Zurich Municipal Action Plan

Recommendation	Comment	Implementation By	Target Date
1 The existing Risk Management (RM) documentation needs to be updated and redrafted	Agreed. The documentation has been revised and is now to be discussed by service management teams. The final version will be completed at the next meeting of the Risk Management Group (RMG).	Led by Risk and Insurance Manager (R&IM)	1st August.
2 A two page laminate highlighting the key aspects of the RM process should be introduced.	Not agreed. It is felt that such a laminate would not have any lasting affect.		
3 Risk prompts should be used when identifying risks.	Agreed. This will help focus on key risks and help widen the range of risks considered. The prompts suggested by ZM are now set up on the Intranet.	All involved in identifying risks.	Ongoing
4 The risk identification process should involve a number of key relevant people.	Agreed. We are working towards this. The involvement of key staff, e.g. via brainstorming sessions, will help ensure that a wide range of risks will be identified. Ways of doing this were raised at RMG on 21st March.	Individual services and CMB with input from RMG.	Ongoing
5 Ensure the root cause of risks is identified and articulated.	Agreed. The wording used to describe risks needs to be reviewed by individual Services as risk registers are updated. Further guidance from ZM to be sought.	Guidance to be sought by R&IM. All Services then to review their registers.	Guidance by end of June
6 Consider removing "raw" or "abstract " assessment section from risk registers, considering risks with current and future controls in place.	It is proposed not to change the layout of risk registers so that those who find the "raw" assessment helpful may continue to use this approach and record the outcome.		
7 Use a risk matrix as a key element of the RM process.	This will be left to the discretion of individual services. A matrix covering all Council risks is available.		

8 Sort risks into priority rather than numerical order in risk registers.	Agreed. Individual registers to be updated.	Compilers of registers	Next review of registers.
9 Adopt a more robust process of action planning to address identified risks.	Agreed at RMG 30 May 2007. Items 9, 10 and 11 to be raised with all services.	Compilers of registers.	Next review.
10 There is a need for consistency in RM activity within the Council, particularly in service planning.	Agreed. The Better Performance Unit has already run workshops to raise awareness of risk management in the service planning process.	Compilers of registers.	Next review.
11 Ensure there is a regular review and management of risk as part of service planning.	Agreed. This should already be happening.	Compilers of registers.	Next review.
12 Consider including the top 4 – 5 risks from service registers in service plans, including those scoring 9, 12 or 16.	We will continue to include only risks scoring 9, 12 or 16 as service plans are high level documents and we need to focus on most significant risks.		
13 Better define terms of reference of RMG.	Agreed – see recommendation above.	Led by R&IM	1st August.
14 RM roles and responsibilities should be recognised in job descriptions /performance appraisals where appropriate.	Not agreed. Not practical and likely to be of little value.		
15 Integration of Business Continuity Management into work processes at strategic and departmental levels.	Agreed. Future progress will be monitored by RMG.	RMG	Ongoing
16 Clear links between the strategic risk register and major projects/partnerships.	Agreed. Arrangements have recently been introduced to link project risk management and service planning. Partnership risk management was discussed by RMG in March and advice fed back to BPU for inclusion in the partnership toolkit.	BPU	No date set, depends on other commitments.

17 Develop consistent approach to RM in partnerships.	See above re partnership working.		
18 Identification of a lead member for RM.	Councillor Razzaq has been appointed (and has attended a meeting of the RMG).		
19 There should be RM training for members.	A training session was held prior to the last Audit Committee meeting.		
20 There should be consistent completion and detail of risk section within committee reports.	Agreed. Members of RMG reminded at the March meeting. Councillor Razzaq to seek views of members re. the usefulness of comments made in the risk section.	Individual services. Councillor Razzaq.	
21 RM training for risk champions and other key officers.	Partially agreed. Training requirements are regularly discussed at RMG. Training has been given for senior officers in six of the ten services with the others to follow. Human resources to consider options for spreading training wider.	R&IM and Human Resources.	Ongoing.