Attachment A: Risk Strategy Implementation - List of work programme

No.	Work Stream	Key Objectives
1	Risk management framework and policy	Ensure the framework provides clear tools and guidelines for: - risk and controls self-assessment - controls assurance processes - incident and issue management - escalation processes - risk appetite - use and application of 5x5 risk matrix - enterprise wide risk reporting - monitoring mechanisms such as key risk indicators
2	Risk management training programme	Risk training programme will include: - a training plan to cover training requirements for all council staff, management and elected members upskilling - Development of E-learning modules covering various components of the risk framework - Continuous professional development of risk team members, including accreditations.
3	Risk management system	Investigate and deploy a risk management system to enable: - improved enterprise risk management processes and reporting by creating a centralised, real-time repository of risks across council. - enterprise wide risk reporting on risks, issues, controls assurance, compliance, key risk indicators, trend analysis, proactive identification of risk hotspots etc - Enhanced accountability, ownership, transparency and improved governance and monitoring of risks council-wide.
4	Annual review of top risk	Refreshed approach to Annual review of top risk, with key focus on: - Definition of risks: ensuring risks are defined in a meaningful manner and tells a risk story in terms of the risk event, causes and impact. - Identification of controls: ensuring controls are clearly documented in terms of control objectives, frequency and ownership to ensure it clearly demonstrates how it can effectively mitigate the risk identified. Clearly defined controls will also assist in ensuring reasonable accurate risk assessments.

		- Risk assessments (i.e. risk ratings): ensuring risk assessments are completed before and after consideration of controls to determine the inherent risk and residual risk ratings. - Risk ownership: ensuring that the right risk owners are identified and agreed by ELT. - Input from Governing Body: conduct a workshop to communicate the results and obtain their input into Council top risks.
5	Top risk deep dives	Create a schedule of deep dives to be undertaken on a rotational basis for all top risks. Create a template to enable consistent assessment and reporting of the review outcomes.
6	Project risk management	Develop a Project Risk Management framework and policy.
7	Risk champions forum	Review and refresh of the quarterly risk champion forum to ensure it continues to meet the training and support requirements of the risk and compliance champions.
8	Risk culture review	Undertake a council-wide risk culture review to: - Establish a baseline measure for the risk maturity of the organisation. - To determine the best possible actions to address areas requiring improvement that will continue to lift the maturity level.
9	Reward and recognition	Develop a reward and recognition programme for council staff to recognise good and proactive risk management behaviours and practices. National level risk recognition – nominate the Enterprise Risk Team for the Risk NZ 'Excellence in developing capability in Risk Management' award.
10	Engagement with council-controlled organisations	Review and refresh the CCO leadership meetings to increase engagement, visibility of risks and alignment of risk management practices.
11	Business partnership model	Investigate and assess the optimal business partnership model to enable ongoing and effective engagement with business units across council to provide value adding advice and support.