

Appendix A

Recommendations regarding the Risk Management Strategy resulting from Internal Audit's review of Risk Management

Ref	Recommendation [Categorisation]	Management response	Update to Risk Management Strategy
1	At the next formal review of the strategic risk register the opportunity should be taken to enhance the Timescale to Progress section to be more explicit as to when planned controls / actions / mitigations should be in place by. [Low]	Planned control measures / sources of assurance will be reviewed to ascertain – and where appropriate record – expected dates.	Paragraph 5.2.5 has been updated to refer to including expected dates where appropriate.
2	The HRA Business Plan risk register should be formally reviewed and where required adjusted risk scores and timelines to progress data recorded. This risk register should be included as part of the cyclical review by EMT of the Affordable Homes service area risk management activities. [Low]	The HRA Business Plan risk register will be reviewed and then reported alongside the Affordable Housing risk register when that is next reviewed by EMT.	Paragraph 8.5.3 has been updated to refer to reviewing the HRA Business Plan risk register alongside the Affordable Homes risk register.
3	Clarification as to exactly what is an 'adjusted risk score' should be provided to all risk owners. [Low]	Clarification on the use of the 'Adjusted risk score' column will be given to all directors.	Not applicable - guidance already provided in the penultimate bullet point under paragraph 5.2.7.
4	There should be a more formalised process in relation to the development of Service Plan that requires Service Areas to either record all associated risks to the non-delivery of their Service Plan or those that are 'key' i.e. above an agreed risk score within the designated section of the Plan. [Low]	Clarification on the 'Risk Overview' section of the service plan will be provided to directors in time for their finalisation.	Not applicable - guidance already provided in paragraph 8.5.2.
5	All Service Areas should include risk as a standing agenda item for Team meetings. The status of the risk register should also feature on the agenda. [Low]	Departmental management teams will have their service area risk register on their agenda for review at least quarterly.	Paragraph 8.1.2, third bullet point, has been updated to refer to service areas including their risk register on departmental team meeting agenda at least quarterly.

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6	Training to be provided to staff/Members in accordance with the Risk Management Strategy requirements, ensuring that all appropriate records of such are maintained and submitted annually to the Corporate Governance Committee. [Low]	Refresher training will be arranged for: <ul style="list-style-type: none"> • officers involved in risk registers; • Members. 	Not applicable – provision for this exists in paragraph 9.2.1, third bullet point.
7	Ensure that report writers are reminded of the requirements on what information is to be included in the risk implications section of reports. The guidance should be enhanced to include the requirement that if a risk is reported then a suitable note should be recorded as to whether this is an existing risk, in which case where the risk is being managed, or if it is a new risk which would then require consideration as to where this risk should be included and managed in the future. [Low]	The use of the risk management implications section will be reviewed and guidance updated and training provided as necessary.	Not applicable – provision for this exists in paragraphs 8.5.8 and 8.5.10.
8	Ensure that in future reviews risk owners revisit all risks to ensure that any controls documented are actual controls and not statements. [Low]	Agreed – this will be included in the refresher training.	Not applicable – control measures and sources of assurance are already defined in paragraphs 5.2.3 and 5.2.4.