Appendix 1: Zurich Resilience Services Enterprise Risk Management Health Check Recommendations

Reference	Zurich Recommendation	Lead/Teams
1	Formalise or specify the expectations of the risk champions - currently the S151 officer and the member for finance – in terms of communication, visibility and cultural impact.	Head of Anti-Fraud, Risk & Insurance, S151 Officer and Cabinet Member Finance
2	Create further support for corporate directors and risk register owners by establishing a risk champion network with responsibility or at least access to update and review risk registers.	Head of Anti-Fraud, Risk & Insurance & Corporate Directors
3	Create a definition of risk culture and subsequently a road map to establish the desired approach.	Head of Anti-Fraud, Risk & Insurance & CMT
4	Consider the creation of one page instruction pamphlets outlining the expectations for the risk management process and how it should relate to the business-as-usual state at different levels.	Head of Anti-Fraud, Risk & Insurance with Director of Policy, Programmes & Performance
5	Establish the voice from the top with a dedicated communication plan that will outline the expectations, aims and objectives regarding risk management.	Head of Anti-Fraud, Risk & Insurance & CMT with Internal Comms
6	Risk appetite could be defined by decision makers, be it CMT, cabinet or full council and subsequently included within the Risk Management Strategy / Policy document and utilised to develop a more sophisticated approach to risk tolerance, target scores and reporting.	Head of Anti-Fraud, Risk & Insurance & CMT and Members
7	Review information flow processes to eliminate friction and possible barriers for effective risk reporting.	Head of Anti-Fraud, Risk & Insurance with Director of Policy, Programmes & Performance
8	Formalise the cycle of update to streamline the process for both risk owner and those providing oversight and comment. As an example, this could be updates to be made in the first week of the month with review always happening in the third week.	Head of Anti-Fraud, Risk & Insurance

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9	Keep reviewing terms of reference for governance and improvement boards to ensure that they remain fit for purpose and provide benefits rather than barriers.		Director of Policy, Programmes & Performance with Head of Anti-Fraud, Risk & Insurance
10	Continue working on the best way of applying the JCAD Core system, including who has access and responsibility for updating risks.		Head of Anti-Fraud, Risk & Insurance with Risk Champions
11	Ensure consistent application of descriptions, scoring and mitigation actions in the system. This would include regular conversations with risk register owners and corporate directors to reenforce defined methodology as well as establishing cross cutting departments as advocates and information gatherers.		Head of Anti-Fraud, Risk & Insurance with Risk Champions
12	Consider the place of opportunities or positive risk within the methodology and align on how these should be placed within the framework.		Head of Anti-Fraud, Risk & Insurance with risk champions
13	As part of implementation and culture building, consider making risk records visible to a wider audience.		Head of Anti-Fraud, Risk & Insurance with Director of Policy, Programmes & Performance
14	Providing training for super users in a risk champion network would increase the organic dissemination of risk management knowledge by providing a natural conversation starter and hub for questions embedded within each team or directorate.		Head of Anti-Fraud, Risk & Insurance with risk champions.
15	Set up a lessons-learned process, potentially in conjunction with what is already in place for business continuity and emergency planning.		Director of Policy, Programmes & Performance with Head of Anti-Fraud, Risk & Insurance

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16	Amendments to the project management approach should be reviewed and measured to establish the adequacy and consistent implementation of system, tools and processes.		Director of Policy, Programmes & Performance with Head of Anti-Fraud, Risk & Insurance
17	Cultivate cross departmental knowledge sharing of best practices and lessons-learned from previous experiences in partnership working.		Director of Policy, Programmes & Performance with Head of Anti-Fraud, Risk & Insurance
18	CLBC should consider how it applies requirements around social value in procurement and the awarding of contracts as it has been suggested that there isn't a consistent approach in this area.		Director of Commercial investment with Head of Anti-Fraud, Risk & Insurance