and learn and improve	2.1 Track communications and report number of escalated risks and actions agreed by the Officers' Governance Board ¹	<p>ACHIEVED</p> <p>Further update February 2017: This work and communications channels continues and is working well.</p> <p>See activity under 1.3 to support risk and opportunities as part of the Behaviour Framework rollout.</p> <p>Previous Year Progress - as reported March 2016</p> <p>ACHIEVED</p> <p>The Risk Reporting Timetable and quarterly Directorate Management Team (DMT) agreement of risk ownership and risk actions which are detailed on IRM have greatly assisted accountability.</p> <p>The Risk Escalation from DMTs to ELT occurs through ELT considering all Directorate Risk Registers and existing and new Strategic Risks at the six monthly Strategic Risk Register Reviews.</p> <p>The Risk Management Steering Group (RMSG) meets quarterly and is chaired by the Risk Management Lead. The group consists of Health & Safety, Emergency Planning, Business Continuity, Internal Audit, Public Health Resilience,</p>

¹ Officers' Governance Board is a group of council officers meeting at least 4 times a year. It is chaired by the interim Executive Director, Finance & Resources includes representation from the Strategic Lead Officer, Strategy & Governance, ; the Head of Internal Audit and the Risk Management Lead.

		<p>Insurance and Community Engagement. Risks & Opportunities from RMSG are reported by the Risk Management Lead to the Officers' Governance Board. Apart from risk escalation through the ELT review process; DMT risk register reviews; facilitated risk sessions at service level, direct reports to the Chief Executive from Health & Safety, Emergency Planning, and the Head of Performance, Improvement & Programme (PIP) to the Chief Executive and the Officers' Governance Board, there are opportunities for any officer to access advice from the Risk Management Lead</p>
<p>2.2 Continue with partnership working to identify and develop the city wide risk approach; and also seek further commitment across organisations and sectors to reflect risk and opportunity in the governance and management arrangements that support major change across organisations</p>	<p>2.2.1 City Management Board receive and consider regular updates on risk management action plans and city wide risks within City Performance Plan reports</p> <p>2.2.2 Major Change projects across organisations are informed by a shared risk management process and</p>	<p>2.2.1 2016/7 ACHIEVED Further update February 2017: The City Management Board reviewed and approved the City Wide Risk Register via e-mail in September 2016. Further scheduling of review is to be set for 2017/18.</p> <p>2.2.1 Previous Year Progress - as reported March 2016 2.2.1 PARTIALLY ACHIEVED In 2015/16 there has been no refresh of the City Wide Risk Register, the next date for the City Management Board is set for September 2016. It will be reported as a dual item with City Performance Plan reports within the same timescale and item at the City Management Board.</p> <p>However, there is ongoing Strategic Partnership work based on the existing city wide risks.</p> <p>2016/7 2.2.2. ACHIEVED Further update February 2017: This work and communications channels continues and is working well.</p>

	<p>risk register</p>	<p>Previous Year Progress - as reported March 2016 2.2.2 ACHIEVED Major Change projects, some of which include partners, are part of the Corporate Modernisation Programme supported by the Performance, Improvement & Programmes (PIP) Service which includes the Risk Management Lead which ensures that both sides of risk, downside (negative) risks and upside (positive) opportunities are considered in accordance with the risk management process. The Strategic Risk 22, Modernising the Council, is regularly reviewed at the Strategy, Governance and Law DMT and by the Chief Executive who is the Risk Owner.</p>
<p>2.3 Review the risk management process and incorporate improvements from practice and initiatives in other sectors to enable a risk process and culture that reflects the council's activities and partners across the sectors with which it relates to; and assist work to enable better 'collaboration between communities, the Third Sector and the council to improve the design and delivery of public services, and maximise the impact of public investment'</p>	<p>2.3. Revisions to Risk Management process to improve cross-organisational focus reported at year end</p>	<p>ACHIEVED Further update February 2017: The Risk Management Process itself has not altered this year as it works well as tested by an Internal Audit. Review of other organisations' risk management practice and process is undertaken at least every six months. There has been regular work between the Risk Management Leads of Brighton & Hove City Council and the Clinical Commissioning Group which has enabled check of risk management processes. The Risk Management Lead is in regular contact with comparable Local Authorities to ensure learning from best practice.</p> <p>Previous Year Progress - as reported March 2016 ACHIEVED a) Risk Management Process is updated throughout the year. The Executive Director of Finance & Resources has delegated authority from Policy & Resources Committee to approve changes made. b)The Risk Management Lead was a judge (Oct. 15) for two</p>

		<p>categories of the Institute of Risk Management’s Global Risk Management Awards 2016, Cyber Risk; and Building Risk Management Capability which afforded insight into risk management practices and different perspectives from other organisations across sectors and countries. This enables her to compare the council’s risk management arrangements to best practice.</p> <p>c) Improvements made to the risk management process, for instance further expanded risk management to reflect RAID (Risk, Assumption, Issues and Dependencies) project management methods.</p>
<p>2.4 Reinstate the Opportunity Management Training offer in the Learning & Development Programme</p>	<p>2.4 Number of training sessions and attendees, and record of risk management actions</p>	<p>WORK IN PROGRESS Further update February 2017:</p> <ul style="list-style-type: none"> a) See activity under 1.3 to support risk and opportunities as part of the Behaviour Framework rollout. b) The Neighbourhoods, Communities & Equalities Committee agenda has superceded and improved on the initial work done by the Risk Management Steering Group. Also, in 2016 the Risk Management Steering Group has two officers closely connected with this work represented and contributing. Future work will be undertaken to reflect the changing needs of the organisation and partners. <p>Previous Year Progress - as reported March 2016 <u>PARTIALLY ACHIEVED</u></p> <ul style="list-style-type: none"> a) There is a review underway of the Learning & Development Programme lead by HR. The Risk Management Lead and the Head of Performance & Improvement have provided input.

		b) Work is underway to develop risk management guidelines to assist council officers and enable community collaboration. Initially this is being led by the Risk Management Steering Group.
<p>Strategic Objective & Aim 3. Continually improving and embedding risk management into the existing processes of the council.</p> <p>The council is a learning organisation and will combine its resources and effort to meet challenges and succeed from a risk aware position which is continually reviewed, to enable services to be delivered and manage uncertainty as best it can.</p>		
Action 15/16	Outcome measure(s)	Progress update at February 2016
<p>3.1. Work with Human Resources & Organisational Development to incorporate risk management further into the Learning & Development Programme to develop capability around performance including responsibilities for risk management so that we are all equipped with knowledge and awareness of how we are all risk managers each with:</p> <ul style="list-style-type: none"> • courage to take informed risks; • improved ability to recognise where, when and how to take up opportunities and also minimise negative risk impacts; <p>confidence to demonstrate the</p>	<p>3.1 Risk Management awareness better recognised as a skill required of employees</p>	<p>WORK IN PROGRESS</p> <p>Further update February 2017:</p> <p>a) and b) See activity under 1.3 to support risk and opportunities as part of the Behaviour Framework rollout.</p> <p>Previous Year Progress - as reported March 2016</p> <p>PARTIALLY ACHIEVED</p> <p>a) Consultancy and support from the Risk Management Lead is provided to all services through risk workshops, input on programme and project boards and via e-learning and Wave documents. An internal audit report in 2015 gave an opinion of substantial assurance on service based risk management arrangements.</p> <p>b) There is a review underway of the Learning & Development Programme lead by HR. The Risk Management Lead and the Head of Performance & Improvement have provided input.</p>

risks and opportunities have been managed		
3.2. Work with the Performance Team to 'roll out' Interplan to services to enable 'real time' updates and reminders to update progress	3.2 Relevant performance reports include risk management actions from start date of implementation	<p>ACHIEVED</p> <p>Further update February 2017: This work continues and is working well.</p> <p>Previous Year Progress - as reported March 2016: ACHIEVED</p> <p>The Risk and Corporate Performance Teams are co-located and managed as part of Performance, Improvement & Programmes Service. Work is co-ordinated across council services and is contained and in the PIP Service Workplan.</p>
<p>Strategic Objective & Aim 4. Work to increase the capability of services to plan for unexpected events; meet service expectations; and manage business activities</p> <p>Council services are resilient to unexpected event(s) and able to provide assurance on its business continuity readiness.</p>		
Action 15/16	Outcome measure(s)	Progress update at February 2016
4.1. Provide risk management advice to assist work between ICT and the Civil Contingencies Team to re-assess the links between service business continuity plans and IT Disaster Recovery arrangements. This will reflect ICT Governance requirements and the scale of organisational change as the council works towards achievement of Corporate	<p>4.1.1 ICT Disaster Recovery arrangements are made clear to services, and business plans and contingency arrangements are revised as necessary</p> <p>4.1.2 Revised business continuity plans are tested, in key areas to be determined by ELT on the advice of the Civil Contingencies Team</p>	<p>WORK IN PROGRESS</p> <p>Further update February 2017:</p> <p>4.1.1 ICT Disaster Recovery Arrangements and links between the Civil Contingencies Team, now called Emergencies & Resilience Team, are more strong but affected by change of personnel. This is a priority which is recognised by the Executive Director, Finance & Resources who leads for the Executive Leadership Team.</p> <p>4.1.2 Introduced in 2016: The Emergencies & Resilience Team now attend Directorate Management Teams on a quarterly basis to provide an overview of the preparedness of services for emergencies based on their business continuity plans. Scheduling of business continuity plan tests is done.</p>

<p>Plan Objective 4, Modernising the Council</p>	<p>4.1.3. Directorates and services undertake business continuity planning as part of their usual business and risk management planning activities. Information is 'real time' and accessible to all users of the system</p>	<p>Previous Year Progress - as reported March 2016 PARTIALLY ACHIEVED</p> <ul style="list-style-type: none"> a) Risk Management Lead assisted the work to set up the Corporate Business continuity group, the review of the business continuity template format, development of e-learning and identified resource to facilitate review of risks and priority areas. b) The Emergencies and Resilience Manager provided a report which was approved by the Executive Leadership Team in January 2016 a new Business Continuity Policy. c) ELT agreed that Directorate Management Teams will review their Business Continuity Policies on a quarterly basis with support from the Emergencies & Resilience Team. d) ICT have developed a risk management process to sit alongside and complement the corporate risk management arrangements. The Risk Management Lead is invited to the Information Governance Board. e) Emergencies & Resilience team sample and test Business Continuity Plans on an ongoing basis and as incidents occur. f) Corporate Modernisation Programmes; Directorate modernisation programmes and large projects are informed by a risk register. Appropriate contacts between Corporate Programme Management Office and the emergencies & resilience team continue to be developed.
<p>4.2. Provide risk management advice to assist work between the Civil Contingencies Team and the Performance Team to include actions from</p>	<p>4.2 Directorates and services undertake business continuity planning (BCP) as part of their usual business and risk management planning</p>	<p>WORK IN PROGRESS Further update February 2017: The Emergencies & Resilience Team have a robust process in place to monitor BCPs are in place and are up to date. These get discussed at DMTs quarterly to ensure regular monitoring. It is believed it would create duplication to monitor</p>

<p>business continuity plans in the council's regular performance and risk management reporting using Interplan software system.</p>	<p>activities. Information is 'real time' and accessible to all users of the system</p>	<p>every single BCP using Interplan. However, as part of Directorate Plan development process for 2017-20, views will be sought from Executive Leadership Team whether an additional high level Directorate Plan action is required in relation to BCPs. If this is agreed, these will be monitored through Interplan.</p> <p>Previous Year Progress - as reported March 2016 ACHIEVED Other arrangements as detailed above under 4.1 are in place.</p>
<p>4.3. Ensure that main programmes and projects delivering change are informed by a risk register; business continuity plan and project management arrangements and the impact of major changes on existing service arrangements are communicated and understood as part of the project management arrangements.</p>	<p>4.3 Business Continuity is considered at all stages and at appropriate times in programme and project review.</p>	<p>ACHIEVED Further update February 2017: This continues and is working well.</p> <p>Previous Year Progress - as reported March 2016 ACHIEVED a) The governance arrangements to report to the Corporate Modernisation Delivery Board requires regular assessment of risks and mitigating actions are planned. All relevant initiatives are reported to the Directorate Modernisation Boards to ensure services are aware of the potential impact. Programme Management Office Business Partners are assigned to Directorates to ensure relevant information is communicated to services as required. b) Quarterly review of business continuity plans at DMTS and opinion provided by the Emergency Planning & Resilience Manager will inform Directorate Modernisation Boards and link to directorate programmes and projects</p>

