Panel Report

Public

Date of Meeting: **21st July 2011**

Title: **CORPORATE RISK MANAGEMENT**

Report of: **Deputy Chief Executive**

Report reference: **CE 19/11**

Summary:

The purpose of this report is to update members of the Resources Overview and Scrutiny Panel on risk management arrangements and to consider the Corporate Risk Register.

Questions for / input required from Scrutiny:

Scrutiny and feedback on risk management arrangements and the Corporate Risk Register.

Contact Officer: Sarah Mason **Ext:** 7053

CITY OF CARLISLE

To: Resources Overview and Scrutiny Panel
Date: 21st July 2011

1. Background

In accordance with the Council's Risk Management Policy, the draft Corporate Risk Register (CRR) is submitted to this Panel for scrutiny. An update of the Council's level of risk management performance is also submitted along with an action plan for further development.

2. Comments on the Corporate Risk Register

The current risks associated with delivering the Corporate Plan have been reviewed by the Senior Management Team and the Corporate Risk Management Group. The risks are detailed in Appendix A showing updated mitigation controls and risk scores. A number of risks associated with delivering the Corporate Plan have now reached their target risk score and can be removed from the Corporate Risk Register but remain on the respective service area operational risk register. New corporate risks in delivering the 2011/12 Corporate Plan objectives will be identified by SMT, along with appropriate control strategies and will incorporated into the Corporate Risk Register; these will be reported to ROSP at the October 2011 meeting.

The risk associated with providing Disabled Facility Grants (DFGs) has escalated, due to the significant reduction in budget available to meet the demand and this risk has been included in the Corporate Risk Register, including mitigating actions being progressed.

The layout of the Corporate Risk Register as seen in Appendix A has slightly altered, as this is now directly generated from Covalent.

3. Comments on Risk Management Healthcheck and Action Plan

A recent healthcheck of the Council's risk management arrangements has been carried out assessing the level of maturity of risk management principles at a strategic level. This highlights the Council's strengths and weaknesses in these areas and an action plan for further development has been drafted. The Panel is asked to note and comment on this, in particular the aspired levels for future risk management development suggested in the action plan. See Appendix B.
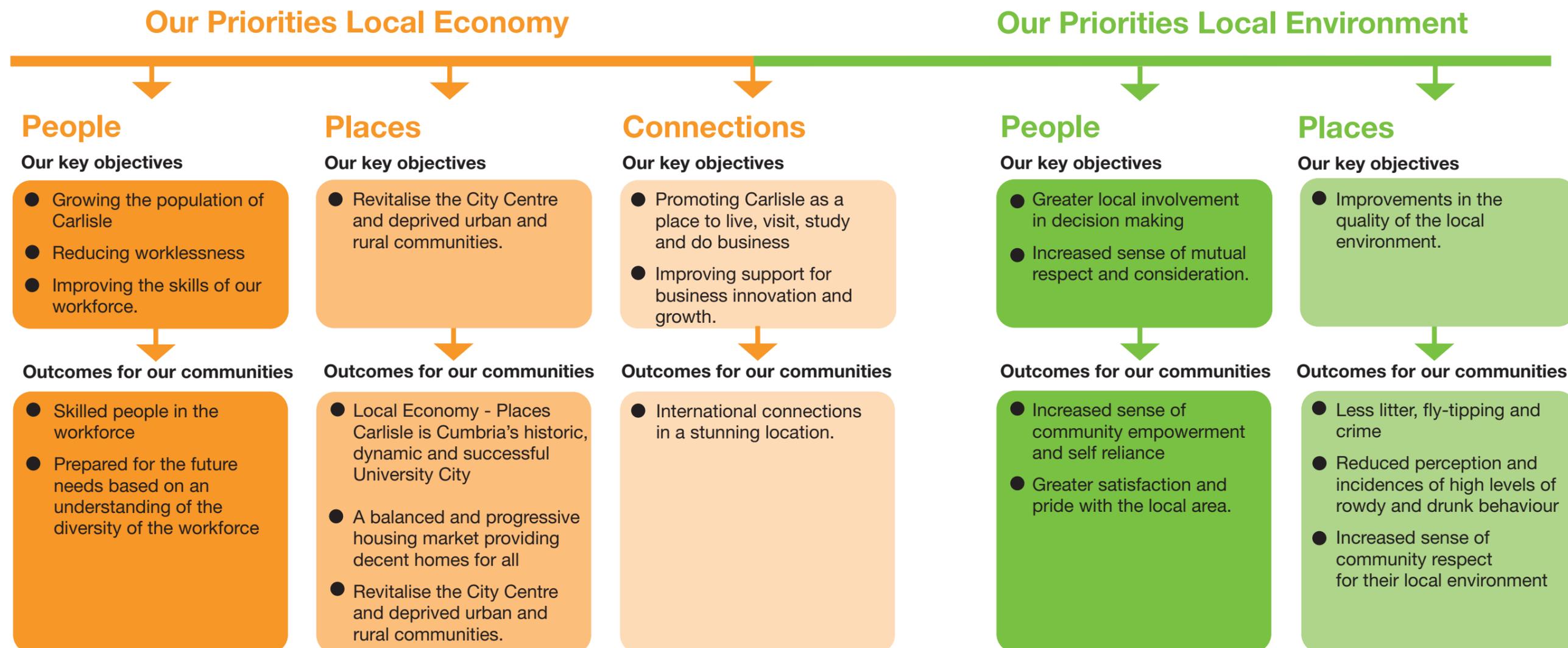
4. Recommendations

- The Panel is asked to scrutinise and comment on the CRR as set out in Appendix A.
- And comment on the level of risk management maturity achieved to date as shown in Appendix B and the resulting action plan for further development.

Appendix A

Corporate Risk Register

Managing the opportunities and threats in delivering the Corporate Plan

Our Priorities Local Economy

Our Priorities Local Environment

People

Our key objectives

- Growing the population of Carlisle
- Reducing worklessness
- Improving the skills of our workforce.

Outcomes for our communities

- Skilled people in the workforce
- Prepared for the future needs based on an understanding of the diversity of the workforce

Places

Our key objectives

- Revitalise the City Centre and deprived urban and rural communities.

Outcomes for our communities

- Local Economy - Places Carlisle is Cumbria's historic, dynamic and successful University City
- A balanced and progressive housing market providing decent homes for all
- Revitalise the City Centre and deprived urban and rural communities.

Connections

Our key objectives

- Promoting Carlisle as a place to live, visit, study and do business
- Improving support for business innovation and growth.

Outcomes for our communities

- International connections in a stunning location.

People

Our key objectives

- Greater local involvement in decision making
- Increased sense of mutual respect and consideration.

Outcomes for our communities

- Increased sense of community empowerment and self reliance
- Greater satisfaction and pride with the local area.

Places

Our key objectives

- Improvements in the quality of the local environment.

Outcomes for our communities

- Less litter, fly-tipping and crime
- Reduced perception and incidences of high levels of rowdy and drunk behaviour
- Increased sense of community respect for their local environment

Corporate Risk Register 28 June 2011

CARLISLE CITY COUNCIL

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Note: Amendments in the last quarter are marked in italics. The inclusion of the previous and current risk matrices shows the effect that the control strategies have had on risk ratings since the last quarterly update. A target risk matrix shows the risk level that the Council is aiming to achieve from the successful implementation of the control strategies and the date for when this will be achieved.

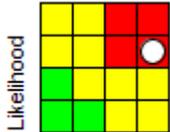| Provision of Disabled Facility Grants (DFGs)	The risk is that capital funding is unavailable to meet the demand placed upon the service. As these are statutory grants, provision has to be made for them. Level of DFG expenditure in 2010/11 was £1.7 million with £200k also approved at the year end. The level of grant in 2011/12 is £663,000 plus Riverside contribution. There is a litigation and reputational risk to the Council if the 6 month grant claim timeframe is exceeded.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	23-Jun-2011	16	1. Develop a more rigorous use of current resources, including efficient procurement of grant works. 2. Lobbying of central government for increase in funding. 3. Confirmation of Riverside contribution. 4. Senior Management Team/Joint Management Team/Community Housing and Health Services/Finance Services involvement to further develop control strategy.	
	03-May-2011	16		

Current Impact Description	Critical
Current Likelihood Description	Probable
Risk Score	16

Target Risk Date	01-Nov-2011
Target Risk Score	6

Managed By	Keith Gerrard
Portfolio Holder	Councillor Bloxham

2

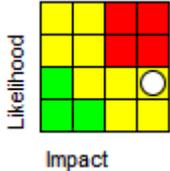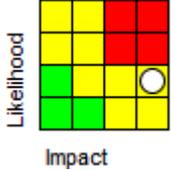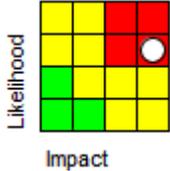| Limited Resources	There is a risk that scarce resources are not directed to priority areas within the Council's key objectives of local environment and local economy

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	23-Jun-2011	12	To make sure that the Transformation Programme, and the Medium Term Financial Plan and the Annual Budget are coherently focussed toward the appropriate allocation of resources to deliver the organisation's key objectives. It is anticipated that it will take 2 budget cycles to be confident in delivering the required efficiencies. Two year (2011/12 and 2012/13 budgets) RSG settlement is in line with Council projections for transformational savings requirements. *SMT to meet 4/7/11 to begin firming up plans for further savings.*	
	08-Mar-2011	12		

Current Impact Description	Critical
Current Likelihood Description	Reasonably probable
Risk Score	12

Target Risk Date	31-Mar-2013
Target Risk Score	8

Managed By	Jason Gooding
Portfolio Holder	Councillor J Mallinson

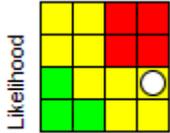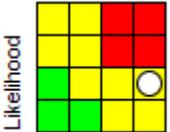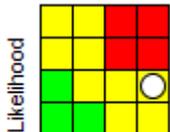| Strategic Housing Authority	There is a risk that the Council fails to deliver in it's role as a strategic housing authority in achieving a balanced housing market.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	28-Jun-2011	8	The transformation review of Health, Housing and Well Being has now been completed and recruitment to the revised staff structure is *almost complete*. This includes a focus on housing and homeless services. The Carlisle Strategic Housing Partnership is meeting on a regular basis and remains focused on: - Supporting vulnerable and homeless people - Providing decent homes - Developing the housing market These key foci are all working with a full understanding of the current changes in housing capital grants and government welfare reform. The impact of significantly reduced capital resources announced in the 2011/12 RSG settlement on the partnerships' desired outcomes is being addressed. *This risk has now reached the target risk score and can be removed from the Corporate Risk Register and will remain on the Strategic and Private Housing Operational Risk Register.*	
	08-Mar-2011	12		

Current Impact Description	Critical
Current Likelihood Description	Remote
Risk Score	8

Target Risk Date	31-Mar-2012
Target Risk Score	8

Managed By	Darren Crossley
Portfolio Holder	Councillor Bloxham

4

Use of Resources and Assets	There is a risk that the Council fails to adequately use resources and assets to stimulate, support and sustain economic growth in the area.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	23-Jun-2011	8	The Asset Management Business Plan was agreed at full Council on 11th Jan 2011. The Deputy Chief Executive is leading on the implementation of the Plan over the next four years. *The target risk score has been achieved and this risk can be removed from the Corporate Risk Register and remain on Property Services Operational Risk Register.*	
	08-Mar-2011	8		

Current Impact Description	Critical
Current Likelihood Description	Remote
Risk Score	8

Target Risk Date	30-Apr-2011
Target Risk Score	8

Managed By	Jason Gooding
Portfolio Holder	Councillor J Mallinson

5

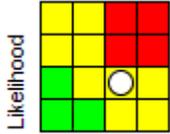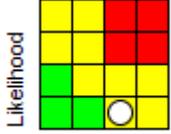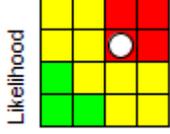| Effective and Efficient Neighbourhood services	There is a risk that the Council fails to deliver effective and efficient neighbourhood services, and improve residents' perception of Carlisle through local environment issues.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	28-Jun-2011	6	The transformation review of Local Environment is ongoing and entering a second phase (phase 1 being focused on the Service Management Team). This review *of Neighbourhoods and Green Spaces* will develop and implement a cost efficient approach to neighbourhood management with key Council Partners. This work is to be co-ordinated by the Assistant Director (Local Environment). *The target risk score has been achieved for this risk and it can therefore be removed from the Corporate Risk Register and remain within an Operatiaonal Risk Register within Local Envrironment Directorate.*	
	08-Mar-2011	9		

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	31-Mar-2012
Target Risk Score	6

Managed By	Angela Culleton
Portfolio Holder	Councillor Bloxham

Vision for the City	There is a risk that there is no clear consensus/ vision for the City's Economy and no agreed strategy with Partners.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	28-Jun-2011	6	*The Council has led the redevelopment of the Economic Development and Enterprise Group to form a new Carlisle Enterprise Partnership. This group will now take responsibility for delivering on the key plans for managed growth:* - Improving Business Performance - Supporting Growth and Investment - Growing the Low Carbon Economy - Raising Skills and Reducing Unemployment - Enhancing Quality of Life - Place shaping and connectivity	
	08-Mar-2011	9		

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	31-Mar-2011
Target Risk Score	3

Managed By	Maggie Mooney
Portfolio Holder	Councillor Mitchelson

Workforce Planning	There is a risk that the Council is unable to continue to deliver and develop services due to lack of skills/capacity within the workforce

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	23-Jun-2011	6	Organisational Development Plan is addressing authority-wide issues; Workforce planning tools are being developed to identify and address current workforce planning issues; Demographic data is being used to support workforce planning. Skills and capacity issues are being addressed through the transformation programme. Learning and development initiatives to support this are ongoing. *This risk has achieved it's target risk score and can be removed from the Corporate Risk Register and remain on the Chief Executive's Team Operational Risk Register.*	
	08-Mar-2011	6		

Current Impact Description	High
Current Likelihood Description	Remote
Risk Score	6

Target Risk Date	30-Sep-2011
Target Risk Score	6

Managed By	Maggie Mooney
Portfolio Holder	Councillor Ellis

8

Community involvement in decision making	There is a risk that communities are not sufficiently engaged in the Transformation programme.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	28-Jun-2011	4	Engagement activity is now taking place with a range of community and charitable organisations who are responding to the current financial issues and assisting with future Council grant policies and budget preparations. The Council is also working with other Local Strategic Partners to establish other mechanisms for engaging local communities e.g. the review of neighbourhood forums.	
	08-Mar-2011	4		

Current Impact Description	Marginal
Current Likelihood Description	Remote
Risk Score	4

Target Risk Date	31-Mar-2011
Target Risk Score	2

Managed By	Keith Gerrard
Portfolio Holder	Councillor Geddes

Supporting Employment	There is a risk that the Council fails to adequately support employers during the economic downturn.

Present and Previous Matrices	Review Dates	Present and Previous Risk Scores	Current Action Status/Control Strategy	Target Risk Matrix
	28-Jun-2011	4	*The Council has now renewed it's relationships with key employers and the Chamber of Commerce. Collectively via the Carlisle Economic Parnership support is being targetted to help local employers to sustain their businesses and plan for growth. This risk has reached it's target risk score and can be removed from the Corporate Risk Register and remain on the Economic Development Operational Risk Register.*	
	08-Mar-2011	9		

Current Impact Description	Marginal
Current Likelihood Description	Remote
Risk Score	4

Target Risk Date	31-Mar-2011
Target Risk Score	6

Managed By	Darren Crossley
Portfolio Holder	Councillor M Bowman

10

Appendix B

Risk Management Healthcheck and Action Plan
Carlisle City Council

Executive Summary

The aim of this Healthcheck (carried out in Feb 2011) is to benchmark the Council's risk management capability and maturity. This information will be used as a reference for future assessments and to help understand where improvement can be achieved. The following risk principles have been utilised to benchmark the Council against the widely accepted Office of Government Commerce Management of Risk (MoR) framework:

- Organisational Objectives
- Stakeholder Involvement
- Organisational Context
- Approach to Risk Management

A desktop exercise indicates at a strategic level that the Council has a very good understanding of risk management associated with development of the Corporate Plan, organisational development and medium term financial planning. The results are summarised below:

Strategic level

At the strategic level risks associated with the Government and Council priorities are clearly identified, defined and to date the Council has a good track record of managing strategic risk. Clear policies and procedures are in place and a central risk function has been established. Members are kept fully informed on strategic risk matters. Areas requiring further development are the consistent use of the risk arrangements regarding strategic partnerships. Also, examination of the long term impact of the current decisions being made within the transformation programme on the Council's Corporate Plan priorities.

Operational level

At an operational level the integration of risk management and service planning is patchy. However, the new style service plans gives the Council the opportunity to raise awareness and fully integrate service, partnership and operational plans with risk management (including shared services). The use of Covalent enables actions, PIs and risks to be recorded and integrated in a form easily available to staff and as a tool for further development of risk management within the Council.

Staff

Whilst Council staff indicate a very high awareness of their own role in risk management, evidence of putting this into practice is again patchy. New style team appraisals will give an opportunity to link individual and team objectives to the Corporate Plan and identify areas
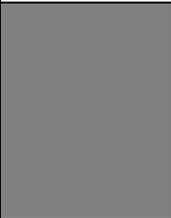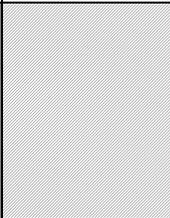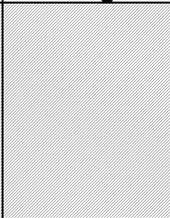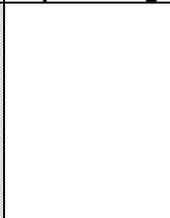
of risk and mitigation actions.

<u>Communication</u>

Risk policy and strategy needs better dissemination to managers and staff. A clear route to escalate risk issues needs communicating.

The matrix below summarises the results, showing clear areas of good practice and weaker areas that require further development.

▮ Indicates consistent evidence of risk management activity at that level

▨ Indicates evidence of risk management activity in certain areas of the Council's business; use at that level is inconsistent
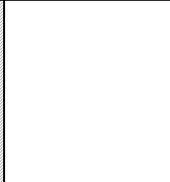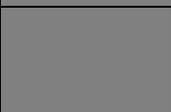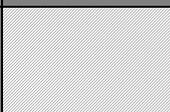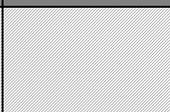
	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimising	Comments
Organisational objectives	▮	▮	▨	▨		Corporate Plan objectives are being cascaded down the organisation and risks are being linked to performance goals. Individual and team objectives (facilitated by new team appraisal system) are to be directly aligned to the corporate objectives. At a strategic level the risks in delivering the key objectives have been identified. There is a need to integrate objectives and action planning with MoR activity at all levels within the organisation.
Stakeholder involvement	▮	▮	▨	▨		There is evidence of good practice within this area. It is a critical area of risk management for the Council and important for the effective delivery of SMART objectives. Partnership working is an area that requires improved risk management: it is important for partners to collectively define and manage expectation, objectives and risks.
Organisational context	▮	▮	▮	▮	▨	This is clearly an area of strength within the Council. Examination of the organisational context and using it to inform the MoR process, objective setting and opportunity management is a level of management to which the Council aspires to. This is particularly important in the context of dwindling resources.
Approach to management of risk	▮	▮	▨	▨		A risk management policy and strategy is in place. Inconsistent understanding and use of risk analysis techniques. Clear route for escalation of risk required.
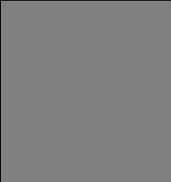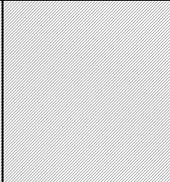
Suggested way forward

To ensure that all Council risk management activities are consistently operating at level 3 by April 2012.

Appendix B

Introduction and aim of healthcheck

Introduction
The Office of Government Commerce (OGC) defines risk as 'an uncertain event or set of events which, should it occur, will have an effect on the achievement of objectives'. The uncertain event could have a negative impact on objectives (and be perceived as a threat) or could have a favourable impact on objectives (and be seized as an opportunity).

A risk consists of a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives (**impact x likelihood**).

For the Council to achieve its objectives a certain amount of risk taking is inevitable.
Managing risk effectively helps to improve performance, contributing to better service delivery, more efficient use of resources, better management of contingent and maintenance activities with fewer sudden shocks and unwelcome surprises.

Aim of this healthcheck
The aim of this healthcheck is to benchmark the Council's risk management capability and maturity. This information will be used as a reference for future assessments and to help understand where improvement can be achieved. Use of the following risk principles will be examined, using the widely accepted OGC Management of Risk (MoR) framework:

- Organisational Objectives
- Stakeholder Involvement
- Organisational Context
- Approach to risk management

These are essential for the development of good risk management and will be examined against a reference model of mature practices. Each element of the framework will be assessed against the 5 levels of maturity.

Appendix B

Organisational Objectives

Consideration

The management of risk should be undertaken against clear objectives. In order to understand and manage the threats to and opportunities arising from these objectives, risks need to be identified against the Council's objectives.

Maturity levels	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimising
Assessment criteria	Activity objectives are not always made explicit before MoR activity	Threats are identified against explicit objectives	Objectives include stakeholder requirements	MoR is used to redefine objectives where appropriate as part of risk response planning	MoR is used to identify opportunities and influence objective setting
Current evidence		**Evidence at level 2** At a strategic level the risks associated with delivering the corporate objectives have been identified and are recorded in the Corporate Risk Register. The majority of service plans and operational risk registers are not directly interrelated. The development of a self-assessment based on Corporate Plan actions and sub-actions, along with performance indicators and risks linked to those key actions.	**Evidence at level 3** Corporate Plan includes stakeholder requirements.	**Evidence at level 4** Organisational development plan 2011-13 to mitigate workforce challenges.	

Appendix B

Stakeholder involvement

Consideration

The management of risk should involve all major stakeholders. The number of stakeholders and groups of stakeholders involved with Council business is large and varied, involving not only the local community but also community groups with varying needs eg. Council rate payers, businesses, the elderly, children, partners, Members and Council staff.   Management of shared services and other partnerships is becoming an increasingly important part of the Council's work.

Involvement of stakeholders leads to effective delivery of objectives and requires support, acceptance and collective ownership/division and responsibility, including the identification of risk.

Maturity levels	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimising
Assessment criteria	Not all stakeholders are consulted	Stakeholders are identified and engaged	Communication strategy is developed. Stakeholder objectives are identified, captured, aired, aligned, agreed and signed off	Fully documented processes. Clear process map of activities.	Advance lobbying of stakeholders to encourage support and engagement very early in the investment cycle.
Current evidence		**Evidence at level 2** Consultation with key stakeholder groups ▪ Neighbourhood forums ▪ Empowerment pilots Local Development Framework ('Planning Carlisle's future' key issues consultation). Carlisle CC acts as lead partner and host for the Local Strategic Partnership. This actively engages a broad range of partners across public, private, community and third sectors, through its priority groups and through full forum meetings.	**Evidence at level 3** Partnership Policy in place: Objective setting, risk analysis, legal contracts and annual reviews for significant Partnerships. Development and Support Team provide assistance in set up of new partnerships. Inconsistent practice of this protocol (draft Audit report Dec 2010). Sustainable Community Strategy (SCS) is agreed and formally signed off across all LSP partners. This presents a common set of aims and shared priorities and also reflects the Council's Corporate Plan. Delivery aligns existing activity and provides partnership agreement on new activity.	**Evidence at level 4** SCS development follows a documented process agreed with partners. Process is being established to map delivery activity.	

Appendix B

<table>
<tr><td colspan="6" style="background-color:green">Organisational Context</td></tr>
<tr><td colspan="6">Consideration
The management of risk should reflect the context of the organisation and the nature of the organisational activity under examination. The context of the Council is wide ranging – local and national issues (political, economic, social, technological, legal, and environmental issues). These are major sources of risk and need to be examined in order to identify the threats and opportunities and other areas of uncertainty.</td></tr>
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Maturity levels	Level 1 Initial	Level 2 Repeatable	Level 3 Defined	Level 4 Managed	Level 5 Optimising
Assessment criteria	Context of the organisation is not reflected in risk identification	Examination of the context is built into the risk process	Context is rigorously examined to explore both threats and opportunities	Managers proactively inform the central risk function of major changes in the context	The context is used to inform the MoR process, objective setting and opportunity management

Current evidence			**Evidence at level 3**
			Economic Development Strategy.
			Initial response to Localism and Decentralisation Bill.
			Staff involvement in transformation programme.
				Evidence at level 4
				SMT and JMT action.
				DMTs.
				PAG inform of risks associated with projects and operational objectives/activities.
					Evidence at level 5
					Workforce planning.
					Response to budgetary pressures and realignment of objectives and management of opportunities -
					  ▪ Transformation programme
					  ▪ Medium Term Financial Plan
					  ▪ Annual Budget
					  ▪ Asset Management Review

Appendix B

Approach to management of risk - policies, processes, strategies and plans					
Consideration Organisations should develop an approach to the management of risk that reflects its context and objectives.					
Maturity levels	**Level 1** **Initial**	**Level 2** **Repeatable**	**Level 3** **Defined**	**Level 4** **Managed**	**Level 5** **Optimising**
Assessment criteria	Undocumented or vague. No operating limits defined. No review of emerging risks or opportunities.	Policies and processes are defined. Risk tolerance levels are established. Timing of MoR is agreed.	Policies are further developed, refined and disseminated. Central risk function is established.	MoR is routinely used to support decision-making. Improved quantitative analysis.	Enterprise-wide strategies. Focus is on continual improvement.
Current evidence		**Evidence at level 2** Council Risk Management Policy and Strategy. Timing of MoR is agreed. Corporate risk management arrangements are managed centrally and are reviewed quarterly by SMT, the Corporate Risk Management Group (CRMG), Resources Overview and Scrutiny Panel and the Audit Committee.	**Evidence at level 3** Central risk function is in place. Corporate Risk Management Group. A recent employee Survey 2011 shows that 92% of 327 staff that responded stated that they were aware of their own role in managing risk within their area of work; If staff thought a risk was being ignored 73% would talk to their line manager, 20% to Health & Safety Manager, 2% to Personnel, 4% to Trade Union, and 1% to other.	**Evidence at level 4** Transformation programme. Risk registers available in Covalent and the Intranet. Covalent is the corporate system for performance, action planning, risk and assessment. This one system approach allows linkage of these areas.	

Appendix B

Summary

The desktop exercise indicates at a strategic level that the Council has a very good understanding of risk management associated with development of the Corporate Plan, organisational development and medium term financial planning. The results are summarised below:

<u>Strategic level</u>   At the strategic level risks associated with the Government and Council priorities are clearly identified, defined and to date the Council has good track record of managing strategic risk. Clear policies and procedures are in place. A central risk function has been established. Members are kept fully informed on strategic risk matters. Areas requiring further development are the consistent use of the risk arrangements regarding strategic partnerships. Also examination of the long term impact of the current decisions being made within the transformation programme on the Council's Corporate Plan priorities.

<u>Operational level</u>   At an operational level the integration of risk management and service planning is patchy. However, the new style service plans gives the Council the opportunity to raise awareness and fully integrate service, partnership and operational plans with risk management (including shared services). The use of Covalent enables actions, PIs and risks to be recorded and integrated in a form easily available to staff and as a tool for further development of risk management within the Council.

<u>Staff</u>   Whilst Council staff indicate a very high awareness of their own role in risk management, evidence of putting this into practice is again patchy. New style team appraisals will give an opportunity to link individual and team objectives to the Corporate plan and identify areas of risk and mitigation actions.

<u>Communication</u>   Risk policy and strategy needs better dissemination to managers and staff. A clear route to escalate risk issues needs communicating.

Suggested Action Plan

The following plan shows the levels of risk management maturity that the Council aspires to and also the actions for development of these areas.

Organisational objectives

To ensure that all Council activities are consistently operating at level 3, by Nov 2011.

The aim is to fully integrate objectives with MoR activity at all levels of the organisation.
- To facilitate integration of Corporate Plan objectives and actions with MoR activity (Policy and Comms Team)

- Examination of the long term impact of the current decisions being made within the transformation programme.   This will be achieved through focused effort on the implications in key decision papers, via Impact Assessments (facilitated by the Policy and Comms Team)

Stakeholder involvement

To improve risk management in partnership work and establish consistent practice at level 3 by April 2012.

- To establish formal terms of reference, evidence of partnership collaboration including legal agreement if appropriate and risk assessment.
  Please refer to Audit report document ref: RD.6/11 Audit Services Progress, Report Appendix F for full recommendations and action plan.
- To establish formal monitoring reports for shared services.
  A timetable is currently being agreed to develop performance monitoring reports for Revenues and Benefits Shared Services, ICT Connect, Carlisle Leisure Limited, Tullie House Trust and Audit Shared Services (Policy and Comms Team).

Organisational context

This is an area of strength within the Council in that the Council routinely examines it's context and uses this information to set it's objectives, manage risks and seek opportunities, thus already achieving level 4 and working at level 5 in certain areas.
No further development of these levels is considered necessary at this time.

Approach to management of risk

To achieve a consistent level 3.
The aim is to promote understanding of risk management and consistent risk analysis; To develop a clear route of escalation of risk.

- Middle management training is required to refresh managers on risk management arrangements in the Council. This has been scheduled for 14th Sept 2011.
- To provide more detailed training on risk analysis: Develop e-learning package on risk management to be available for all officers by Sept 2011.

Appendix B

- To run departmental workshops (link with e-learning package) to start to identify a way forward within their areas and define escalation of risk actions by Apr 2012.